

# FEDERAL REPUBLIC OF SOMALIA



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*Somalia – Food Systems Resilience Project*

## PROJECT IMPLEMENTATION MANUAL (PIM)

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**June 21, 2023**

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FEDERAL REPUBLIC OF SOMALIA

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<b>Abbreviation and Acronyms</b>	
AGRA	Alliance for a Green Revolution in Africa
APFS	Agro-Pastoralists Field School
ASAL	Arid and Semi-Arid Lands
AWPB	Annual Work Plan and Budget
Bank	The World Bank
CBOs	Community Based Organization
CBS	Central Bank of Somalia
CDDC	Community Driven Development Committee
CERC	Contingent Emergency Response Component
CGIAR	Consortium of International Agricultural Research Centres
CIG	Common Interest Group
CLPO	Crops and Livestock Producer Organization
CNA	Capacity Needs Assessment
CQS	Consultant’s Qualification-based Selection
CSA	Climate Smart Agriculture
DA	Designated Account
DAT	Disruptive Agriculture Technology
DCAS	Digital Climate Advisory System
EoI	Expression of Interest
E&S	Environmental and Social
EAFS	External Assistance Fiduciary Section
EIA	Environmental Impact Assessment
<b>ESCP</b>	Environmental and Social Commitment Plan
ESMF	Environmental and Social Management Framework

<b>Abbreviation and Acronyms</b>	
ESMS	Environmental and Social Management System
EWS	Early Warning Systems
FAO	Food and Agriculture Organization of the United Nations
FBS	Fixed Budget Based Selection
FCV	Fragility, Conflict and Violence
FFBS	Farmer Field and Business Schools
FFS	Farmer Field School
FGS	Federal Government of Somalia
FM	Finance Management
FMIS	Financial Management Information System
FMS	Federal Member States
FPO	Farmer Producer Organization
GBV	Gender Based Violence
GHG	Greenhouse Gas
GM	Grievance Mechanism
GRC	Grievance Redress Committees
GRM	Grievance Redress Mechanism
HoA	Horn of Africa
IBRD	International Bank for Reconstruction Development
ICR	Implementation Completion and Results Report
ICT	Information and Communication Technology
IDA	International Development Association
IDPs	Internally Displaced People
IFR	Interim Financial Reports
IPMP	Integrated Pest Management Plan
IPSAS	International Public Sector Accounting Standards

<b>Abbreviation and Acronyms</b>	
IUFR	Interim Unaudited Financial Report
IVR	Interactive Voice Response
LAN	Local Area Network
LMP	Labor Management Procedures
M&E	Monitoring and Evaluation
MIS	Management Information System
MDAs	Ministry Departments and Agencies
MoAI	Ministry of Agriculture and Irrigation
MOF	Ministry of Finance
MoLFR	Ministry of Livestock, Forestry and Range
MPA	Multiphase Programmatic Approach
MTR	Mid-Term Review
NAES	The National Extension Specialist
NAIS	National Agriculture Infrastructure Specialist
NALRI	National Livestock Research Institutions
NFMS	National Financial Management Specialist
NGAIC	National Genetic and Artificial Insemination Center
NGOs	Non-Governmental Organization
NMHS	National Meteorological and Hydrological Services
NLS	National Livestock Specialist
NPC	National Project Coordinator
NPSC	National Project Steering Committee
NRMS	Natural Resources Management Specialist
NTAC	National Technical Advisory Committee
PAD	Project Appraisal Document
PDO	Project Development Objectives

<b>Abbreviation and Acronyms</b>	
PFS	Pastoral Field Schools
PFM	Public Financial Management
PICD	Participatory Integrated Community Development
SPCU	Project Implementation Unit
PIM	Project Implementation Manual
POE	Panel of Expert
PP	Procurement Plan
PPP	Public-Private Partnership
PPSD	Project Procurement Strategy for Development
QBS	Quality and Cost-based Selection
REOI	Request for Expression of Interest
RFB	Request for Bids
RFP	Request for Proposals
RFQ	Request for quotation
SEAH	Sexual Exploitation and Abuse and Harassment
SEP	Stakeholder Engagement Plan
S-FSRP	Somalia Food Security Resilience Project
SLM	Sustainable Land Management
SME	Small Medium Enterprises
SMPF	Somalia Multi-Partner Fund
SOE	Statement of Expenditure
SPCU	State Project Coordination Units
SPD	Standard Procurement Documents
SPS	Sanitary and Phytosanitary Standards
SPSC	State Project Steering Committee
STAC	State Technical Advisory Committee



<b>Abbreviation</b>	<b>and Acronyms</b>
STD	State Technical Departments
STEP	Systematic Tracking of Exchanges in Procurement
SARIS	Somali Agricultural Regulatory and Inspection Service
TAD	Transboundary Animal Diseases
ToR	Terms of Reference
TTL	Task Team Leader
TIMPs	Technologies, Innovations and Management Practices
US\$	United States Dollars
WBG	World Bank Group
VDC	Village Development Committee
VMG	Vulnerable and Marginalized Group
WCIS	Weather and Climate Information Services
WUA	Water Users Associations

## **SECTION 1: BACKGROUND**

### **A. Objectives of Project Implementation Manual**

1. The Project Implementation Manual (PIM) aims to spell out the procedures and detailed arrangements for implementing the Somalia Food Security Resilience Project (S-FSRP) to achieve its objectives. The Project Implementation Manual is prepared based on project documents, World Bank guidelines, and legal documents relating to the management and implementation of World Bank funded projects. The manual sets forth guidelines and procedures for the implementation of the Project and is divided into the following parts;

- (i) Background
- (ii) Project Description
- (iii) Component 1: (Re-)Building Resilient Agricultural Production Capacity
- (iv) Component 2: Supporting the Sustainable Development of Natural Resources for Resilient Agricultural Landscapes
- (v) Component 3: Getting to Market
- (vi) Component 4: Promoting a Greater Focus on Food Systems Resilience in National and Regional Policy making
- (vii) Project Management, Coordination, and Institutional Arrangements
- (viii) Financial Management
- (ix) Procurement Guidelines and Procedures
- (x) Grievance Complaints Handling Mechanism
- (xi) Environmental and Social Safeguards
- (xii) Project Monitoring, Evaluation, and Reporting
- (xiii) Annexes (supplementary information)

### **B. Governance of this Manual**

2. The Federal Government of Somalia (FGS) and its Federal Member States (FMSs) own the contents of this Manual. To prevent confusion over the contents, the FGS will be responsible for version control:
- Maintaining a master copy of the Manual.
  - Disseminating copies to the FMSs.
  - Collecting recommended revisions from the FMSs via the State Project Coordination Units (SPCUs).
  - Reviewing all change requests and the processes to accept changes among the FMSs.
  - Engaging the World Bank team for ‘No Objection’ to the changes.
  - Communicating final changes to the FMS.

### **C. Adoption and Amendment of the PIM**

3. The PIM is a living document and is expected to be revised and updated as necessary to incorporate the evolving needs of the Project and any changes in procedures based on project

implementation experiences.

The process for updating this Manual is as follows:

- Request for edits may be made by the World Bank or Recipient representatives in writing/via email to the National Project Coordinator (NPC), with a copy to the responsible Directors General (DG) within the lead implementing Ministries, Departments, and Agencies (MDAs).
  - The National Project Coordinator will review the request and, if satisfied, request the Task Team Leader (TTL) for approval in writing/email to action the change.
  - The World Bank will respond by email or otherwise in writing either, and may 'decline', 'recommend amendments' or give a 'no-objection'.
  - Upon receipt of a 'no-objection,' the NPC, in consultation with the DG of the lead implementing MDAs, will ensure the approved changes/edits are incorporated into the Manual, and the revised draft manual is shared with the TTL for approval. A change to the PIM will take effect upon approval from the World Bank.
  - The National Project Coordination Unit (NPCU) will assign a new version number to each amended version of the PIM.
  - The NPCU will disseminate the new version of PIM to those responsible for project implementation (see section 'Project Management and Institutional Arrangements').
4. The PIM should be used together with the following documents for further clarity: (i) Project Appraisal Document and Country specific Annex for Somalia; (ii) Grant Agreement; (iii) Disbursement Letter; (iv) External Financial Assistant Supervision (EAFS) Manual.

## SECTION II: PROJECT DESCRIPTION

### A. Context

5. The Somalia Food Systems Resilience Program (FSRP) is part of a regional initiative by the World Bank to provide a comprehensive framework to intervene at both the national and regional levels. This Multi-phase Programmatic Approach (MPA) aims to tackle the underlying structural challenges of food insecurity and reduce beneficiaries' vulnerability to unpredictable climate, crisis, and conflict events. It seeks to achieve this by rejuvenating Somalia's agri-livestock research institutions, seed systems, and extension services and developing community institutions that can anchor adaptation of climate smart agri-livestock practices; strengthening the availability of water and improved rangelands management for resilient agriculture and livestock production; strengthen animal health services, strengthening the integration of the production systems to domestic and regional markets, with appropriate investments in food safety and value addition, and establishing an enabling policy and institutional framework at sub-national, national and regional level capable of supporting food systems resilience for Somalia.
6. Somalia FSRP will support investments across the '5Is'- Infrastructure, Institutional Capacity, Innovation, Inclusion, and Integration to address food systems resilience comprehensively. **Infrastructure investments** will support the revival of flagship agriculture and livestock research institutions, automated weather stations and early warning systems, small scale irrigation infrastructure, produce testing and certification facilities for export-oriented commodities, value addition and processing infrastructure, post-harvest storage, and cold chains. These infrastructure investments are envisaged as foundational to the agenda of food systems resilience.
7. **Institutional Capacity** building will be undertaken at various levels, including farmer institutions, staff of stakeholder ministries at FMS and FGS levels, and stakeholders, including private sector players and enterprises in key value chains. This will enable key institutions to play sectoral leadership roles at various levels. The use of innovations is expected to drive the development and application of climate resilient breeds and inputs, digitally enabled information and extension services, development of locally relevant and climate smart technologies, innovations and management practices (TIMPs), scaling up innovations through technology transfer and demonstrations at community level, new age conservation agriculture approaches, innovations in rangeland management and sustainable charcoal production, development of new fodder varieties, innovative intensification of livestock production systems, low cost innovations in post-harvest storage, and traceability systems in livestock and livestock products.
8. The Project will make investments at all levels to support inclusive farmer institutions and producer organizations, extension and advisory services, access to finance and markets through digital channels, and incubation support for women owned enterprises. The

investments will integrate and build on existing or completed investments that support resilience building, including but not limited to the Biyoole and Barwaaqo (Somalia Water for Resilience Project) investments into water infrastructure and multi-use water points, Horn of Africa (HoA) Groundwater project investments, Livestock sector investments being undertaken in the De-risking, Inclusion and Value Enhancement of Pastoral Economies in the Horn of Africa (DRIVE) project, and enterprise support investments in the Somalia Capacity Advancement, Livelihoods, and Entrepreneurship Digital Uplift Project (SCALED-UP) project.

9. Investments in building resilient food systems in Somalia will be made through four primary pathways; i) rejuvenating Somalia’s agri-livestock research institutions, seed systems, extension services, and develop community institutions that can anchor adaptation of climate smart agri-livestock practices, ii) strengthening the availability of water and improved rangeland management for resilient agriculture and livestock production, iii) strengthening the integration of the production systems to domestic and regional markets, with appropriate investments in food safety and value addition, and iv) establishing an enabling policy and institutional framework at sub-national, national and regional level capable of supporting food systems resilience for Somalia. To support these investment pathways, S-FSRP comprises five technical components in addition to the Contingent Emergency Response Component (CERC). The project components, sub-components, and resource allocation is outlined below:

### **B. Project Development Objectives**

10. The Project Development Objective (PDO) for S-FSRP will be 'to increase preparedness against food insecurity and improve the resilience of food systems in targeted project areas of Somalia': Progress toward the PDO will be measured using five PDO indicators and intermediate indicators. All relevant indicators will be disaggregated by gender (men and women) and age (youth and adult). The five indicators are;
  - (a) reduction of food insecure people in project-targeted areas (percentage);
  - (b) farmers adopting supported climate-smart innovations and practices (number and percentage of which are female and climate resilient);
  - (c) land area under sustainable landscape management practices (hectares);
  - (d) increase in the volume of agricultural production sold on domestic and regional markets (percentage); and
  - (e) policy products related to agriculture, natural resources management, and food systems resilience adopted with the Project's support (number).

### **C. Project Geographic Coverage and Site Selection**

11. The Project will be implemented in the following 6 states of Somalia: Jubaland, South-West, Galmudug, Hirshabelle, Puntland, and Somaliland, with each participating FMS expected to sign a subsidiary agreement. Within each State, the project will be implemented in 8 selected districts, to be identified on the basis of several inclusion and exclusion criteria. The

exclusion criteria include; 1) Districts that are inaccessible due to high levels of insecurity, 2) Districts with large swathes of contested lands leading to significant challenges in complying with environmental and social safeguards, and 3) Districts having large investment projects similar to S-FSRP. Districts where one or more exclusion criteria are applicable, are to be ruled out as part of the initial set of priority target districts. From the shortlisted districts post-exclusion, the set of districts to be prioritized for implementation under SFSRP will be finalized. The inclusion criteria for FMS districts included; 1) Potential for impact within the priority value chain in terms of farmer coverage, potential productivity gap to be bridged, and maturity of specific value chain within the district, 2) Implementation readiness in terms of systems, existing institutions, and infrastructure. The Project may choose to adopt a phased implementation approach wherein districts with low implementation readiness will be entered into after initial systemic capacity building, 3) Districts with a high presence of vulnerable and marginalized communities are to be prioritized, 4) Districts wherein existing investments of complementary nature are ongoing are to be prioritized. For e.g., Districts with existing water point investments under the Biyoole and Barwaaqo projects, as well as those under the Horn of Africa groundwater project, may be prioritized to support complementing investments in agriculture and livestock support areas. Here, the focus will be on making synergistic investments for maximum impact without duplication, and 5) Districts, where investments may lead to spillover effects or regional impact, will be prioritized. This may include districts with major market or urban consumption centers critical to successful downstream value chain impact.

12. The Project has engaged in intensive consultations with the Federal Member States and the National Government of Somalia to ensure their buy-in, reflect their unique context in project design, and ensure the Somalia FSRP's coordination with other active projects. The Somalia FSRP is envisaged to be the flagship World Bank investment in the agriculture and livestock sector in Somalia, with a clear focus on food systems resilience and institutional capacity building at various levels within the government. A highly inclusive and participatory approach has been undertaken to agree on critical issues, including i) states and districts to be prioritized for support, ii) value chains to be prioritized, iii) key institutions to be supported at national and State level, iv) various projects to be integrated and coordinated with, and v) Implementation arrangements including utilization of third-party agencies in select areas.
13. The Project will work on a few strategic and regional value chains critical to Somalia's food security and economic growth. The selection of these value chains will be based on criteria that include (a) potential contribution to the national food security and resilience agenda; (b) relevance to diversification into high-value production, building on opportunities created by investments in irrigation; (c) relevance to women; (d) potential to generate significant greenhouse gas (GHG) emission reductions; (e) potential to support diet diversification and better nutritional outcomes; and (f) potential to generate jobs. Based on these criteria and after consultation with the member states, the MoA and MoLFR has suggested an initial list of 10 value chains for the Project: (a) Maize, (b) Sorghum, (c) Sesame, (d) Cowpea (e) Mung

bean (f) Dairy, (g) Poultry, (h) Red Meat (fattening), (i) Honey, (j) Frankincense,

14. The Project will support operationalizing several sectoral strategies in agriculture and livestock. Somalia FSRP will support a number of nationally recognized sectoral revival and growth strategies. The Project is closely aligned with the resilient food production goal of NDP 9 and builds on recommendations of the Country Economic Memorandum 2018, focused on building a resilient agriculture sector. The Project will also support the operationalization of several Livestock Sector Development Strategy recommendations, developed in coordination with the Food and Agriculture Organization of the United Nations (FAO).

#### **D. Project Beneficiaries**

15. The Project will directly benefit an estimated 350,000 small farmers, agro-pastoralists and nomadic pastoralists, agriculture and livestock based enterprises, financial services providers, Disruptive Agriculture Technology organizations, and agriculture research and extension institutions, of which at least 30 percent will be female. The tentative distribution by state is shown below (table 2.1). The beneficiaries will be farmers and pastoralists in Galmudug, Puntland, South West State, Jubbaland, Hirshabelle, and Somaliland. Among the benefits, Project will provide benefits in the form of access to improved water sources for multiple uses (domestic, livestock, agriculture, and horticulture); agricultural (livestock and crops) extension, infrastructure upgrade; technical education, short term training, TIMPs packages, access to credit, access to inputs, aggregation, and market linkage.

**Table 2.1. Project Beneficiaries**

<b>Project Beneficiaries</b>	<b>Somaliland</b>	<b>Puntland</b>	<b>Galmudug</b>	<b>South West State</b>	<b>Hirshabelle</b>	<b>Jubbaland</b>	<b>Total</b>
Total	60,000	55,000	55,000	60,000	60,000	60,000	350,000
Of which are women	18,000	16500	16500	18,000	18,000	18,000	105,000

#### **E. Project Components and Sub-components**

16. The Project has five technical components<sup>1</sup>. These are (1) Rebuilding Resilient Agricultural Production Capacity; (2) Supporting the sustainable development of Natural Resources for Resilient Agriculture Landscapes; (3) Getting to markets; (4) Promoting a greater focus on food systems resilience in policy-making; (5) Project coordination and knowledge management. .
17. The five components, the sub-components, and key activities are summarized in (Table 2.2) below (Details are provided in the country annex for Somalia). In addition to the technical components, a Contingent Emergency Response Component (CERC) is included.

<sup>1</sup> Within the component titles, agriculture denotes agriculture and livestock sectors together.

**Table 2.2: Project components, sub-components, and key activities**

	<b>Project Component</b>	<b>Sub-Component</b>	<b>Key Activities</b>
<b>1</b>	<b>Comp. 1:</b> Rebuilding Resilient Agricultural Production Capacity	<p><b>Sub-comp 1.1:</b> Crop and Livestock Research, Extension, and Seed Systems</p> <p><b>Sub-comp 1.2:</b> Community engagement and Technology Transfer</p> <p><b>Sub-comp 1.3:</b> Digital Agriculture<sup>2</sup> Solutions and data systems</p>	<p>This will support upgrading of agriculture and livestock research institutions at FGS and FMS levels, offer scholarships for technical education (PhD, MScs, Diplomas) in relevant fields, short term training, exchange programs, strengthen extension infrastructure, updating of soil maps and testing systems, value-chain suitability maps, provide agro-weather information, early warning systems, disease surveillance, seed systems and certification, delivery of drought tolerant and high yielding food and forage crops varieties, adaptive trials, linkage with agro-dealers, micro-demonstration, distribution of household level kitchen garden seed kits, TIMPs development.</p> <p>Development of community institutions extension system for technology transfer, mobilization of Common Interest Groups (CIGs)/Vulnerable and Marginalized Groups (VMGs), training, micro-project investments, support adoption of Climate Smart Agriculture (CSA) technology packages, the federation of CIGs to FPOs, adoption of the Farmer Field School (FFS) and Agro-pastoralists Field Schools (APFS) approach, capacity building, community-based extension service providers and for asset restoration</p> <p>Development of national farmers and pastoralist database, livestock identification and traceability system, national digital climate advisory system (DCAS) to support advisory and early warning systems, Disruptive Agriculture Technology (DAT) platform, partnerships, TIMPs contents delivery to farmers, link with regional advisory and surveillance of pest and disease outbreaks, potential climate shocks, and regional and global price trends, access to digital financial, insurance services.</p>
<b>2</b>	<b>Comp. 2:</b> Supporting the sustainable development of natural resources for resilient agricultural landscapes	<b>Sub-comp 2.1:</b> Water availability for agriculture and livestock	Improving water availability for agriculture and livestock through rehabilitation of dilapidated irrigation infrastructure, investments in water points, harvesting and catchments, rehabilitation of barrages, water gates, and canals, household water pans, irrigation through solar energy solutions, spate irrigation, and contour banding and terracing, building the capacity of Water User Associations, minimizing evaporation from water structures.

<sup>2</sup> Agriculture solutions here denotes solutions suitable for crops, livestock, and fishery sector specific farmer solutions.



		<b>Sub-comp 2.2:</b> Rangeland management	Strengthening the livestock sector through restoration of degraded rangelands through soil and land improvement practices, reforestation, and promotion of feed and fodder enterprises, adoption of climate-resistant seeds, the establishment of fodder storage structures, re-seeding of pastures, growing nutritive grasses and forage varieties, micro-catchments, flood control technologies, green charcoal production, expanded use of <i>Prosopis juliflora</i> , sustainable production, processing of frankincense, myrrh, and Gum Arabic, distribution of fodder seeds, capacity building, aggregation, community-based fodder storage structures and promote modern post-harvest technologies.
<b>3</b>	<b>Comp 3:</b> Getting to markets	<b>Sub-comp 3.1:</b> Farmer Producer Organizations <sup>3</sup> and Agri-food enterprises  <b>Sub-comp 3.2:</b> Market Infrastructure and Enterprise Development  <b>Sub-comp 3.3:</b> Access to finance	Support investments in strengthening Farmer Producer Organizations (FPOs), value chain enterprises involved in inputs, aggregation, value addition and market linkage, the federation of CIGs to FPOs, techno-managerial capacity building, grants to FPOs for inclusion, digitization of FPO operations, value addition for livestock products, building capacity for value addition, marketing, and branding, value chain assessments and selection, farmer capacity and productivity, market linkages and resilience building.  Support marketing of crop and livestock products, improving food safety, traceability, and value addition, storage and market infrastructure development including, cold chain, grading, sorting and processing facilities, rural feeder roads, upgrading of market infrastructure in key market centers in Public-Private partnership mode (PPP) , capacity building of value chain stakeholders, training and certification programs, improvement of plant and animal health certification, holding grounds, plant and animal health certification system, national livestock identification, registration and traceability system.  Build the capacity of smallholder farmers and pastoralists to leverage formal finance by supporting group level savings and collateral free small credit for agri-livestock production; group level revolving funds will be provided through a matching grant mechanism, group level small loans for the adoption of TIMPs, financial literacy training, financial support to select FPOs for collective purchase of key inputs and services.
<b>4</b>	<b>Comp. 4:</b> Promoting a greater focus on	<b>Sub-comp 4.1:</b> Ministerial Capacity	Support capacity building in the area of crops for the Ministry of Agriculture and Irrigation at FGS and corresponding line ministries at the FMS level, technical capacity building of staff

<sup>3</sup> Farmer Producer Organizations here denotes organizations comprising of crops, livestock, or fishery dependent farmers as members.

	<p>food systems resilience in policy making</p>	<p>Building and Agri-food Policy Assessments for the Crops Sector</p> <p><b>Sub-comp 4.2:</b> Ministerial Capacity Building and Agri-food Policy Assessments for the Livestock Sector</p>	<p>of the MoAI, SARIS, and CARI through sponsored Doctorates, Master, Diplomas, Short courses, and exposure visits, comprehensive capacity assessment, infrastructure upgrading, national agriculture policy assessment to identify policy gaps, updated policies including the National Agriculture data policy, policies around seed systems, Food Safety and standards, and land tenure, linkage, and knowledge sharing partnerships with regional institutions and Consortium of International Agricultural Research Centers (CGIAR).</p> <p>Capacity building of the Ministry of Livestock, Forest and Range (MoLFR) at FGS and corresponding line ministries at the FMS level, comprehensive capacity needs assessment, technical capacity building of staff of MoLFR and NALRI through sponsored Doctorates, Master, Diplomas, Short courses, and exposure visits, infrastructure &amp; facility upgrade, staff training, support MoLFR in formulating and adopting new policies/legislation of the livestock sector, One Health investments, linkage and knowledge sharing partnerships with regional institutions and CGIAR.</p>
<p><b>5</b></p>	<p><b>Comp. 5:</b> Project Coordination and Management</p>	<p><b>Sub-comp 5.1:</b> Project Implementation and Coordination</p> <p><b>Sub-comp 5.2:</b> Monitoring and Evaluation</p>	<p>Support establishment and strengthening of NPCU, full time staff costs, office facilities and infrastructure, operations and coordination, FMS level SPCUs including dedicated staff and consultants to support project implementation, onboarding of third-party implementing agencies to support project implementation and build FMS capacity for long term sustainability</p> <p>Support the establishment of a full-fledged Management Information System (MIS) with requisite data collection and analysis systems and digital dashboards for decision support at all levels of implementation, onboarding of competent technical agency to conduct an impact evaluation of the Project, and technical assistance and capacity building of project staffs and stakeholders for data driven decision making and performance management.</p>

**F. Project cost and financing**

18. The Project's total cost is estimated at USD 150 million, to be financed with an IDA grant. The resources of the Project will be utilized to support activities as shown below in Table 2.3;

**Table 2.3: Resource allocation by components**

	<b>Component</b>	<b>Cost USD (million)</b>	<b>Percent</b>
1	Comp. 1: Rebuilding Resilient Agricultural Production Capacity	40	26.7%
2.	Comp. 2: Supporting the sustainable development of natural resources for resilient agricultural landscapes	50	33.3%
3.	Comp 3: Getting to Markets	20	13.3%
4.	Comp. 4: Promoting greater focus on Food Systems Resilience in policy making	25	16.7%
5.	Comp.5: Contingency Emergency Response	0	0%
6.	Comp. 6: Project Coordination and Management	15	10%
	<b>Total</b>	150	100%

### **G. Period of implementation**

19. The Project will be implemented over 5 years commencing in July 2023 to June 2029.

## SECTION III: COMPONENT 1: Rebuilding Resilient Agriculture Production Capacity

### A. Subcomponent 1.1: Crop and Livestock Research, Extension, and Seed Systems

#### *i. Supporting key agriculture and livestock research institutions at FGS and FMS level*

20. Activities to be supported include: i) revamping and expanding the FGS-Central Agriculture Research Institute (ii) establishing a National Livestock Research Institute (NALRI); iii) establishing a National Animal Genetic and Artificial Insemination Center (NGAIC) and (iv) strengthening the capacity for the development of climate smart inputs and technologies most suited to Somali food systems. All investments will be identified through a comprehensive technical assessment.

#### *Revamping and expanding the FGS-Central Agriculture Research Institute (CARI)*

21. Two (2) FGS-Central Agriculture Research Institute (CARI) in Afgooye for riverine agriculture (vegetables, fruits, maize, sesame, etc.) and Bonkai (Baidoa) for rain-fed agriculture (dryland agriculture) will be strengthened. The strengthening will include construction works (offices and laboratories) and the provision of office equipment and furniture. Wherever possible, existing infrastructure will be upgraded and repurposed to support these institutions, for cost effectiveness.
22. Six (6) satellite centres of the CARI will also be established, one in each of the six (6) federal states ( Galmudug, Hirshabelle, Jubaland, Somali land, Puntland, and South West). This will also include construction works (offices and laboratories) and the provision of office equipment and furniture. Wherever possible, existing infrastructure will be upgraded and repurposed to support these institutions, for cost effectiveness.

#### *Establish a National Livestock Research Institute (NALRI)*

23. A National Livestock Research Institute (NALRI) will be established in Mogadishu to support research capacity in livestock, pasture, animal health, animal production, range, pasture, fodder, and all matters related to livestock production. This will involve construction works and the provision of equipment. Wherever possible, existing infrastructure will be upgraded and repurposed to support these institutions, for cost effectiveness.

#### *Establish a National Animal Genetic and Artificial Insemination Center*

24. A National Animal Genetic and Artificial Insemination Center will be established in an appropriate location of the country a to strengthen breed improvement in livestock.
25. Both institutions, i.e., the National Livestock Research Institutions (NALRI) and National Animal Genetic and Artificial Insemination Center, will anchor research and extension in breed improvement, good animal husbandry practices, animal health, disease surveillance,

and scientific herd management.

*Strengthening technical capacity for the development of climate-smart inputs and technologies most suited to Somali food systems*

26. Training is essential for the development of climate smart inputs and technologies most suited to Somali food systems. The training will consist of long term training and short-term training. Long-term training will include offering conditional scholarships for staffs/students in flagship institutions to pursue PhD., MSc, BSc, Diploma training, and certificate training in deficient fields in local universities and abroad. All scholarships will be offered through a competitive process based on identified needs that will be determined through a training needs assessment.
27. Exposure visits and short-term training (xx agriculture; xxx livestock) will also be supported each year to bolster the availability of high-quality professional resources.

**ii. *Strengthening extension infrastructure***

28. The seven activities to be supported include: i) updating of soil maps; ii) strengthening soil testing systems; iii) strengthening early warning systems for floods and livestock related events; iv) upgrading of weather information systems; v) strengthening of market information systems; vi) strengthening the livestock extension infrastructure; and vii) mass livestock vaccination campaigns.

*Updating of soil maps*

29. The current national soil map is the primary source of soil information, but it is outdated. This Project aims to make a digital soil map of the country using digital soil mapping, which comprises quantitative, state-of-the art technologies for soil mapping. Digital soil mapping offers improved soil inventories, interpretations, and decision support systems compared to analog maps.

Steps:

30. The process will consist of three phases:
- *Diagnostic phase*: encompasses all actions required to evaluate the country’s institutional capacity to produce soil maps and make decisions. This phase includes the compilation of all information related to soil generated by different public-private entities, together with a study of the country’s prospects and opportunities for the development of technological tools.
  - *Implementation phase* – this will be subdivided into:
    - Initial implementation phase: This will involve actions that must be carried out to begin the preparation of a digital map, such as gathering the largest possible amount of bibliographical information and designing the metadata and structure of the database.

- Advanced implementation phase: This includes reviewing, introducing, and harmonizing data and preparing the soil maps or updating the units of an existing map.
- *Validation phase*: This will encompass all actions aimed at validating the information presented in the digital soil map and verifying it directly in the field.

#### *Strengthening soil testing systems*

31. Soil testing is critical to resource management. It provides guidelines for the efficient use of lime and fertilizer materials in crop production. In this regard, one soil testing laboratory will be established/strengthened in Mogadishu at CARI. Additionally, the project will support establishment of soil testing facilities within the CARI satellite centers in each FMS.

#### *Strengthening early warning systems for floods and livestock related events*

32. Early warning systems (EWS) are key elements of climate change adaptation and disaster risk reduction and aim to avoid or reduce the damages caused by hazards. Early warning systems include detection, analysis, prediction, and warning dissemination, followed by response decision-making and implementation.

33. The NPCU, in consultation with the relevant ministries and government departments, will draft a call for Expression of Interest (EoI) to upgrade and modernize the existing EWS. This will help improve short, medium, and long-range forecasts/monitoring information for various uses, including flood and drought warnings, disaster reduction, and weather index insurance.

#### *Upgrading of weather information systems*

34. Information and understanding of the nature and magnitude of change in the hydrological and meteorological (hydromet) system are essential to managing the risks associated with an uncertain and warming climate. Knowledge of short term (weather) and long-term (climate) variations and uncertainties is required to enable public and private sector organizations to make climate risk informed decisions. Fundamental to the provision of such information and knowledge is a well-functioning weather and climate information services (WCIS) system typically provided by a country's national meteorological and hydrological services (NMHS)

35. The PMU, in consultation with the relevant ministries and government departments, will, therefore

- Conduct a rapid capacity assessment of the agro-weather stations and harmonize the outputs.
- Draft a call for Expression of Interest (EoI) to strengthen agro-weather stations in the country based on a Capacity Needs Assessment (CNA).

36. This sub-component will support enabling development of market information systems for

prioritized value chains. This support will be informed by a CNA to identify the critical support required to bridge market information asymmetry between producers and other value chain actors.

37. This will involve:

- Support expansion of epidemiology and data management unit (EDMUs). This will include the following:

Construction of offices for the 3 FMS, expanding the offices of the central EDMU in Mogadishu. Puntland and Somaliland; and establishing a new EDM center in Galmudug State with all required equipment and materials.

- Support disease monitoring facilities at FGS and FMS level:

38. The Project will establish strong disease monitoring teams in all FMS and FG equipping them with mobile veterinary laboratories except Somaliland, Puntland, South West, and Galmudug, where Biyoole supported with these Mobile Veterinary Laboratories. The remaining Hirshabelle State and Jubaland will be provided Mobile Veterinary Labs/clinics, field equipment, and trucks for carrying field equipment like Tents, Utensils, Camp beds, Provisions, etc.

- Strengthening the National Referral Veterinary Laboratory in Mogadishu. This will include providing all required equipment for a referral laboratory, such as quality control, feed and food analyses, serotyping diseases, etc.
- Strengthen public veterinary services: This will be done by supporting key investments identified through the Office International des Epizooties (OIE) assessment supported by SCRIP. The hygiene of the existing slaughterhouses in federal and federal member states will be improved. The required modern equipment will be provided. Processing of byproducts will also be supported.

39. Vaccination is one of the main pillars of disease prevention. However, its effectiveness largely depends on appropriate delivery, such as adequate cold chain and hygienic injection. Two activities will be undertaken: Mass vaccination campaigns to safeguard against Transboundary Animal Diseases (TADs) and to strengthen cross-border animal health surveillance systems.

- Mass vaccination campaigns to safeguard against Transboundary Animal Diseases (TADs). Vaccinations will be done for beef, sheep, and camels on a biannual basis. The steps to be followed are:
  - a. Conduct surveillance to detect diseases occurrence for prevention
  - b. Determine diseases that the animals will be vaccinated
  - c. Determine the number of livestock targeted and the coverage area
  - d. Implement vaccination program as per veterinary regulations and laws and pest management plan

- Strengthening cross-border animal health surveillance systems: Diseases know no borders because pathogens can be transmitted across geographical borders through the movements of humans, animals, and goods, especially during an outbreak. The Project will establish border posts providing small offices for border inspectors where they will stay and keep inspection equipment and other materials. It will also provide specialized training for surveillance staff and support operational research, knowledge sharing, and management. Animal health surveillance will be done on a quarterly basis at the state level. Synchronized vaccination campaigns with neighboring countries will also be done.

40. The Project will build national capacity for the introduction, testing, and large-scale delivery of drought-tolerant and high yielding food and forage varieties. The Project will utilize regional institutional capacity and experience in developing climate resilient varieties and support partnerships with leading CGIAR institutions and national agriculture and livestock research institutions in MPA participant countries to identify and procure foundation seeds and breeds suitable for propagation and multiplication in Somalia.

*Building national capacity for introduction, testing, and large-scale delivery of drought-tolerant and high yielding food and forage crop varieties.*

41. The capacity of relevant staff to introduce and test food and forage varieties will be strengthened. With the diversity of crops and environments, it is important to develop a permanent system of varietal development and release locally. Well trained ministry staff and researchers will identify farmer preferences and geographic adaptation requirements, collect suitable local varieties to use in food crops and forage improvement, and at the same time, introduce improved drought-tolerant varieties from similar agro-ecologies in neighboring countries to use in varietal research. Since research was not conducted for a long time in the country, basic skills will be taught to junior scientists for making field crosses among varieties and organizing field layouts for testing at multiple locations and selecting the best varieties. Ministry staff and scientists will also acquire skills for working with seed producers and farmers to demonstrate advanced breeding materials to farmers for rapid uptake.
42. Facilities related to introducing and testing food and forage varieties will be strengthened. The Central Agriculture Research Institute will need well fenced irrigated research farms for a speedy process of crossing and germplasm (individual line) advancement and the production of pure and high-germinating early-generation seeds once new varieties are selected. Such secure facilities will save the research work from drought risks and/or roaming livestock.
43. Well-equipped laboratories will be established to test seed quality (germination, purity), a foundation for the official seed certification system. Cold rooms will also serve as repositories for collected local varieties, as well as for new germplasm being advanced one season after another, and for the genetic stock known as breeder seeds which are of the



highest purity for starting a process of formal seed production. Small mechanical cleaning equipment will separate seeds from dirt and broken pieces, which will not germinate. Many of these facilities can operate sustainably with solar panels as a source of energy. The above skills and facilities are necessary for successful trials and seed production efforts.

*Identify and procure foundation seeds and breeds suitable for propagation and multiplication in Somalia.*

44. The project will support partnerships between the Central Agriculture Research Institute and the National Livestock Research Institute with leading CGIAR Centres and national agriculture and livestock research institutions in MPA participant countries to identify and procure foundation seeds and breeds suitable for propagation and multiplication in Somalia. Parallel to this, the Project will also build the capacity to produce foundation seed within the the Central Agriculture Research Institute (CARI), Universities and by the private Somali seed companies, who are the main users of foundation seed. For the process of seed certification, the project will seek to partner with regulators in MPA participant countries e.g. KEPHIS to strengthen systems for seed certification and plant health inspection and to comply with the International Plant Protection Convention (IPPC) and the International Union for the Protection of New Varieties of Plants (UPOV).

*Conduct field adaptation trials*

45. The adaptation trials will focus on Maize, cowpea, sorghum, sesame, mung bean, etc.
- a. Preparation of a research grants manual: This Manual will set out details of the projects' Collaborative Research Grants and research areas to be financed by FSRP's Research Grants.
  - b. Appointment of a research grants management committee; A Research Grants Committee or its equivalent will be established to manage the process of awarding research grants for conducting the trials.
  - c. Conducting the trials: The adaptation trials will focus on maize, cowpea, sorghum, sesame, mung bean, etc. Adaptive research will be conducted to validate, modify or calibrate a new technology on specific soil, climate, and social-economic or environmental characteristics of a given area. The implementation of adaptive research will embrace the collaboration of relevant scientists within the flagship institutions and the private sector. This may involve setting up on-farm trials at the target agroecological zones where data will be collected, analyzed and information packaged for dissemination. The adaptive research will be conducted to validate the identified TIMPs for the priority value chains. The adaptive research will be based on i) locally developed and prioritized TIMPs and ii) regionally and internationally available and relevant TIMPs on CSA for local validation.
46. The scientists responsible for the development of the successful proposals will spearhead the research as detailed in Collaborative Research Grant Manual. Capacity-building initiatives may enable farmers to set up, manage and collect data where applicable. Development and

implementation of the adaptive research will be done within the first two years of the Project by scientists drawn from national and regional institutions.

47. The Somali Agricultural Regulatory and Inspection Service (SARIS) will also be enabled to supervise the adaptive trials effectively. A validation committee or body similar to a variety release committee will be set up at the MoAI level to approve the results and authorize them for commercial production and supply.

*Establishment of seed farmer groups and linking them with agro-dealers*

48. Seed farmer groups in each project target area will be established and linked to agro-dealers to strengthen the supply chain for improved inputs and newly release seed varieties.

*Strengthening of seed certification capacity*

49. In general, the level of service delivery by both the public and private sectors is not at par with good international practices, hence the seed industry has not yet harnessed the available potential. The Project will strengthen the seed certification facilities to provide higher quality services to the seed and plant supply industry; and improve the country's systematic seed supply. This will entail strengthening the plant health facilities at Airports (Mogadishu, Hargeisa), 4 main ports (Mogadishu, Barbara, Bosasso, and Kismayu), Border points (Dhoobley, BeletXawo, Dollow, Ferfeer, Toogwashale)
50. The Project will also pilot the accreditation of private seed inspectors due to the logistical difficulties associated with public-only inspectors. This, however, will require increased training of private seed company staff, as well as private individuals with experience in seed who can act as inspectors on behalf of the Ministry.
51. Additionally, new or existing seed certification facilities will be strengthened to ensure the quality of inputs. The capacity of the MoAI/ Somali Agricultural Regulatory and Inspection Service (SARIS) lab in Mogadishu will be strengthened to serve as a reference facility in addition to laboratories operating in regional capitals. Further, building capacity among seed companies will also be done.
52. Somali Agriculture Regulatory and Inspection Services (SARIS) will be supported to build on investments of SCRIP to strengthen seed systems. In addition to testing quality at the source and working with private sector organizations, the use of various media to sensitize users on the true types of seed may efficiently reach the farming communities. In addition, there are modern IT technologies such as scratch coin whereby a user can check the genuineness of purchased seed directly by scratching an area on the seed pack to reveal a number for calling and verification.
53. The sub-component will also support the widespread distribution of household-level kitchen garden seed kits, providing a micro-demonstration of diversification and strengthening

household nutrition (tomato, onions, pepper, paprika, spinach, etc.)

54. Three main activities that will be supported include i) preparation of inventories of TIMPs, ii) development of crop and livestock-based extension packages, and iii) development of technical training materials and modules.

*Preparation of inventories of TIMPs*

55. The focus of the TIMPs repository will be to deliver a value chain specific package of practices based on proven research, amenable for large-scale dissemination through public and community-based extension systems. The TIMPs repository will form the foundation for all extension content and advisory to farmers and pastoralists.

56. Preparation of inventories of TIMPs will be undertaken during the first year of the project implementation and will be spearheaded by agricultural research centers. The following steps will be followed:

- Desk study on secondary data of available technologies covering national, regional, and international research institutes and the private sector,
- Development of the tool for inventorization,
- Capacity-build supervisors and enumerators,
- Pre-testing and refinement of the data collection tool,
- data collection and analysis, and vi) Documentation.

57. Once TIMPs are inventoried, the prioritization shall involve conducting locale-specific mapping of the TIMPs, which will be achieved through; holding stakeholder fora in target districts, selecting and assigning TIMPs to appropriate AEZ and production systems, and developing suitability maps for the prioritized TIMPs. These activities will be undertaken during the first year.

*Development of crop and livestock-based extension advises for all relevant AEZs of Somalia*

58. Development of crop and livestock-based extension packages that integrate climate smart technologies, innovations, and management practices validated by flagship research institutions, will be supported. Extension packages will be developed with satellite centers for validation, integration into the curriculum, and wider dissemination. The Project will use experts or consultants to develop Brochures, leaflets manuals, training of trainers (ToT) manuals, and other extension material.

*Development of technical training materials and modules*

59. Technical training materials and modules will be required to facilitate the dissemination and adoption of TIMPs at the community level. The materials and modules developed shall generally cover different aspects of a particular value chain, including production, post-harvesting, value addition, and marketing. The relevant research institutions will provide

expertise to develop the training materials and modules and (ToTs). The process of developing the training materials will involve; i) identifying subject-matter specialists, ii) assembling available information on the CSA TIMPs, and iii) holding write-shops in collaboration with stakeholders. This process shall be continuous as new TIMPs are generated from research.

60. TOTs for participants (public extension officers, SMS and SPs) will be carried out in organized workshops at identified locations. This will involve; identifying trainees, conducting the training, and evaluating the impact of training. ToTs shall be done in the first 2 years,

## **B. Sub Component 1.2: Community Engagement and Technology Transfer**

### **i) Establishment of Community Institutions**

61. The project will support a Participatory Integrated Community Development (PICD) process, wherein communities at village or sub-district level will be facilitated to elect a Community Driven Development Committee (CDDC) to start the implementation. On the day of the election, all community members who participated in the PICD training are invited to attend and participate in the election. The project may also choose to engage existing Village Development Committees to take the role of CDDCs. These CDDCs/VDCs will be trained on key project activities and areas where the institution will play a key role in farmer inclusion. The CDDC election will be supervised by local support staff and the field staff of the State line ministry. They will inform community members of the roles of the CDDC and the qualities of people to be elected in the CDDC, which are spelled out in the Community development manual.

### **ii) Community Driven Development Committee (CDDC)**

62. The village level in the overall institutional structures for implementing SFSRP will comprise the community-driven development committees comprising elected leaders that will be established to represent beneficiaries in the targeted communities. The State Government will conclude the Memoranda of Understanding with the respective beneficiaries. As part of the Participatory Integrated Community Development (PICD) process, facilitated by support staff or technical agencies contracted by the state line ministry, the targeted communities will be assisted in establishing a CDDC. The PICD process will be undertaken jointly by the agriculture and livestock ministries to ensure minimal duplication of effort and stronger engagement with the communities that are generally engaged in both sectors. The CDDC will act as the liaison between the community and the SPCU and ensure community mobilization continues beyond the initial stages of the PICD process. Wherever necessary, the SPCU may choose to form smaller coordination unit at district level to liaise with CDDCs and support project activities. The CDDCs will be responsible for: (i) coordination of planning and design of community projects; (ii) procurement and financial management; (iii) implementation coordination; (iv) oversight of operations and maintenance; and (v) monitoring and evaluation of all micro-projects at the community level.

**iii) CDDC Sub-Committees**

63. The CDDC will establish a number of subcommittees to perform specific mandates and tasks but are accountable to the CDDC. The Subcommittees will also be elected through a participatory process during the PICD process. They will be mandated to deal with specific roles aimed at helping the CDDC execute its functions. These Sub-Committees will include: (i) Project Management Sub-committees; (ii) procurement sub-committee; (iii) M&E Sub-committee; (iv) Finance sub-committee; (v) Social Audit and Integrity Sub-committee; and (vi) Other Sub-committees as CDDC may require and approved by SPCU

Table 3.1 spells out Institutions formed and their composition to manage CDDC and set up community sub-committees. These may be modified based on initial experience of setting up the CDDCs and emerging roles for the institution

**Table 3.1: Institutions formed to manage CDD activities in selected communities**

	<b>Institutions</b>	<b>Formation</b>	<b>Membership</b>
	Community Driven Development Committee (CDDC)	Formed at the end of the PICD training process, representing different areas of the community and different interest groups	A minimum of 13 of which one-third are of either gender
	Procurement Sub-committee (PSC)	From CDDC and PMC	5 Members
	Common Interest Group/Vulnerable and Marginalized Group (CIG/VMG)	From Community	Minimum 15 members
	Project Management Committee (PMC)	From CIGs	7 Members
	Monitoring and Evaluation Sub-committee (M&ESC)	From CDDC and CIGs	5 Members
	Social Audit and Integrity Committee (SAIC)	From Community	5 Members
	Finance Sub-committee (FSC)	From CDDCs and Community	5 Members

**iv) Common Interest Groups (CIG)**

64. A common interest group (CIG) is a collection of community members who have similar interests and come together to share information and work cooperatively to implement a part of the Community Action Plan. CIGs may be women's groups, youth groups, self-help groups, etc. These groups will be formed during the PICD process. CIGs are enterprise-based farmer, pastoralists, or agro-pastoralist groups formed with the assistance of various subject matter specialists (SMSs) to take advantage of the opportunities available to them. The CIGs are formed with the aim of empowering the farming communities to take up agribusiness opportunities with an emphasis on the enterprise-based ones that are market-oriented and

income driven. The CIGs will, in collaboration with the CDDC, write proposals for funding of small community-based grants for demonstration of TIMPs as a micro-project. Each CIG will form a management committee to manage its micro-project. The promotion of opportunity and formation of CIGs follows the following steps:

- i. Identification of opportunities in key value chains by the various District and/or Divisional SMSs.
- ii. Promotion of the opportunities/triggering demand for extension services done by providing the necessary information regarding the opportunities.
- iii. Formation of CIGs by the farmers with the capacity and interest in a given opportunity.
- iv. Capacity building through training on organizational development, networking skills, and technical packages required for enterprise development.

Farmers will be encouraged to form CIGs so that they can more easily access extension services that will enable farmer to adopt climate resilient production practices. These CIGs are meant to handle the production and marketing of individual commodities of interest for income generation.

**v) Vulnerable and Marginalized Groups (VMGs)**

65. Increasing social capital among the poor is one of the proposed Project's guiding principles. It emphasizes the importance of enhancing the economic and social inclusion of vulnerable and marginalized groups (VMGs) in targeted rural communities. Under the Project, VMGs will comprise unemployed youth, Indigenous Peoples (IP), older women and men, widows/orphans, the differently-abled, recovering substance abusers, and people living with HIV/AIDS. As is the case for CIGs, a VMG may work cooperatively in implementing part of the Community Action Plan. In this case, a VMG will, in collaboration with the CDDC, write proposals for funding a community micro-project. Each VMG will form a management committee (the PMC) for its micro-project.

**vi) Selection of project Areas:**

66. S-FSRP interventions will be implemented in at least 48 districts a cross 6 member states FMS and which translates to 8 districts within each FMS' selected using an exhaustive objective criterion shared and discussed at the national level with key stakeholders. However, the selection of SFSRP participating communities will be guided by principles that include: (i) village/ward's potential to develop and improve the production of at least one of the value chains selected in their State for further development; (ii) potential to develop and improve access to markets for the selected value chain(s); (iii) poverty level to make a real difference; (iv) organizational level of farmer and community groups; (v) socio-economic data and the population census; (vi) presence of similar projects supported by other development partners (DPs) in the community to avoid duplication of effort. Based on these guiding principles, the SPCU will prepare a list of pre-selected villages for project support from each district. The

final village selection will be the responsibility of SPSC

The SPCU supported by STAC will develop the criterion that will be applied to select the beneficiary communities for approval by SPCU. The SPCU will randomly select **xxx** villages and **xxx** villages from the respective Districts. The SPSC will prepare the list of communities selected for PICD training and CDD investment. The list of selected villages will be posted on the project website and in public locations at the district level, including outside the project office and District government headquarters. The minutes of the SPSC meeting to ratify the villages will also be made available to the general public.

**vii) Selection of Value Chains:**

67. For FSRP to achieve its development objective for farmers in project areas, the Project has decided to focus support on a few value chains in order to improve impact. Districts will be able to select the value chains they find appropriate. The identification and selection process of the value chains will be undertaken at district and village levels and will be strictly restricted to the ten (10) identified value chains. For the purpose of maximizing impact, it is advisable that each district identifies 3-4 major value chains based on the district's context and potential. SPCU, Service Providers, and community facilitators in each district will undertake a rapid appraisal of the competitiveness of VCs using agreed criteria. The results will inform a participatory selection of the VC(s) that the Project in each district will support. The objective is to make this process evidence-based, participatory, and State governments-driven so that the VCs selected fully resonate with District priorities. At the village level, CIGs and VMGs supported under the Project will make informed choices of VCs to participate in from the menu of priority VCs identified at the district level.

**viii) Support CIG/VMGs through micro project investments**

68. This subcomponent aims to incentivize the adoption of productivity-enhancing TIMPs by supporting micro-project investments. The investments will be in the form of demonstrations to complement climate smart TIMPs training. Operationalization of these investments will follow the following steps:

- Identify and Mobilize CIGs/VMGs within the selected value chains and undertaken a comprehensive PICD processes to generate detailed livelihood profiles of CIGs and VMGs. Wherever similar exercise has been carried out by other projects such as Biyoole, Barwaaqo or DRIVE, the project teams will utilize and if needed, expand the dataset to be utilized for targeted investments.
- The SPCU will preferably build staff capacity along with development of local community resource person to undertake the PICD process. In the initial stages, the state and national team may engage a technical support agency (TSA) to develop contextually relevant guidelines for PICD and anchor initial few PICDs to support action-oriented training for state and field staffs. Wherever existing PICD or similar other exercise have been undertaken, the SPCU will validate the data through focus group discussions and key informants' interviews. The State project team will then convene a stakeholders meeting to share the reviewed PICD reports.

- The SPCU will arrange for the sensitization of the communities on the aspects of the micro-project investments.
  - The recruited service providers or TSA will train the communities on proposal writing to initiate the process of accessing the micro-project financing.
  - The SPCU will follow the guidelines developed by the NPCU on investment Areas/windows and Ceilings/thresholds.
69. The micro-project investments will leverage the experience of *the Biyolee* and *Barwaqoo* projects and further guidance per the extension operations manual. The investments will also be guided by climate resilience/TIMPs, nutritional quality, and commercial viability. The funding ceiling for these micro-projects will be **USD 5,000 while the average investment per micro-project may be USD 3,000**. The CIG groups will be supported on climate resilience adaptation or Climate Smart Agriculture (CSA) technologies and innovations management practices. The TIMPs to be supported according to the prioritized VCs include drip irrigation, water harvesting, improved breeds, pasture establishment and conservation, IPM, and greenhouse farming. Each proposal received from the CIGs/VMGs shall have three investment windows: (i) implementation of CSA TIMPs (70 percent); (ii) SLM intervention linked to the value chain (20 percent); and (iii) mainstreaming nutrition (10 percent). SLM intervention, where applicable, may include practices such as Soil fertility management, spring protection, agroforestry tree nurseries, and water ponds, among others. CIGs/VMGs under FFBS may budget up to a maximum of USD 1000 for facilitation purposes.
70. To link agriculture to nutrition, nutrition education will be delivered through farmer groups. It will involve awareness and practical training using nutritious products and recipes to build the capacity of rural and urban poor on nutritional issues such as balanced diets, micronutrients, child nutrition, feeding practices, health, and sanitation issues. To operationalize the intervention, the following main activities will be initiated by SPCUs:
- a. Develop nutritious products and recipes in addition to generating evidence for agricultural nutrition linkages to foods from the selected VCs
  - b. Partner with Research Institutes to develop an inventory of Climate-smart and nutrition-sensitive production practices for each of the VCs to be integrated into TIMPs training
  - c. Enterprise Development Plans to identify nutrition-sensitive investments, including relevant processing technologies
  - d. Support certification, branding, and linkage to larger private players to enable FPOs to realize higher value for such value-added products
  - e. Provide training and capacity building at both State and village levels to create awareness and build the institutional capacity and knowledge base of small- and medium-scale farmers and build government agencies' capacity to implement the nutrition agenda;
71. In addition, the State project team will ensure nutrition-sensitive interventions are mainstreamed using three pathways:



- a. Consumption pathways, which promote traditional nutrient-dense crops and small livestock raising through home- and school-based gardening;
- b. Income pathways, which promote home-based food processing, storage, and preservation to retain nutritional value, increase shelf-life, and ensure food safety; while at the same time reducing the seasonality of food insecurity and post-harvest losses; and
- c. Women's empowerment pathways facilitate women's participation in on- and off-farm activities by promoting labor-saving technologies and rural credit schemes.

**ix) Strengthening the Capacity of State, Regional and village technical teams to deliver Agricultural and Livestock Services**

71. Effective adoption of agricultural and livestock TIMPs developed in Subcomponent 1.1 require appropriate technological and institutional innovations, including an enabling policy environment that can reduce the farmer's vulnerability by creating economic opportunities that build livelihoods and increase productivity. Therefore, extension architecture for the effective adoption of TIMPs is critical for project sustainability. This will be achieved through the following;

**x) Development of Training Materials and workable Extension Architecture on TIMPs at different levels:**

72. The NPCU will facilitate the development of training materials, value chain-based production manuals, and modules through Service Providers (SPs) or TSAs. A three-tier cascading extension architecture model for TIMPs by PPP framework/Digital Agriculture Technology providers and National Agriculture Research System (NARS) (development and compilation of TIMPs), through TOT comprising of public extension/technical officers, SPs, lead farmers selected from CIGs and farmers will be implemented. The Apex of the training (Tier 1) will include PPP framework, NARS, and DAT providers as trainers, while Federal Technical staff and co-opted members of NPCU will be the trainees. Tier 2 training will target state technical staff and SPs. Lastly, tier 3 will target lead farmers from all CIGs (Table 3.2). Training will be value chain based but mainstreaming climate change concepts and other cross-cutting issues. Agri-Livestock production systems emphasize the selection of lead farmers who will provide last mile extension. The lead farmers have direct physical contact with farmers, enjoy farmer-to-farmer relationships, has the value of their knowledge, which will remain in the village beyond the Project. Guidelines on the number of training and estimated costs are outlined in Annex XI.

**Table 3.2: TIMPs training architecture**

<b>Tier</b>	<b>Trainers</b>	<b>Trainees</b>
Tier 1	PPP framework/ NARS/DAT cohorts/SPs	Federal technical staff
Tier 2	Federal Technical staff, backstopped by PPP framework/NARS/DAT/SP	State technical staff
Tier 3	State technical staff	Lead farmers from CIGs and other farmers within beneficiaries' villages Farmers within CIGs/VMGs

**xi) Strengthening and Building Capacity of State and Regional technical officers**

73. The objective of the activity will be to build the capacity of technical staff to enable them to provide requisite agricultural and livestock services, quality assurance, and oversight of service providers. This will be done through (i) supporting staff in the state and regional level to undertake short- term and long-term training as well as exposure visits; (ii) providing equipment to the regional and village-level technical staff (for example, motor vehicles, motorcycles, IT and office equipment); (iii) providing a budget for O&M of offices, equipment, and supervision (field visits); and (iv) training village-level extension staffs in the delivery of agricultural and livestock advisory services. Technical training of state and regional TDs will be undertaken through workshops, exchange visits, farmer field and business schools (FFBS), Pastoral Field Schools (PFS), and publications. In contrast, field-based learning will be undertaken through site visits, demonstration plots, and pilots. Capacity building efforts will emphasize learning-by-doing and technical/methodological and field practical (hands-on) training. Capacity building under this sub-component will be coordinated and harmonized with the National Capacity Building Framework and other current donor initiatives.
74. All technical training will be undertaken by NPCU in collaboration with: consultants; academic and research institutions. Training needs assessment will be undertaken to identify the capacity needs in regard to the following key areas: (i) understanding CSA concepts, assessing TIMPS, and designing CSA investment plans; (ii) mainstreaming the country CSA investment plan into States and district level plans and monitoring and evaluating their implementation; (iii) planning and providing agricultural extension and business advisory services; (iv) providing livestock production services, animal health services, including disease surveillance, diagnosis, and vaccination campaigns; (v) integrating Community Development Plans into states planning and budgeting processes (specifically in mainstreaming CDD micro-projects into State budgeting systems); (vi) identifying gender/social concerns, gender mainstreaming initiatives and including VMGs in state agricultural and livestock development programs; and (vii) planning, designing, and implementing relevant rural infrastructure to enhance access to markets by CIGs. The Project will use standardized training modules developed under other sector projects or develop modules where none exists.

**xii) Training of Service Providers:**

75. The NPCU, in collaboration with the State project coordination unit (SPCU) and technical departments/local structures, will organize sensitization and training for contracted SPs on the developed standard training modules for facilitating the TIMPs interventions and training of community institutions.

**xiii) Farmer capacity building investments**

76. This sub-component aims to build smallholder farmer capacity for improved production and market participation. This will be achieved through the following 3 interventions: (a) Strong farmer level extension and training on climate smart TIMPs, as envisaged on training architecture (b) Demonstrative micro-project investments to complement climate smart TIMPs training, and (e)

Small scale infrastructure investments for primary aggregation and value addition.

**xiv) Farmer and livestock level extension and training on climate-smart TIMPs**

77. The Project will use a hybrid of various extension approaches using private service providers, public extension officers, FFBS, agripreneurs, DAT innovators, NGOs, and CBOs.

**xv) Service Providers**

**Identification and recruitment of SPs**

78. The Project targets small-scale value chain farmers transitioning from subsistence farmers to commercial farmers or selling only a small percentage of their produce commercially. For this to happen, the Project must identify and connect farmers to various service providers across the different segments of the identified value chains. The service providers will include both individuals, organizations, consortia, and corporate bodies involved in the provision of agriculture and livestock extension /Agritech services, including digital aggregators, agricultural marketing support services (e.g., price monitoring, linkages, export promotion), logistics support providers, financial services, inputs (e.g., seeds, livestock stock, fertilizers, pesticides, labor), farm and post-harvest machinery/ equipment and storage facilities, SMEs, training, and capacity building, production-related services (e.g., soil testing, animal production, health/veterinary services), phytosanitary and food safety services, irrigation and drainage, and finance.

79. The SPs will be procured competitively at the state level. The process of identification and recruitment of SPs will follow the standard Government/Bank procedures contained in the procurement manual and which entail the following sequential steps:

- Advertisement of the services required/calling for expression of interest,
- Receiving expression of interest from interested individuals/firms,
- Evaluation of the expressions of interest
- Pre-qualification of individuals/firms
- Seeking Request for Proposal (RPF) from prequalified individuals/firms,
- Evaluation and selection of the qualifying Request for Proposal,
- Recruitment and Develop of Terms of Reference for the service provider,
- Tracking of SP performance

The recruited SPs will undertake the capacity building of CIGs/VMGs based on the proposals they submitted during the contracting process. The proposals must adequately cater for the farmers' identified needs and capacity gaps. The SPs will undertake their activities according to the schedules contained in the proposals and must be shared with the CIGs/VMGs for planning.

**Payment to the service provider for services delivered**

80. Payment for service provision will be undertaken by the procuring entity based on outputs and deliverables stipulated in the terms detailed in the various engagement tools. The SPs' services will be paid against set benchmarks agreed upon between the SP and the SPCU. Before payment is made, the village representatives will meet to evaluate the achieved benchmarks by the SPs.

**xvi) Public service providers**

81. The state is expected to play the role of monitoring and evaluation in terms of the extension services offered. The state also provides specialized knowledge and skills through the State Technical Department (STDs) and offers regulatory services, public health, AFA services, etc.

**xvii) Establishing a hybrid extension approach using Community Based Facilitators (CBF) and the FFS approach technically backstopped by extension officers**

82. The project will support the establishment of a hybrid extension approach wherein lead farmers or community-based facilitators will be identified at farmer groups level (CIG), to be further trained by the project in facilitating extension support locally, including in facilitating Farmer Field School (FFS) and Agro-pastoralists Field Schools (APFS). At the same time extension officers of the respective ministries will be trained to provide the needed backstopping support to the lead farmers / community-based facilitators to facilitate their FFSs or (A)PFSs through (bi-) monthly visits and by phone. Every FFS and APFS will be supported to develop demonstration/learning plots and will be the epicenter of extension service delivery, training farmers on TIMPs, supporting adaptive research and field trials activities. Through the large scale adoption of the FFS and APFS approach, the project will build the needed farmer knowledge and capacity to adopt CSA, GAP and improved animal husbandry practices. The project will support the CBFs to evolve into local Agri-entrepreneurs who can anchor a range of farmer and pastoralist support services including inputs, extension, and market linkage. The project will place a strong emphasis on improving the gender mix of extension service providers at the local level and development of gender sensitive extension content and delivery mechanisms, including women focused specific TIMPs module around nutrition sensitive agriculture.

**xviii) Capacity Building of CDDCs and CIG/VMGs on governance:**

83. To enhance the capacities of the CDDCs and CIGs/VMGs and ensure their long-term sustainability, the Project will require a needs identification process. This will entail the following steps:

- a) The SPCU, STDs, SPs, and community facilitators/lead farmers will carry out a Capacity Needs Assessment (CNA) study against an agreed TOR generated by the NPCU for consistency. The CNA will identify institutional strengthening gaps that hinder the optimal operations of the farmer institutions.
- b) On the basis of the needs analyzed, the project team at the State will prioritize key State and value chain specific areas that will be targeted for strengthening.
- c) The team will develop a training programme for the CDDCs and CIG/VMG members based on the skills gaps identified and documented in the CNA report.
- d) Develop and apply criteria to identify the trainees.

84. The SPCU will facilitate through the SPs capacity building of community members to include

the selected lead farmers and management committees to improve their skills and technical capabilities in CDD implementation. Training will be the responsibility of the SP and should be included in their Terms of Reference and Contracts. They will carry out these activities under the supervision of the State/District technical officers. The content of the training will be specific and include concepts of PICD, social accountability and integrity Training, resource mobilization and proposal writing, etc. The detailed training schedule in the table below summarizes some of the community training, the targeted groups, and the timing (Table 3.3).

**Table 3.3: Targeted community training on governance**

Training	Target group	Responsible	When
PICD	STAC, TDs	SPCU, in collaboration with NPCU	Community Entry
Social Accountability and Integrity Training	SAIC, Integrity Committee	SPCU to facilitate SPs	After PICD
Training	Target group	Responsible	When
Basics of Leadership, project management, group dynamics, conflict management, Social Accountability, and complaint handling	CIG/VMG, LEAD FARMERS/ CVCDC, PMC, CDDC, FPO	SPCU to facilitate SPs	Contract signing
Resources mobilization and proposal writing	CIG/VMG, LEAD FARMERS/ CVCDC, PMC, CDDC, FPO	SPCU to facilitate SPs/STAC	One week after leadership training
Value chain upgrading opportunities	CIG/VMG, LEAD FARMERS/ CVCDC, PMC, CDDC, FPO	SPCU to facilitate SPs/STAC	After proposal training
Procurement and Financial Management	CIG/VMG, LEAD FARMERS/ CVCDC, PMC, CDDC, FPO	SPCU to facilitate SPs/CTAC	One week after resource mobilization
Participatory Monitoring and Evaluation	CIG/VMG, LEAD FARMERS/ CVCDC, PMC, CDDC, FPO	SPCU to facilitate SPs/CTAC	One week after Procurement & financial management training
Report writing and documentation	CIG/VMG, LEAD FARMERS/, PMC, CDDC, FPO	SPCU to facilitate SPs/STAC	Two weeks after PM&E Training
Cross cutting issues on Gender, Environment and Social safeguards, HIV & AIDs, Social inclusion	All committees	SPCU to facilitate SPs/STAC	After report writing training

Exchange Visits	CIG/VMG, LEAD FARMERS/ CVCDC, PMC, CDDC, FPO	SPCU to facilitate SPs/STAC	Within Implementation period
Risk Management, public disclosures, and sustainability	All committees	SPCU to facilitate SPs/STAC	Within implementation period
Establishment and Training of FFBS/PFS	CIGS, VMGS	SPCU to Facilitate FFBS/PFS	Within implementation period
Establishment of WUAs	WUAs, PMC, CIGS	SPCU to Facilitate WUAs	Within implementation period

### **C. Sub-component 1.3: Digital Farmer and Livestock Solutions and Data Systems**

85. This sub-component will support investments in the development of an updated national farmers and pastoralist database as a foundation for data driven policy making in agriculture and livestock. Additionally, this sub-component will support the expansion of the livestock identification and traceability system initiated under the DRIVE project. Building on the farmer registration, research, and extension support interventions under C-1.1 and C-1.2, C-1.3 will support investment in building a national digital climate advisory system (DCAS) to support real time advisory and early warning systems for registered farmers and pastoralists. The Project will also incubate a Disruptive Agriculture Technology (DAT) platform by mapping various emerging digital solutions in the Somali Agriculture and Livestock sector and supporting these solutions to scale their operations by linking with the national farmer registry and DCAS. Leveraging on the regional experience of similar DAT ecosystems in Kenya and Ethiopia, the Project will support incubation and knowledge partnerships with these platforms. Furthermore, the TIMPs content developed under C 1.2 will be suitably adapted for delivery through digital channels.
86. The DCAS will be linked to regional advisory and surveillance platforms to ensure real time information sharing and coordination for proactive response to pest and disease outbreaks, potential climate shocks, and regional and global price trends. Enhanced access to agro-advisory for women farmers and pastoralists will be a key focus area for digital solutions. In addition to demand based and customized agro-advisory services, DAT solutions will be deployed to support the provision of digital financial services, including bundled credit and insurance services, ultimately de-risking production for small farmers and pastoralists.
87. This subcomponent will look at four main areas: data through the farmer registry and expansion of livestock traceability, incorporating DATs, and the national digital climate advisory system.
- i) Data and Farmer registry development*
88. This intervention is expected to include:

- Development of improved data systems for agriculture and livestock, including updated production and yield data, early warning systems
  - National Farmer and Pastoralists Registry
  - National Digital Climate Advisory Platform
89. The development of an updated national farmers and pastoralist database is foundational to data driven policy making in agriculture and livestock. The registry will enable the Project to easily identify the beneficiaries they are working with and, as such, be able to offer adequate support. This will be achieved by:
- The SPCU will identify and train local enumerators to register the project farmers and pastoralists. Once data cleaning is conducted, the NPCU will be the custodian of the registry and will work with the SPCUs to continuously update the same. The registry will have farmer details, including both Pastoralist and agro-pastoralist farmers.
  - The NPCU will be required to ensure adequate resources and personnel to support the registry, including hiring data scientists as consultants to help review and put the systems in place.
  - This activity will be done closely with the project M&E officers as well as the data scientists/statisticians at the NPCU to ensure the quality of data.
  - In regard to livestock, the NPCU will conduct the baseline survey of animal population and production in the agreed upon Project State. The registry will have farmer details, including both Pastoralist and agro-pastoralist farmers. The registry will have farmer details and link the farmers with the livestock.
90. This sub-component will support the expansion of the livestock identification and traceability system initiated under the DRIVE project. The De-Risking, Inclusion, and Value Enhancement of pastoral economies in the Horn of Africa Project (DRIVE) is a project that aims to cushion pastoralists in Djibouti, Ethiopia, Kenya, and Somalia from the impacts of drought and better connect them to markets. This intervention will be achieved through the following:
- The SPCUs will incentivize pastoralists to save more in cash rather than increasing the size of herds to protect themselves against future shocks.
  - DRIVE will support direct linkages of pastoralists to livestock processors through market contracts so that they can sell livestock regularly and will strengthen quality standards and livestock trade facilitation so that countries can move from the existing live animal value chain to a livestock product value chain, thus encouraging traceability.
  - The SPCUs will work closely with component 3.3 to ensure proper linkage to markets in regard to market access.
- ii) Digital Climate Advisory Systems (DCAS)*
91. Building on the farmer registration, research, and extension support interventions under C-1.1 and 1.2, C-1.3 will support investment in building a national digital climate advisory system (DCAS) to support real time advisory and early warning systems for the registered project farmers. This sub-component will focus on the following areas: (i) improving agrometeorological forecasting and monitoring; (ii) developing climate-smart, integrated agro-weather and market information systems and advisories, and (iii) building institutional

and technical capacity for agrometeorological observation and forecasting, agricultural statistics collection and analyses, and market advisory services. By translating climate information into actionable knowledge, agro-weather tools will improve producers' long-term capacity for adopting CSA TIMPs and managing weather shocks and climate risks.

92. The DCAS will also be linked to regional advisory and surveillance platforms to ensure real time information sharing and coordination for proactive response to pest and disease outbreaks, potential climate shocks, and regional and global price trends.

93. Under this sub-component, integrated agro-weather and market information systems; and their dissemination tools will be developed to help smallholder farmers and pastoralists to address the challenges of climate variability and enhance their resilience to climate change risks.

- During the segmentation and registration of value chain stakeholders, farmers and agropastoral and their production needs will be identified, and their knowledge gaps will be analyzed to target integrated agro-weather and market advisories.
- The data collected will feed into the Project's farmer registry. The Common Interest Groups (CIGs) and Farmer Producer Organizations (POs)/ Cooperatives will benefit from the analytics and reporting. Similarly, CIGs/ FPOs will provide information such as farm-gate prices and productivity data.
- All project farmers and pastoralists will receive relevant agro-weather and market advisories.
- Development of the content to be shared out is key and will be done by the Ministry of Agriculture and MoLFR.

94. To enhance the DCAS system, the following interventions will be supported: The NPCU will hold a market information users consultative meeting to evaluate the system and assess their current information needs. This intervention will be done closely with component 3. The meeting(s) will also create awareness of an e-commerce trading platform.

- Upgrading the system to address gaps identified in (i) above and offer more services to farmers and key stakeholders. This will be done through engaging ICT experts to develop the e-commerce platform.
- Expansion of the system to facilitate trade and link producers to markets. This will entail strengthening the e-trading platform.
- Support market data collection and dissemination of agro-market advisories.
- Expand the reach of farmers receiving integrated weather and market advisories. This will entail the segmentation and registration of farmers and key stakeholders in all the districts.

*iii) Disruptive Agriculture Technology (DAT)*

95. The use of digital solutions is key. The subcomponent will help the team incubate a Disruptive Agriculture Technology (DAT) platform by mapping various emerging digital solutions in Somali Agriculture and Livestock sector and supporting these solutions to scale their operations by linking with the national farmer registry and DCAS. The identified innovators, NCPU and SPCU, will work closely with other regional teams leveraging the



experience of similar DAT ecosystems to include Kenya and Ethiopia.

96. The interventions under this sub-component include:

- Conducting a landscape study in Somali to identify DATs currently in place as well as agri-based hubs and incubators
- Identifying emerging digital technologies that address the issues of livestock identification and traceability and incorporating them to support the Project
- Some of the key areas to be included in the study will include any green-growth innovators, climate-smart technologies service providers, and advisory services supporting both crop and livestock. *Furthermore, the TIMPs content developed under C 1.2 will be suitably adapted for delivery through digital channels.*
- Develop a Somalia-based platform to support the innovators and encourage PPP partnerships

97. To achieve this, the NPCU will be required to:

- Identify key skill gaps in regard to digital innovations and entrepreneurship and second staff to fill the gaps
- Help in the identification and engagement of innovators to offer digital services as well as vetting them. The NPCU will conduct a study on innovators in the ecosystem and map all Ag-tech innovations within Somalia. The themes to be considered over and above what is discovered from the ecosystems study will be market linkages, digital finance, and e-advisories.
- Develop a DAT platform post vetting of identified solutions. The platform will ensure collaboration between the private and public sectors by offering good public services.
- Ensure linkages with Kenya and Ethiopia DAT ecosystems for incubation support. Mobilization and training of smallholder farmers will be conducted at the state level.
- Pair at least two DATs per Federal State in implementing their solutions. The numbers can subsequently be added from year two.

98. Enhanced access to agro-advisory for women farmers will be a key focus area for digital solutions. In addition to demand based and customized agro-advisory services, DAT solutions will be deployed to support the provision of digital financial services, including bundled credit and insurance services, ultimately de-risking production for small farmers and pastoralists.

99. A Digital Agriculture Specialist will be hired at the National level to work closely with the Ag. Statistician and M&E officers to support the digital registry as well as oversee the implementation of DAT.

100. The scaling-up of partnerships between the state governments and DATs is intended to facilitate access to good quality inputs, extension services, financial services, and market linkages. The array of solutions and services to be offered will include the following;

- Advisory and extension services, the DATs will promote CSA TIMPs: precision agriculture advisories through SMS or short videos, access to good quality inputs, traceability, mechanization, tech-based irrigation, advisory services, digital hubs, encourage the use of call centers and Interactive Voice Response (IVR) and peer-to-peer learning through community-based facilitators.
- Financial inclusion, the focus will be on: improving financial literacy for all farmers, offering savings, credit, Insurance, payment facilities, financial analytics, and credit scoring, and promoting better record-keeping for the farmers through the FPOs.
- Market and market linkages, the focus will be on value addition to minimize postharvest losses, the use of services of the innovators to link the FPOs and CIGs/VMGs to off-takers or other local markets, working with the youth to ensure value addition of produce, aggregation, price information systems, improving farmer literacy to encourage smart farming, and working with SPCUs to strengthen supply chain management.

## **SECTION IV: COMPONENT 2: SUPPORTING THE SUSTAINABLE DEVELOPMENT OF NATURAL RESOURCES FOR RESILIENT AGRICULTURE LANDSCAPES.**

101. This component will be implemented in close coordination with other ongoing Bank-funded projects to strengthen water availability and improve rangelands management for resilient agriculture and livestock production.

### **A. Component 2.1: Water availability for agriculture and livestock**

102. The Country receives unreliable and very erratic rains, which have been exacerbated by the current unpredictable climatic changes. Much of the water is lost as runoff, and when the dry season sets in, the high ambient temperatures dry up the existing water sources, and this triggers massive movement of livestock to other areas in search of the scarce resource. Inappropriate water development often constrains resilience building efforts in the Country and effect, and the high demand for this resource triggers conflicts, while the increased concentration of livestock at the water point leads to severe environmental degradation and disease outbreaks.

103. The demand for domestic drinking water, livestock water, and increasing agricultural activities have often superseded considerations for environmental health and sustainable management. These factors call for urgent interventions to address water accessibility for crop use & livestock while ensuring sustainable development. Therefore, the sub component will address this by;

#### **(i) Refining available States/National mapping of water resources and Irrigation Infrastructures**

104. Component 2 team leader at NPCU will coordinate a series of workshops to identify priority Water and Irrigation investments. This will involve:

- A study of maps in a 2-day workshop that will be held in the first quarter of the project inception. The participants will be drawn from the six participating States, each sending four representatives, preferably two from Agriculture and the other two from livestock. A facilitator will be engaged to lead the process Output: updated maps with livestock corridors with existing water points and candidate water resource facility development.
- Workshops will follow the joint workshop at the state level. This will involve each participating State holding a 3-day workshop. Using the maps, the SPCU will help locate and map (i) Water resources access and Irrigation facilities, (ii) Functional water sources, water quality, and Irrigation Infrastructure (iii) Underground water (where possible). They will also envision the intervention and where they wish to have them. This will take into consideration and focus on those that have cross border implications. The participants will include at least community members (14), staff from relevant institutions (FAO, AGRA, and MAL) (6), civil society (5), and at least project staff (2). The government workers will help in giving policy and technical

direction. These will be followed by ground truthing and identification of the actual site of intervention and will take about a week, depending on where the sites are located.

- The border communities will hold joint meetings, and siting intervention points will be informed by agreement of the joint meetings. The database so developed will continually be updated with information to enhance stakeholder capacity and participation in water resources development.

**(ii) Development of Irrigation infrastructure and water access**

105. The Project will develop irrigation infrastructure that will be done through the rehabilitation and construction of dilapidated canals. It will also develop surface water through appropriate community-owned water harvesting structures while harnessing groundwater mainly but not exclusively within the Livestock migratory routes, holding grounds, and dispersal areas prone to conflict over resource use competition during the dry seasons. Social and environmental sustainability will be a determining factor for implementation. This will involve impressing the target communities to ensure proper water governance through enhanced maintenance and operation skills. Water users' association (WUA) and Project Management committees will be strengthened or created. Care will be taken to ensure that the placement of irrigation infrastructure and water facilities does not lead to accelerated environmental degradation.

**(iii) The Project proposes to rehabilitate approximately 61 km of canals.**

106. A detailed feasibility study will be undertaken on 9 barrages that existed during pre-war irrigation infrastructures for rehabilitation. Rehabilitation of up to 20 water gates will also be undertaken. The Project is envisaged to construct animal watering infrastructures, i.e., Livestock watering troughs, overhead tanks, and piping. Development/rehabilitation of water infrastructure will be in areas identified by beneficiary communities, preferably on publicly owned land. Emphasis will be placed on building resilience in the communities management systems at the water points to ensure efficient water use during stressful periods and minimize the need for external interventions.

107. Through their Engineers, the respective line ministries at the state level will implement this sub-component, spelling out the roles and responsibilities of key parties and cooperation modalities for the construction/rehabilitation of water points (boreholes and shallow wells notably). Where the requisite capacity is lacking, the states will seek other officers in the cluster or Federal Government. The primary duties of the officers will include

- evaluation of bids from consultants for water resources mapping;
- support for water facilities prioritization and site selection;
- preparation of terms of reference and bidding documents for technical studies and works supervision;
- launching a bidding process to select the contractors;
- the overall supervision of consultants and contractors until completion of works and handover;
- The training of Water Users and project management Committees to ensure proper

operations and maintenance (O&M) of water points and Irrigation infrastructure. The state officers responsible will be fully involved in the entire process in order to give technical support to the communities in the prioritization process and after the completion of the project activities.

108. Rehabilitation of water facilities along stock routes will be given priority to facilitate livestock marketing. Prior to construction /rehabilitation, the following activities will be carried out.

- Consultations with the stakeholders will be held to prioritize the areas of intervention within the target states and build consensus on the selection and type of water facility to be rehabilitated. The need for new facilities will be critically evaluated to determine potential impacts and possible alternative interventions.
- The State department of agriculture/ Livestock will undertake a preliminary survey and technical assessments of dilapidated stock route strictures and currently functioning irrigation infrastructures proposed interventions.
- Carry out a hydrological and geological survey and feasibility studies of the water resources access facilities in the selected sites.
- Undertake an independent Environmental Impact Assessment (EIA) for new projects or environmental audits for rehabilitation projects (as per the requirement of safeguard measures)
- Prepare Designs for water resources access facility and Bill of Quantities
- Construct and rehabilitate water facilities. For these projects, civil works will be contracted as per bank procurement guidelines and federal Government's guidelines that, includes;
  - Contractors will be selected through competitive bidding with a preference for contractors operating within the states. In the event that there are no qualified contractors within the states, the service will be outsourced.
  - To stimulate the local economy as much as possible, the contractors will be required to use locally available resources (building materials, labour, and transport).
  - The contractors will be supervised by the competent respective state government institutions to ensure compliance with existing laws and regulations.
  - All contracted civil works should be undertaken within the stipulated period on the contract.
- Hand over the facility to the community.

*(iv) Supporting Stakeholders' capacities to manage the shared Irrigation infrastructure and water resources*

109. Stakeholders' capacities will be enhanced to manage the irrigation infrastructure and water resources access facilities effectively and ensure sustainability. To achieve this, the following activities will be undertaken.

- A proper (O&M) is important for a sustainable irrigation and water facility. Therefore, the Project will establish/strengthen Water Users Associations (WUA) and project

management committees. This will be drawn on experiences of past projects, e.g., Biyoole, Barwaqo, and the guidelines in the water user manual developed by the State Department of Water and Irrigation.

- The (WUAs) and Project management committees will be trained on group organization, maintenance of water and irrigation facilities, and water management. They will be expected to agree on the implementation of routine maintenance.
- Water Users Association and project management committees established will consist of 9-11 members drawn from men, women, and youth. Other considerations will include disabled, clan, and local administration representations.
- Build capacity for staff and community committees by:
  - Holding workshops at the state and regional level for the community to share knowledge on best practices on water resources and Irrigation infrastructure management, including operations and maintenance.
  - Carrying out exchange visits to help create awareness, heighten the desire for better performance, promote ease of adoption of newer technologies as well as promote good agriculture and water governance
  - Ensuring high quality in the design and construction of the water conservation/harvesting and irrigation facilities.
  - Enhancing the capacity of implementing staff by supporting them to attend relevant courses and study tours.

## **B. Sub Component 2.2: Rangeland management**

### *i. Overview*

110. The productivity of the rangelands in Somalia has been under threat in recent decades due to various factors. These include climate change and variability, frequent droughts and floods, land degradation, and biodiversity loss. These have threatened the sustainability of rangeland resources and created economic and environmental challenges that need urgent attention to safeguard the well-being of the communities, especially the agro-pastoralist and pastoralists. Therefore, urgent measures and interventions are required to protect the rangeland resources and enhance their sustainable utilization. The Somalia rangelands, especially the ASALs, are poorly developed. Investments in the rangelands rehabilitation and improvement will greatly contribute to the attainment of food and nutritional security. The development and adoption of proven technologies for rangeland resource exploitation, management, and utilization, together with strengthening governance and management at the community level, is an opportunity that needs to be explored to ensure sustainability in the rangelands. Given the infancy of knowledge on Rangeland management, the Project will facilitate the development of Rangeland management strategy and policies under Component 4 and specific manuals for implementation. The following three manuals will be given priority; Rangeland health (Restoration) for increased productivity, Sustainable pastoralism in the Rangelands, and Climate change adaptation and mitigation for resilience in the rangelands.

### *ii. Enhance rangeland health (restoration) for increased productivity*

111. Rangelands are sources of crop and livestock products besides the provision of ecosystem services. This activity will envisage land degradation control by constructing soil conservation structures to reduce soil erosion, rangeland reseeding, re-afforestation and afforestation of rangelands, and use of integrated grazing plans on the traditional resource use mechanism. Besides, sustainable utilization of rangeland resources will be achieved by protecting water catchments and establishing water harvesting structures. *Prosopis juliflora* tree will be sustainably used for charcoal production and as alternative animal feed production.
112. Loss of biodiversity is a serious challenge, to reverse this, the Project intends to create awareness of biodiversity conservation, strengthen governance on biodiversity conservation, and audit and valuation of biodiversity and their ecological roles.
113. Control of invasive species will be done by identifying and mapping various invasive species, creating awareness and impact of these species and developing technologies, and implementing control measures.

**iii. *Enhanced Sustainable pastoralism in the Rangelands***

114. Sustainable pastoralism is important for a steady supply of livestock products. The activity will be achieved by facilitating adequate mobility of the nomadic pastoral systems through the development of negotiated grazing plans to ensure mobility, improving security to facilitate mobility, enhancing mobile school and health facilities to discourage sedentarization, sensitizing and capacity building of youths and women on benefits of mobility and identification and mapping of seasonal grazing and movement of livestock.
115. The Project will reverse the loss of traditional dry season grazing arrangement (ensure controlled utilization of grazing resource) by identifying and mapping wet and dry season grazing areas for proper utilization.

**iv. *Enhanced Animal Nutrition***

116. Improvement of the productivity of livestock through nutrition is important to meet the animal products demand. The Project will promote increasing feed quality and quantity through relevant climate smart TIMPs adoption on climate ready cultivars. Pasture and fodder establishment will be implemented, and excess will be conserved in the form of hay and silage and stored in Project funded storage structures. Appropriate pasture development in rangeland areas will be enhanced by identifying degraded areas for rehabilitation, areas for new pasture fields establishment, and appropriate and suitable pasture species will be utilized. Capacity building the pastoralist on pasture establishment, agronomy, reseeding degraded areas, haymaking, seed bulking hay & seed storage, and marketing will be implemented. Establishing new pasture fields, e.g., in areas previously used for crop production with repeated failure, will be done. There will be the promotion of the development of strategic feed reserves. The scope of the investments will be outlined in the relevant manuals. The concept of densified complete feed block will be implemented to utilize crop residues through building the facilities.

**v. *Enhanced livestock breed improvement***

117. The Project will enhance productivity through breeding. Indigenous breeds will be improved through breed characterization, selection, breeding, introduction, and promotion of adaptable, more productive livestock breeds will be implemented. Livestock breed mapping to specific localities will be done, and best-fit genotypes will be promoted.

**vi. *Animal health initiatives***

118. Animal health and husbandry practices will be improved through disease surveillance, diagnosis, control, and vaccination, where applicable. Training on short and professional studies on animal health will be considered and prioritized. One health approach principle shall be applied. The Project will facilitate the construction of animal health-supportive infrastructures, including spray dips, isolation quotas, and holding areas. The Project will promote the establishment and use of feedlots and associated structures for livestock finishing. To avoid overgrazing, the livestock numbers and available grazing resources will be balanced through capacity building on seasonal stocking rates depending on available resources.

119. The Project will support the professional organization through registration, training, and continuous professional development of livestock-related disciplines. For long-term sustainability of knowledge dissemination, the Project will facilitate the building of vocational training centres. To improve Livestock market infrastructure, the Project will build modern Markets, laboratories, and market information systems.

**vii. *Increase climate change adaptation and mitigation for resilience in the rangelands***

120. Climate change is ever present, hence the need for adaptation and mitigation to its effect. This will be achieved by mainstreaming and implementing the Climate change Act, Action plan, and Response Strategies from the federal level. The Project will facilitate the enactment of policies where none exist. Creation of climate change awareness at federal, State, district, and villages will be conducted. Climate change adaptation, mitigation strategies, and manuals will be developed and cascaded to the village level. The Project will undertake capacity building on GHG emission quantification using GLEAM-i and EX-ACT tools. The Project will facilitate documentation of indigenous coping mechanisms to climate change via the collection and collating of relevant information and dissemination/ information sharing with stakeholders. Investment in research on climate change will be implemented in consultation with research institutes and other NARS in component 1.1.



## **SECTION V: COMPONENT 3: GETTING TO MARKETS.**

### **A. Sub-component 3.1: Farmer Producer Organizations and Agri-food Enterprises**

121. This sub-component will support the strengthening of new and existing Crops and Livestock Producer Organizations (CLPOs) that can anchor key market facing services, including supply of high-quality inputs, aggregation, value addition, and market linkage. CIGs mobilized under the Project will be linked to FPOs assessed for business performance, inclusiveness, and techno-managerial capacity. The Project will provide collective grants to CLPOs to support operational expansion and inclusion of more small farmers and pastoralists, to incubate agribusiness and value-addition activities, and to support the digitization of CLPOs operations. The ultimate objective would be to develop community-based CLPOs that can anchor a range of services for member small farmers, generate new jobs within value chains, and are able to leverage sustainable formal finance on the basis of business performance.

- **Capacity Building of Farmer Producer Organization**

122. The objective of this section is to build the capacity of business-oriented CLPOs so that they become profitable. The CLPOs will either be selected from the existing ones or formed through federation of CIGs. Through the FPOs, the CIG members can: actively participate in the prioritized value chains; access improved farm inputs, technologies, Innovations, management practices (TIMPS), and agricultural services; and negotiate prices in input and output markets. Project support to CLPOs will be structured around two pillars: (a) organization and capacity building; and (b) financing for enterprise development tailored to the needs of POs and their subscribing member CIGs. Within the Project's first year, each selected or federated CLPOs will be supported to prepare a five-year capacity-building plan based on the Capacity Needs Assessment (CNA) report. The capacity needs assessment will be carried out by a recruited Service Provider (SP) or TSA who will work closely with the State Project Coordination Unit (SPCU).

- **Identification and Selection of Crops and Livestock Producer Organizations (CLPOs)**

123. For the selection of FPOs, the State Project Steering Committee (SPSC), with the help of the SPCU, will establish a temporary sub-committee composed of representatives from the relevant ministries at the state level. The Sub-Committee of the SPSC will develop an inventory of potential CLPOs for project support. Where the sub-committee lacks the capacity, the SPCU will contract a qualified consultant to offer technical support.

124. Component 3 lead at the NPCU will prepare detailed criteria, which will be further discussed and, where need be, fine-tuned by the CLPO selection sub-committee. With the help of the different line ministries, the SP will prepare an inventory of potential FPOs for project support. Each State will work with an average of eight (8) CLPOs.. The inventory will be discussed in the sub-committee, and with the help of the SP, the sub-committee will prepare a shortlisting of 10 to 12 CLPOs per enterprise, Where applicable. With the support of the SPCU and the SP, the CLPO selection sub-committee will organize a two-day

workshop for representatives of all the shortlisted CLPOs to be sensitized on the Project and possible dynamics of working and supporting the CLPOs along the selected enterprises. In principle, the Project will select only two CLPOs per prioritized value chain, in total 8 CLPOs, for project support in each State. In states and districts where strong CLPOs are not available, the project will mobilize new CLPOs.

125. Upon sensitization, the Project will request all the pre-selected CLPOs interested in working with the Project to prepare and submit an expression of interest stating how they plan to further develop the respective value chain in their State or district with the support of the Project. With the help of the SP and the SPCU, the CLPOs selection sub-committee will evaluate the expression of interest and prepare the final list of selected CLPOs for endorsement by the SPSC. In case of newly formed CLPOs, the project team will provide technical assistance in developing a long term business plan.

- ***Recruitment of FPOs members-***

126. Every crop and livestock producer organization will be required to package bundled services to their members. These services will be used to recruit new CIGs and individual members. In consultation with the respective CLPOs, the Service Provider/TSA will develop a strategy with clear sensitization and awareness creation messages, including objectives, mission, activities, benefits of the federation, and services offered by the CLPOs. The Project will support the development and production of publicity materials. These materials must capture the CLPO's role in enhancing linkages to markets, inputs and service provision, and other opportunities. This will also assist in creating interest among the potential members.

- ***Federation of CIGs into FPOs***

127. The CIGs formed under component 1 will be mobilized to join existing CLPOs. Where no existing FPOs qualify to be supported by the Project, the CIGs will be federated into new CLPOs. Federation of CIGs will be the responsibility of the SP, working closely with the extension officers of the FMS.

- ***Identification and selection of Service Providers (SPs)***

128. The component 3 lead at the NPCU will prepare the Terms of Reference (ToRs). The outline of the TORs will be as follows: i) Background Information (Introduction, Project Development Objective (PDO), the primary beneficiaries of the project and Project components); ii) Objective(s) of assignment and Scope of Work; iii) Roles and Responsibilities of the parties; iv) Outputs/Deliverables; v) Workplan; vi) Qualification and Core Competencies and ix) Contract Payment Terms. The identification and selection of the consulting firm or SPs will be a national level activity. However, for specific value chains that are not relevant to all FMS, the FMS SPCU may lead the procurement of a suitable TSA with support from NPCU.

129. In consultation with the procurement officer, the Component 3 lead at the NPCU will draft a call for Expression of Interest (EoI) in undertaking CNA for selected FPOs. The

NPCU will procure the SPs in line with the Federal Government of Somalia /World Bank procurement procedures (See procurement manual). The winning SPs will sign a contract, proceed to undertake the assignment and work closely with the component 3 lead throughout the CNA assignment.

- ***Capacity Needs Assessment (CNA) and Capacity Building Plan of CLPOs***

130. The capacity needs assessment aims to collect information from the selected CLPOs about their current capacities and existing gaps essential for strengthening the CLPOs. To conduct the capacity need assessment, the NPCU will contract an SP. The SP will develop the necessary instruments and tools for CNA. The results of the CNA will assist the Project in designing an appropriate Capacity Building Plan (CBP). The CNA report and the CBP will be validated by CLPO's members and stakeholders in the workshop. Each CLPO will have a five-year tailor-made CBP. The CBP will detail the support needed for each FPO based on the gaps identified during CNA.

### **Inclusion Grant**

131. As part of building the capacity for the CLPOs, both the newly federated and the existing ones will be supported with an inclusion grant. The inclusion grants (IG) will support the CLPOs in mobilizing and recruiting new members; federation of CIGs to CLPOs; capacity building on; governance, leadership, and management skills; and the establishment of basic ICT infrastructure and market linkages. The grant will also support basic office establishment, including furniture, based on merit.
132. The CLPO will qualify for the inclusion grant upon meeting the criteria set out by the Project, including the following;
- i. Be legally registered with the relevant government authorities.
  - ii. Must have open membership (to individuals or CIGs).
  - iii. Operate an FSRP project bank account
  - iv. The existence of at least one year of audited accounts is desirable but not mandatory.
  - v. Should have a management committee that can form sub-committees such as executive, grant management, procurement, Social Accountability, Integrity Committee (SAIC), and Supervisory Committee.
  - vi. Develop a grant proposal for funding under the Project, and special attention will be given to youth and women. All proposals requesting funding will be evaluated and rated against the grant proposal appraisal criteria.
133. The inclusion grant amount will depend on the membership and geographical coverage of the CLPOs but will not exceed \$5,000 for CLPOs. NPCU will develop and share with all SPCUs a template with the format that will be used to apply for inclusion grants.
- i. SPs will assist CLPO in applying for an inclusion grant to the SPCU.
  - ii. Applications approved by SPSCs will be shared with NPCU for concurrence and monitoring.
  - iii. On the reverse loop, the SPCU will convey to CLPOs successful and unsuccessful

applications.

134. During the implementation of this grant, the project team will interact with the CLPO's leadership and be able to develop social capital as they understand the CLPOs operations.

**B. Sub-component 3.2: Market Infrastructure and Value Chain Development**

**i. Development of Market Infrastructure**

135. This sub-component will support enhanced crop and livestock production marketability through systemic investments in improving food safety, traceability, value addition, and physical infrastructure development to improve market access. The Project will adopt the One Health approach to investments in market infrastructure that focus on enabling improved handling of crop and livestock produce and adherence to sanitary and phytosanitary standards (SPS). These may include investments into cold chain infrastructure for livestock produce, grading, sorting, processing facilities for crop produce, and improved storage infrastructure to reduce post-harvest losses and aflatoxin contamination. In addition, the subcomponent will support the rehabilitation of selected pre-war trunk and rural feeder roads having strategic importance to address critical transportation bottlenecks for improved input/output market.
136. Market infrastructure in key market centers of regional importance will be upgraded, with a strong focus on investments in improving the quality and safety of food produce. Infrastructure investments at the market level will be undertaken through the PPP model, focusing on creating new jobs for local communities. Each State will prioritize upgrading or develop a maximum of two (2) such markets. These markets will be identified through a survey to establish the current status and propose the required interventions. SPCUs will contract qualified consultancy firms to conduct the surveys. Market infrastructure investments may include feeder road construction and rehabilitation, common testing facilities, warehousing facilities, and cold chain storage. Considering the importance of livestock in exports, the Project will support the establishment of a national livestock identification, registration, and traceability system that can later be expanded to all livestock products. This system will build on the national farmer and pastoralist registry developed under Sub-component-1.2 and will help ensure animal health, quality, and safety of animal products, thus sustaining and expanding exports and domestic demand. Building on the export potential of key prioritized crops such as Mung beans, cowpeas, sorghum, and Sesame. The sub-component will support PPP investments in such investments. The focus of project support will be to ensure the inclusion of smallholder farmers, especially women farmers engaged in the production of these commodities but lacking the negotiating skills and linkage capacity to export oriented clusters. The Project will also support wide scale capacity building of value chain stakeholders in complying with the Sanitary and Phytosanitary Standards (SPS), with structure training and certification programs for farmer groups, agro-processors, and exporters. The sub-component will support investments targeting the improvement of animal health certification for inbounds at borders and outbound at four export ports.

137. Strategic cold chain investments will also support perishable commodities such as milk and meat. For the agriculture sector, the sub-component will support Crop Producer Organization level investments in aggregation, grading, and sorting and will test and validate low-energy cooling solutions for horticulture produce. The SPCUs, through consulting firms, will commission feasibility studies to determine the economic viability of such investments. The study will be specific to each of the identified investments. In the livestock sector, the sub-component will support livestock producer organization level investments in value addition for livestock products, including the establishment of livestock abattoirs, promotion of chilled and frozen meat export, milk processing including pasteurization, yogurt, cheese, and long shelf-life milk, and investment under PPP arrangement in hatcheries and chicken feed meat. Finally, this sub-component will also identify and support high impact investments in market support infrastructure such as feeder roads for market access, holding grounds with associated services (including veterinary and feed) for live animal trade, and Public Private Partnership (PPP) based investments in common processing facilities.

**ii. Value Chain Development**

138. To catalyze sustainable long-term finance from the private sector and financial institutions, the Project will provide start up grants (inclusion grants), matching grants to POs, and capital investment support to build their capacity for value addition, marketing, and branding. Key value chains to be supported in each region will be identified based on value chain assessments to identify opportunities for value creation, market, farmer capacity and productivity improvement, and inclusion of women and small-scale producers. In addition, to support through Producer Organizations, this sub-component will also provide strategic investment and technical assistance support to selected value chain enterprises that exhibit the potential to significantly impact the quality of production and market linkage services for small farmers and/or are leading innovators within their value chains in supporting farmer extension, market linkages and resilience building. Support to such enterprises will be in the Public-Private Partnership (PPP) model. clearly outlining the shared vision of food systems resilience and roles for each party.

139. The Project will support investments through two types of grants, **Matching grants** – The matching grant will be implemented under 2 windows, namely, Enterprise development and value chain -upgrading grants.

- (a) Under **Enterprise Development Grants**, the Project will support FPOs to make small-scale investments under the following categories; Strengthening seed supply systems mainly for community seed multiplication or breed upgrading; Technology adoption such as basic mechanization, post-harvest handling, value addition, and agro-processing; bulking and aggregation; Post-harvest and storage facilities; and access to market information. Enterprise development grants by the Project will be up to \$100,000. The beneficiary FPOs will leverage the grant at least 5% in cash or in-kind. Only FPOs marketing collectively and making profits will be eligible for this grant.

(b) Under **Value Chain Upgrading Grants**, the Project will also support investments targeted at addressing gaps identified along all the value chain segments for the selected commodities. This will be achieved through a matching grant mechanism targeted at addressing key investment gaps, including strengthening of input supply systems (e.g., foundation seed production by research institutions, commercial seed production by the private sector, and community-based seed multiplication), development of farm mechanization technologies for CSA practices; value addition and processing; post-harvest management technologies and facilities (e.g., drying, storage, and warehousing receipt system) and market development by tapping untapped market opportunities.

140. To address the diverse upgrading requirements for selected priority VCs, the Project will provide VC-upgrading matching grants up to a maximum of US\$250,000 per grant leveraged at 30% in cash and in kind. However, at least 5% must be in cash. A maximum of twenty (20) investments will be targeted. Each State will implement a maximum of three of these investments, or the distribution can be further guided by the Grants/investment manual. Two to three investments can be regional (serving more than one State) or national. These funds will be accessed on a competitive basis by actors at key segments of the VC that are determined to be critical in unlocking the growth of the VC as a whole. Grants Manual will give details of the grant's application, validation, approval, due-diligence process, disbursements, repayments (in the case of the savings and Credit loans), and the eligibility of the same. A key consideration under this instrument will be building productive Public-private Partnerships with Producers (4Ps) for value chain upgrading. Through this arrangement, it is anticipated that project resources earmarked for the matching grants window will be leveraged up to three times over.

141. For PPP arrangements, the private sector will have to leverage at 50%. From the list of priority VCs tentatively identified for support, it is envisaged that matching grants will be used in the following areas (among others):

- **Strengthening input supply systems:** (e.g., foundation seed production by research institutions, commercial seed production by the private sector, and community-based seed multiplication).
- **Technology development:** Development of farm mechanization technologies for CSA practices. One of the key constraints facing most VCs in Somalia is the low utilization of mechanized technology in processes ranging from production and cutting through produce assembly, post-harvest handling, and value addition or processing. At the farm level, the particularly acute shortage of farm machinery and equipment for conservation agriculture (CA) greatly hampers the adoption of CSA practices. In the livestock sub-sector, TIMPs in beef cattle fattening will be supported under this category.
- **Post-production and storage facilities:** To address the significant post-production

losses experienced among smallholder farmers, matching grants will be provided to VC players willing to invest in improved harvest and post-production handling practices, which reduce losses and uphold the high food quality standards demanded by niche markets. In livestock, this will include slaughterhouses. For grains-related VCs, matching grants will go toward FPOs adopting appropriate harvesting, grain drying standards, threshing and shelling, and proper storage technologies.

- **Value addition and processing:** Most smallholder farmers are involved in VCs with a weak processing base, which limits the competitiveness and growth potential of the VC and, in return, yields low earnings. In general, the marketing of agricultural products in Somalia faces challenges and restrictions due to a lack of standards, poor packaging, damage during transportation, poor handling, and inadequate quality control, including a lack of standardization and certification.
- **Market development** may involve farmers tapping the untapped market for their produce by attracting new customers. Market development sometimes entails looking for new buyers by pitching the product to a different segment of consumers to increase sales. e.g., expanding meat consumption by reaching new clients through innovative approaches and increasing meat products. The grants will also be used to facilitate exports for agriculture and livestock products.

142. **Capital investment-** This category of grants will finance investments under public goods such as Feeder roads, markets, public livestock yards, holding grounds, warehouse facilities, and State-owned cold chain facilities. Another area that can be supported under this category is the establishment of a national livestock identification, registration, and traceability system. Investments under capital investment grants can also be implemented through the PPP model as prescribed in the PPP guidelines by the Project.

### **C. Sub-component 3.3: Access to Finance**

143. This sub-component will build the capacity of smallholder farmers and pastoralists to leverage formal finance by supporting group-level savings and collateral free small credit for agri-livestock production. Group level revolving funds will be provided through a matching grant mechanism, catalyzing regular savings at the community level. Group level support with small credit will focus on the provision of resources for member farmers to adopt TIMPs developed under the Project. To support access and adoption of climate smart inputs, the Project will also explore financial support to Project FPOs, enabling the advance collective purchase of key inputs and services.

144. The sub-component will support intensive financial literacy training for project beneficiaries. To the extent possible, financial transactions at the CIGs and CLPOs level will be digitized to develop credible performance metrics for small farmers and pastoralists. At the CIG level, the interventions will improve the creditworthiness and bankability of the farmer institutions to leverage credit for their members from both the Project and the financial sector. The Project will support the identification of existing CLPOs and the

establishment of new CLPOs in areas lacking existing ones. Through these CLPOs, the financially excluded CIG members will be able to start mobilizing regular access credit. The Project will also support the development of the smallholder farmers' credit scores to bolster credit access further. To operationalize this sub-component, the following high-level activities will be undertaken:

- i. **Operationalization of the Financial Matching Grant Scheme (FIMG):** The Project will support the provision of initial small grants through existing and/or new CLPOs. The project may also choose to form specialized savings and credit cooperatives to anchor credit delivery and management. The CIGs and CLPOs will be rated to determine the level of loans that can be accessed. The financial matching grants will range from \$2,500 to \$10,000 for groups, while for individuals, the loans will range from \$50 to \$500. The groups can access the grants at a ratio of 1:1 to the group's savings. Additional performance-based incentives of up to 50% of savings based on utilization track record will be available to the institutions who will post impressive performance in loan repayment and utilization. The grants manual will detail step by step the process of loan application, approval, disbursement, and repayment. Members will repay the grants to the CLPOs to build a revolving fund, for CIGS/CLPOs members will act as guarantors to each other.

145. This intervention is expected to increase the adoption of climate smart TIMPs, improve access to irrigation TIMPs, and improved inputs and technologies by the target beneficiaries. This initiative will incorporate the following broad operational areas and steps;

- Savings mobilization among CIGs
- Development of appropriate seasonal loan products based on specific value chains
- CIG to develop a value chain investment plan from which the specific investments will be prioritized.
- Proposal development- NPCU or SP to develop a template for proposal development.
- Submission of matching grant request by the FPOs/Cooperative to the Project
- signing an agreement among key stakeholders; CIG, CLPOs, State governments, and Service providers, among other relevant stakeholders
- Approval of the proposals
- Disbursement of matching investment

Document modalities- Before the loan is disbursed, the respective institutions will document the loan repayment plan to the CLPO at the end of the season or regularly for commodities like milk and livestock.

**D.**



## **SECTION VI: COMPONENT 4: PROMOTING GREATER FOCUS ON FOOD SYSTEMS RESILIENCE IN POLICY MAKING**

146. This component will focus on establishing an enabling policy and institutional framework at a sub-national, national and regional level capable of supporting food systems resilience for Somalia. The focus will be on strengthening the capacities of the FGS and FMSs and the Ministries responsible for agriculture and livestock; and strengthening the capacity of national and State institutions to plan, implement, and monitor integrated agriculture and livestock development programs.

### **A. Sub-Component 4.1: Ministerial Capacity Building and Agri-food Policy Assessments for the Crops Sector**

*i. Capacity building of the Ministry of Agriculture and Irrigation at FGS and corresponding line ministries at the FMS level.*

147. This sub-component will focus on intensive capacity building of the Ministry of Agriculture and Irrigation at FGS and corresponding line ministries at the FMS level, thus enabling them to play sectoral leadership roles in the inclusive provision of agriculture support services. The sub-component will support the technical capacity building of the Ministry through sponsored PhD. (2 at the National and 12 at Federal State), MSc (3 at the National and 18 at Federal State), BSc (3 at the National and 60 at Federal State), Diploma training (120) and certificate training (240) and exposure visits. These target numbers for technical training will be suitably updated as a detailed budget is prepared. The main areas for capacity building will include sensitization of stakeholders on DCAS concepts and climate change risks; comprehensive capacity needs assessment; short-term and long-term training; and provision of IT equipment and operations and maintenance.

148. In order to strengthen technical and institutional capacity for the key implementing institutions, capacity-building needs shall be identified during year one. For Agriculture and Livestock Ministries, limited short-term technical training and re-tooling of the FGS and FMS will be undertaken. Gender equity will be taken into account during the identification of the candidates to benefit from such training. For the specialized capacity building needs, training will be conducted abroad. Refurbishment and/ or upgrading of relevant institutions facilities and infrastructure for capacity building will be identified and implemented between year two and four.

149. To ensure adequate capacity building, the NPCU will be required to hire a consulting firm in year one to offer relevant backstopping to the teams. Once the needs assessment exercise is complete, the teams will hire a relevant panel of experts (POEs).

*ii. Support a comprehensive capacity assessment and undertake needful investments.*

150. Additionally, the sub-component will support a comprehensive capacity assessment and undertake needful investments in infrastructure upgrading, staff training, on-boarding of new technical specialists to plug capacity gaps, and knowledge partnerships with prominent

sectoral institutions. The NPCU will hire a consulting firm to undertake a needs assessment at FGS, FMS, NPCU, and SPCU levels to ensure appropriate training needs assessment is undertaken. In addition, the consulting firm will establish capacity-building consortia to strengthen and integrate the teams towards continuity of capacity development at FGS and FMS levels and to cascade the same at State, district, and other lower levels.

*iii. Support a national agriculture policy assessment to analyse and identify policy gaps and subsequent technical assistance to formulate new or updated policies and accompanying action plans for the roll out*

151. The sub-component will support a national agriculture policy assessment to analyse and identify policy gaps and subsequent technical assistance to formulate new or updated policies and accompanying action plans for roll out. Among key policies where technical assistance will be supported include but not limited to the National Agriculture and Livestock policy, policies around seed systems, One Health investments, Food Safety and standards, and land tenure. This sub-component will facilitate the development and/or review/updating of the sector policies with the participation of the FGS/FMS/ Regional partners and other relevant stakeholders.

*iv. Building regional knowledge-sharing partnerships with institutions of regional prominence.*

152. This sub-component will also support crucial investments in building regional knowledge-sharing partnerships with institutions of regional prominence. These include CGIAR institutions, Kenya Agriculture and Livestock Research Organization (KALRO), Kenya Plant Health Inspectorate Service (KEPHIS), Ethiopian Agriculture Transformation Institute (ATI)(formerly ATA), Prominent agriculture and livestock trade organizations, and other knowledge networks. These partnerships will form the foundation of technical capacity enhancement for MoAI at the FMS and FGS level. They will also be leveraged to crowd in investments from other multi-lateral donors and private sector players.

153. This sub-component will support National-Public-Private Dialogues (PPD) Platforms on innovative pathways to investments on building regional knowledge-sharing partnerships with institutions of regional prominence. A high-level task force will be contrived and tasked to develop a PPD platform. The task force will have representation and inclusion (women and youth from Somalia) of key partners within the FGS, FMS, and regional partners. The identification and selection process of the partners will include adequate representation, inclusion (women and youth from Somalia); development and sensitization of clear and relevant roles and responsibility in the platform; support in the identification and address of gaps; and ensure adequate public-private sector partnerships for adequate knowledge exchange and technical assistance. This will be undertaken for both livestock and crop ministries.

154. Under technical assistance, a team of trainers will be selected to develop a training plan, formulate criteria for selecting staff, and conduct short-term training courses and workshops. This will create a pool of internal TOTs who will train the teams in the various states. The key areas to be covered under short-term skills enhancement include C-1, C-2, C-3, economic

and statistical analysis, social and gender analysis, data analysis and management, Carbon sequestration and GHG measurement from crops and livestock production systems, and scientific writing. This sub-component will be implemented from the first to the Project's fourth year. Exposure visits and short-term training will also be supported each year to boost the availability of high-quality professional resources within the sector and allow the team to be at par with the region.

**B. Sub-component 4.2: Enabling policy and capacity building for resilient livestock**

*i. Capacity building of the Ministry of Livestock, Forestry, and Range at FGS and corresponding line ministries at the FMS level.*

155. This sub-component will focus on intensive capacity building of the Ministry of Livestock, Forestry, and Range at FGS and corresponding line ministries at the FMS level, thus enabling them to play sectoral leadership roles in the inclusive provision of livestock support services. The sub-component will support the technical capacity building of the Ministry through sponsored Doctorates, Master, Diplomas, Short courses, and exposure visits. Additionally, the sub-component will support a comprehensive capacity assessment and undertake needful investments in infrastructure upgradation, staff training, on-boarding of new technical specialists to plug capacity gaps, and knowledge partnerships with prominent sectoral institutions.

156. Capacity building is essential to ensure the successful implementation of the Project. Capacity Building of the teams will be done through training, workshops, exchange visits, and formal certifications. These will consist of long-term training and short-term training. Long-term training will include offering Conditional scholarships for project staff to pursue PhD. (6 at the National and 6 at Federal State), MSc (9 at the National and 12 at Federal State), BSc (20 at the National and 40 at Federal State), Diploma training (120) and certificate training (240) in deficient fields in local universities and abroad. These target numbers for technical training will be suitably updated as a detailed budget is prepared. Gender equity will be taken into account during the identification of the candidates to benefit from such training. All scholarships will be offered through a competitive process based on identified needs that will be determined through a training needs assessment.

157. Exposure visits and short-term training will also be supported each year to boost the availability of high-quality professional resources within the sector and allow the team to be at par with the region. To ensure adequate capacity building, the NPCU will be required to hire a consulting firm in year one to offer relevant backstopping to the teams. Once the needs assessment exercise is complete, the teams will hire relevant POEs to backstop in the backstopping exercise.

*ii. Support a comprehensive capacity assessment and undertake needful investments.*

158. The sub-component will support MoLFR in formulating and adopting new policies/legislation critical to the livestock sector. These may include new legislation governing rangeland use and tenure, legislation around animal health and welfare, adopting

key acts, including the meat inspection act and pesticide act, and unified animal health certification for livestock export.

159. In order to strengthen technical and institutional capacity for the key implementing institutions, capacity-building needs shall be identified during year one. Limited short-term technical training and re-tooling of the FGS and FMS will be undertaken for Livestock, Forest, and Range Ministries. For the specialized capacity building needs, training will be conducted abroad. Refurbishment and/ or upgrading of relevant institutions facilities and infrastructure for capacity building will be identified and implemented between year two and four.

*iii. Support a national agriculture policy assessment to analyze and identify policy gaps and subsequent technical assistance to formulate new or updated policies and accompanying action plans for roll out*

160. This sub-component will also support crucial investments in building regional knowledge-sharing partnerships with institutions of regional prominence. These include CGIAR institutions, Kenya Agriculture and Livestock Research Organization (KALRO), Ethiopian Agriculture Transformation Institute (ATI), Prominent agriculture and livestock trade organizations, and other knowledge networks. These partnerships will form the foundation of technical capacity enhancement for MoAI at the FMS and FGS level. They will also be leveraged to crowd in investments from other multi-lateral donors and private sector players.

161. The NPCU will develop a task force that will be tasked to develop a PPD platform. The task force will have representation and inclusion of key partners within the FGS, FMS, and regional partners. The identification and selection process of the partners will include adequate representation, inclusion, development, and sensitization of clear and relevant roles and responsibilities in the platform; support in identifying and addressing gaps; and ensure adequate public-private sector partnerships for adequate knowledge exchange and technical assistance. This will be undertaken for both livestock and crop ministries.

162. Under technical assistance, a team of trainers will be selected to develop a training plan, formulate criteria for selecting staff, and conduct short-term training courses and workshops. This will create a pool of internal TOTs who will train the teams in the various states. The key areas to be covered under short-term skills enhancement include C-1, C-2, C-3, economic and statistical analysis, social and gender analysis, data analysis and management, Carbon sequestration and GHG measurement from crops and livestock production systems, and scientific writing. This sub-component will be implemented from the first to the Project's fourth year.

163. This sub-component will facilitate the development and/or review/updating of livestock sector policies including but not limited to National Agriculture and Livestock data policy, One Health investments and Food Safety and standards for livestock products.

## **SECTION VII: PROJECT MANAGEMENT, COORDINATION, AND INSTITUTIONAL ARRANGEMENTS**

### **A. Implementation and Oversight Committees**

164. The implementation of the Project will be carried out over the 2023-2029 period. The Federal Government of Somalia (FGS) will implement the Project through the Ministries of Agriculture and Irrigation and the Ministry of Livestock, Forestry, and Range. Implementation will be done in collaboration with the Ministry of Finance and participating Federal Member States on relevant activities. The Project will be anchored in the Ministry of Agriculture and Irrigation, but a Federal Inter-Ministerial Steering Committee and a National Project Coordination Unit (NPCU) will be established and chaired by the Ministry of Agriculture and Irrigation. At the state level, the state Project Implementation Units (SPCUs) and the Somaliland model will be established to serve FSRP.
165. The implementation of FSRP will leverage the existing three-tier structures created for Biyole and Barwaaqo at Federal, State, and communities. The Ministries of Agriculture and Irrigation and Livestock, Forestry, and Range represent the federal level. The second tier will be at the State level, with State governments as the executing agencies of the Project. The third tier will be at the community level, where beneficiaries will implement their community-led interventions. Proposed changes to improve the functioning and delivery of the existing structures include:

### **B. Roles and Responsibilities: Federal Level**

#### **i. The National Project Steering Committee (NPSC)**

166. A Project Steering Committee will be established to provide overall project oversight and policy guidance. The Minister of Agriculture and Irrigation and Minister of Livestock, Forestry, and Range will constitute the NPSC within 3 months after the signing of the Financing Agreement. Members of the Committee will be provided with necessary documents for the Project, including (but not limited to) the Project Appraisal Document (PAD) and the Financing Agreement. The Committee will perform the following responsibilities; (i) discuss and decide on key policy and strategic issues of the Project, (ii) review progress in meeting the development objectives of the Project, (iii) review and approve project annual work plans and budgets (iv) management of project risks (v) monitor the results framework and to provide corrective measures as warranted.
167. This Committee will be constituted by the Minister of Agriculture and Irrigation and Minister of Livestock through a formal invitation of members to participate. The members of the NPSC will be as follows;
- (i) Minister, Ministry of Agriculture and Irrigation- Chair
  - (ii) Minister, Ministry of Livestock, Forestry, and Range - Co-Chair

- (iii) Minister, Ministry of Finance
- (iv) Minister, Ministry of Planning, Investment, and Economic Development
- (v) Minister, Environment and Climate Change
- (vi) The NPCU Secretary

The NPCU will act as a Secretariat to the Steering Committee. It is expected that the steering committee will convene two times annually.

**ii. National Technical Advisory Committee**

168. The **National Technical Advisory Committee (NTAC)** - The DG Ministry of Agriculture and Irrigation and DG Ministry of Livestock, Forestry, and Range, will constitute the NTAC within 3 months after the signing of the Financing Agreement. To enhance linkages and ownership of the Project, the States will be fully involved in the decision-making process at the Federal level, as they will have one represented at the NTAC. The State representative will be selected on a rotational basis each year. Members of the Committee will be provided with necessary documents for the Project, including (but not limited to) the Project Appraisal Document (PAD) and the Financing Agreement. The NTAC will be responsible for (i) providing technical support to the Project (ii) reviewing State-level investments and providing technical input (ii) review of project annual work plans and budgets, and make recommendations to the NPSC for approval (iii) Review and make recommendations to the NPSC on any proposed policy changes to the Project.

This Committee will be constituted through a formal invitation of members to participate. The members of the NTAC will be as follows;

- DG Ministry of Agriculture and Irrigation– Co-Chair
- DG Ministry of Livestock, Forestry, and Range – Co-Chair
- DG, Ministry of Finance and National Treasury
- Director SARIS
- DG Planning
- DG, Ministry of Environment & Climate Change
- The NPCU, Secretary

The NPCU will act as a Secretariat to the NTAC. It is expected that the NTAC committee will convene at least quarterly.

**iii. The National Project Coordination Unit (NPCU)**

169. The NPCU will be guided by the Steering Committee, which will be constituted as the Federal Inter-Ministerial; National Project Coordinating Unit will be anchored at the Ministry of Agriculture and Irrigation. The DG of the Ministries of Agriculture and Irrigation will constitute the NPCU. The NPCU will be led by a National Project Coordinator supported by a complement of qualified experts in program interventions. The main mechanism for filling positions of the NPCU will be competitive recruitment based on ToRs agreed upon between the government and the World Bank. The NPCU will serve as the secretary to both NPSC and NTAC. The main role of NPCU will be the day-to-day coordination and management of project activities. Specifically, the NPCU will be responsible for (i)

supporting each FMS to establish a SPCUs which will either be anchored at the Ministry of Agriculture and Irrigation or the Ministry of Livestock, Forestry and Range, depending on which Ministry will be the lead, (ii) the overall coordination and day-to-day management of the project implementation, (iii) capacity development of SPCU of the FMS (iv) oversight and monitoring of the of project activities at FMS state to ensure compliance with World bank Requirement (v) regular reporting (Technical and financial). The NPCU will have the positions shown in table 7.1. Refer to Annex III for ToRs of all the staff.

**Table 7.1: Staff requirement for NPCU**

<b>The role</b>	<b>Staff allocation</b>
Project Management	1 National Project Coordinator (NPC) from MoAI, FGS and DPC from Federal MoLFR.
Technical Specialists	National Livestock Production Specialist (NLS); National Agriculture Extension Specialist (NAES); National Agricultural Research and Seed Systems Coordinator (NARSSC). National Irrigation Specialist National Range Management Specialist (NRMS) National Infrastructure Specialist (NIS). National Market Development Specialist (NMDS), National Digital Agriculture Specialist (NDAS).
Financial Management	1 National Financial Management Specialist (NFMS).
Procurement	1 National Procurement Specialist (NPS) + 1 Procurement Specialist Consultant to provide on-the-job training and support in contract management to the SPCU team.
Audit	1 National Project Internal Auditor (NPIA)
Safeguards	1 National Environmental Safeguards Specialist (NESL); National Social Safeguards Specialist (NSSS)
M&E and data	1 National Monitoring and Evaluation Lead (NM&EL); Agricultural Statistics Officer.
Project level grievances redress	1 Gender/GBV/SEAH Lead/Specialist
Other experts/consultants	Local and/or international experts/consultants on call and as needed (person/days) such as: National Education, Communications and Training Officer (NECTO);
Security	Security Advisor
Support Staff	National Project Administrative Assistants (NPAA. Minimal support staff needed since NPCU will be housed in existing Ministry premises.

**iv. Other Roles and Responsibilities: Federal Level**

C. An External Assistance, Fiduciary Section unit, already exists in the Ministry of Finance based in Mogadishu and at FMS levels that manage the designated accounts and project accounts. The Ministry of Finance will have three major roles (i) to manage project funds and oversee all project disbursements (ii) to generate system reports, review consolidated reports and submit reports to the World Bank.

## **D. Roles and Responsibilities: State Level**

### **i. The State Technical Advisory Committee (STAC)**

170. The State Technical Advisory Committee (STAC) will provide technical support to overall project implementation and approval of State level investments. The chair for this Committee will be appointed by the State DG responsible for Agriculture or Livestock. The STAC will be responsible for (i) review of project annual work plans and budgets and make recommendations to the SPCU for approval, (ii) Monitor project implementation progress by reviewing and approving progress and financial reports, (iii) Review and approve projects at State, and community level (iv) Update relevant policies, strategies, guidelines (v) provide technical backstopping to the implementing agencies at the state level. The State Technical Advisory Committee (STAC) will be chaired by either the DG Ministry of Agriculture and Irrigation or the Ministry of Livestock, Forestry, and Range, who will chair and co-Chair the STAC on a rotational basis. This Committee will be constituted through a formal invitation of members to participate. The members of the STAC will be as follows;

- DG Ministry of Agriculture and Irrigation- OR DG Ministry of Livestock, Forestry, and Range : Chair/Co-Chair (this will depend on sectoral strength at a given state)
- DG, Ministry of Finance and National Treasury
- Director SARIS.
- DG Planning
- DG for Environment
- Gender Advisor
- The SPCU Coordinator, Secretary

The SPCU will act as a Secretariat to the STAC. It is expected that the STAC committee will convene at least quarterly.

### **ii. State Project Coordination Unit (SPCU)**

171. Each FMS and Somaliland will establish and maintain an SPCU with representation from participating line ministries to ensure cross-sectoral collaboration in planning and implementation activities. The SPCUs will be staffed by project management and the relevant fiduciary and safeguards specialists, in addition to the seconded sectoral specialists, to ensure high-quality implementation. A specific indicator relating to gender has been included in PDO indicator no 2: Farmers adopting supported climate-smart innovations, technologies, and management practices (number and percentage of which 30 percent female and climate resilient). Drawing from experiences in the WALP pilot and Biyoole, it was found that having women playing key roles in SPCUs greatly improved project implementation. The Project will seek to replicate this good practice and ensure women's participation by encouraging governments to establish SPCUs that are gender balanced.

172. The SPCU will be responsible for project management, coordinating project implementation, monitoring, evaluation, and reporting of results to stakeholders, and developing environmental and social safeguards frameworks and plans. The core staff of the



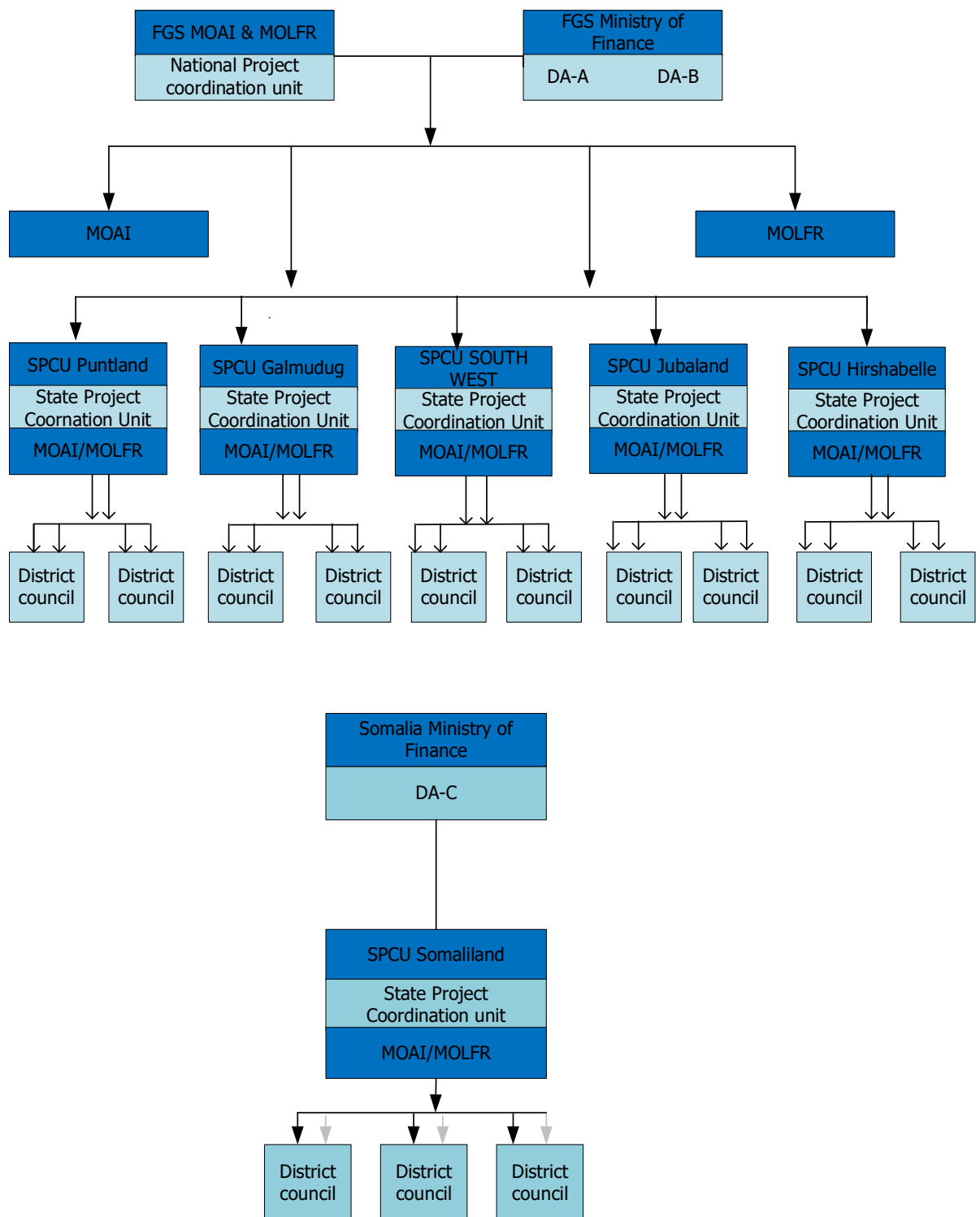
Project at the SPCUs is shown in table 7.2. Refer to Annex IV for ToRs of all the staff.

**Table 7.2: The SPCU staff composition**

<b>The role</b>	<b>Staff allocation</b>
Project Management	1 State Project Coordinator (SPC).
Technical Specialist	State Community Institutions Development Officer (SCIDO); State Extension Officer (SCEO); State Infrastructure Officer (SAIO); State Livestock Officer
Financial Management	1 State Project Accountant (CPA)(seconded from Accountant General's Office)
Procurement	1 State Procurement Specialist + 1 <i>Procurement Specialist Consultant to provide on-the-job training and support in contract management to the SPCU team.</i>
Safeguards	1 State Environmental and Social Safeguards Compliance Officer (SESSCO).
M&E	1 State M&E Specialist and M&E Officer
Project level grievances redress	1 State Gender Based Violent (GBV) Specialist
Other experts/consultants	Local and/or international experts/consultants on call and as needed (person/days) such as: <ul style="list-style-type: none"> <li>● <i>Communication Specialist</i></li> <li>● <i>Administrative Assistance</i></li> </ul>
Support Staff	State Project Administrative Assistant (SPAA). Minimal support staff needed since SPCU will be housed in existing Ministry premises

173. The role of the SPCU will include:

- i. Providing initial support to the Crop and Livestock Value Chains
- ii. Appointing consultants and stakeholders for specific assignments, including participation in the supervision of technical solutions requiring stakeholder participation;
- iii. Monitoring quality and costs of executed assignments;
- iv. Validating results on the ground through stakeholders and third parties, as needed;
- v. Establishing proactive communications and consultations with project stakeholders;
- vi. Coordinating with different Ministries, and the private sector;
- vii. Revising and updating documents governing SPCU staffing hiring;
- viii. Ensure that implementation of the Environmental and Social Management Framework (ESMF) becomes a standard investment review procedure within potential financial intermediaries.
- ix. Preparing projects financial and physical progress reports and presenting to the MOF and IDA within the timelines required.



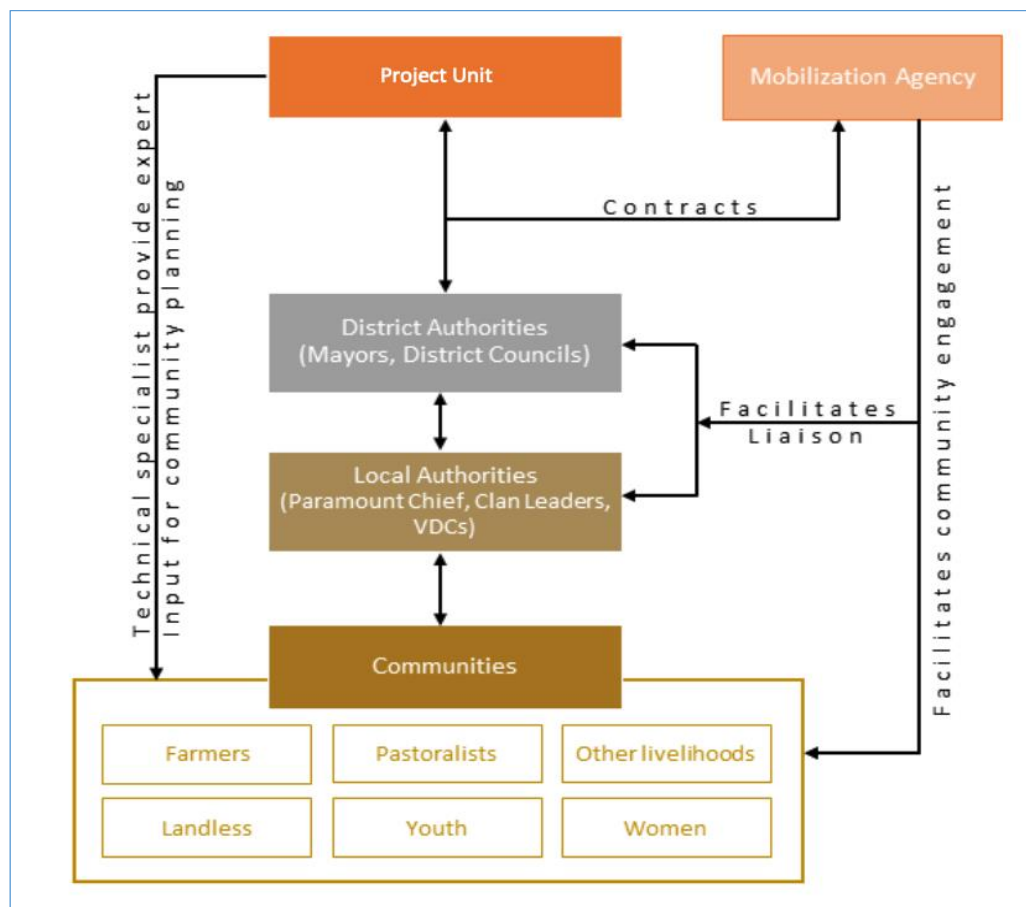
**Figure 7.1: Organizational Flow of Services and Project Resources from Federal Government to Community Level**

**E. Roles and responsibilities: Community level**

174. The districts and communities will be the third level in the overall institutional structures for implementing FSRP. The Federal Government of Somalia (FGS) prepared community

engagement operational guidelines to guide the processes and procedures for engaging and working with the communities participating in the Biyoole Project. These will be revisited and updated for FSRP—this is particularly important given that the mandate for CDD has moved to the planning ministries. Using these guidelines, this Project will support building the capacity of the districts and community management committees. A project steering committee that tracks project implementation progress and provides support and guidance as required at the Federal level will be established. State-level project steering committees will be established to provide oversight and guidance at the FMS level.

175. The ministries of Agriculture and Irrigation/Ministry of Livestock, Forestry, and Range at the state level will coordinate community engagement and development to ensure inter-agency linkages are enhanced. At the community level, while not part of the supply-side implementation structure, per se, the Project will work through representative community institutions to provide leadership of the implementation process, including:
- Organizing the village for participation in the Project;
  - Identifying and agreeing on investment priorities; and
  - Organizing the community to deliver those investments in collaboration with the state government and other service providers.
  - Organize the community to participate fully in all aspects of the sub-project/microproject at the community level
  - Facilitate community level discussion, rapid rural appraisals, and others
  - Oversee the development of community development plans
  - Facilitate community participation and contribution (labor, material, and others)
  - Facilitate and organize community-level training (on community management, operation and maintenance, gender, natural resource management, conflict resolution, and others)
176. The Project calls this system of community institutions for problem identification, planning, and execution a community management system. In many communities, such an organization—the Village Development Committee (VDC)—has already been formed under other programs, and the Project will work with them. In other communities, the Project will facilitate the creation of such VDCs. The leadership of the VDCs will be elected from the village members and will include representatives from different stakeholder groups within the village. In particular, the Project will require 30 percent of the VDC leadership by women to ensure that women's voices are included in development investment decisions.



**Figure 7.2: Flow of community engagement**

## F. Communication and knowledge management

177. The flow of information from the national level to the grassroots will be carried out in many ways, from workshops, seminars, letters, internal memos, and appraisals. At the same time, communication from grass root implementers to the national level will mainly be done through reports. Still, other ways, like letters, may also be used depending on the subject being communicated. The community-level reports that will be generated and submitted to the SPCU on a monthly basis will be as follows: financial report, procurement (inputs acquisition) report, and project implementation report.

178. Knowledge Management is the process of capturing, distributing, and effectively using knowledge, while communication is disseminating the knowledge products generated and packaged to different audiences through appropriate channels. The Project will develop a knowledge management and communication strategy which will define the learning agenda. The strategy will indicate the knowledge products generated from policy briefs, success stories, case studies, lessons learnt, etc. The Project will package the information and/or products and disseminate them through different channels and methods as indicated below;

- i. **Interpersonal communication:** This approach will deliver messages via face-to-face interactions. Interpersonal communication will be used at all levels, i.e., national and State

levels, during meetings and community group meetings. Examples include community gatherings, scheduled meetings, workshops & conferences, farm visits, field days, exhibitions, trade fairs, and shows, learning tours, farmer to farmer extension, briefings, training, consultations, and expert advice.

- **Community gatherings:** Community gatherings: will be the entry point to community mobilization and sharing progress in implementation with community members from time to time.
- **Roadshows:** Will be used for sensitization and awareness creation on the project scope and activities for enhanced community participation and information sharing and involvement of youth groups.
- **Meetings:** Scheduled meetings will be conducted by project implementation structures at all levels.
- **Workshops and Conferences:** NPCU will conduct annual national review workshops at the national level and invite relevant stakeholders to review progress in implementation and share experiences and lessons learned. SPCUs will similarly conduct annual review workshops at the State level and invite relevant stakeholders to review progress in implementation. The NPCU and SPCU will also conduct other training workshops for project staff and stakeholders as appropriate.
- **Conferences:** Project staff will, from time to time, participate in various conferences (national and international) as necessary.
- **Farm Visits to CIGs by SPs:** Group training of beneficiaries and farm visits by SPs consortia at designated points: The venue will be agreed upon by the SPs and the beneficiaries, e.g., at a demonstration plot site or a group member's farm.
- **Method and Result demonstrations:** This will be used by SPs and other partners to demonstrate the step-by-step approaches in implementing specific TIMPs to achieve the desired outcome.
- **Field days/Exhibitions/Trade Fairs:** SPs, in collaboration with SPCU and event organizers, will showcase project progress and achievements by CIGs/FPOs. Beneficiary communities will also be encouraged to attend such events to access new technologies. The cost of materials required and transport costs will be appropriated during planning and budgeting by the SPCU and the SP consortia and factored into their respective budgets. Documentation of proceedings of any nature at all times will be mandatory, e.g., minutes of meetings, and attendance lists of activities conducted. These will be accompanied by photographs of such activities as proof as much as possible.

## **ii. Mass media**

179. Print media (written communication) - this approach will use dairies, targeted posters, information brochures, booklets, newspapers, magazines, and banners with key messages on FSRP. All posters and brochures will be produced along with the professional criteria of the 7 Cs of communication (clear, concise, correct, concrete, coherent, complete, and courteous).

For example, a poster will have only one or at most two messages to put across, distribution of brochures will be well planned, as will the development and placement of banners, to mention a few.

**Diary:** A diary is an essential tool for recording key points – brief but precise notes on what is working well, why, and what is not working well and why.

- All community management structures, e.g., CIG/FPO/CDDC/CDDO secretaries, will keep a diary for taking notes during any official interaction with the SP consortia and the project officials or noting any significant developments taking place in the group. The SPCU will provide simple notebooks or exercise books for documenting important points. All such documentation will be dated and serialized.
- Service Provider (SPs)/Business Accelerator will keep a diary to note important beneficiary information needs that they will seek to redress. These needs will later be captured in SP monthly reports stating whether the needs were addressed or not and why. The SP consortia will filter information needs identified but not addressed by SPCU from the SPs reports, prioritized, and addressed in collaboration with the district Technical Teams. Feedback will be relayed to beneficiaries through the SP consortia.
- Officers at all levels will keep diaries.

180. Information Education Communication materials (IEC): These will include technical information booklets, leaflets, brochures, educational posters, and journal publications on research findings.

- **Information brochures:** Each SPCU will prepare awareness creation brochures for their respective counties and share them with relevant stakeholders, e.g., during the State project launch, visits to SPCU offices, exhibitions, and shows. The brochures will also be posted on the respective State websites. NPCU (Communication Officer, SPs, Community facilitators) and other partners, in collaboration with other stakeholders, will prepare and package training materials such as training modules and manuals for training trainers (ToTs) at the State level (State Technical Departments and Service Providers) before they embark on training beneficiary communities. They will prepare technical information brochures, leaflets, booklets, and educational posters for use by SPs. Educational posters will be used to visually communicate technical messages to beneficiaries for ease of understanding the messages, e.g., different steps in pest control or pictures of different pests, etc. This approach will help harmonize standards for packaging user-friendly education materials across all the States. These materials will be posted on the project website at the national level by NPCU while state-specific materials will be posted on the state website by the SPCU. All the packaged technologies will be digitized and archived. Materials such as leaflets, booklets, brochures, and roll-up banners will be displayed in the reception and waiting areas at the NPCU and SPCU.
- **Publicity posters:** Publicity posters will be used to:
  - Publicize mobilization gatherings– information on the posters will indicate the title of the activity, objective, date of the event, venue, time and who is invited to

the event, and the contact of the event organizers. The objective will be to create awareness among community members to enable them to attend the gatherings and enroll as members of CIGs.

- Publicize opportunities/enterprises suitable in the location (promotion of opportunities poster). This poster will indicate the cost-benefit analysis of engaging in the enterprise being promoted with the objective of enticing community members to take up the opportunities as members of CIGs.
- Disclose funds allocated to each micro/FPO projects. This information will be enlisted on the posters and publicized for transparency and accountability. Soft copies of the disclosure poster will also be sent to NPCU (Communication Officer) for archiving. All the posters will be placed in strategic public places such as marketplaces, church compounds, schools, and chief's offices as appropriate. The disclosure of funds posters will be placed immediately after the release of funds to the CIGs and the FPO projects.
- **Newspapers and Magazines:** English and Somali papers/magazines are an effective channel for reaching policymakers, national and State leaders of all cadres, researchers, and small, medium, and large-scale farmers. Newspapers and magazines will be used to publicize/create awareness on project launch at state and national levels; invite calls for Expression of Interest (EOI) from potential advisory service providers in State magazines and newsletters; publicize milestones achieved in the project implementation process, e.g., feature stories from counties and research. Efforts will be made at national and State levels to collaborate with local and national programs of the Newspaper and other media outlets to cover success stories from time to time. Copies of printed features and press releases will be digitized and filed by the SPCU and the NPCU; press cuttings will also be filed as evidence.
- **Public Signboards:** The SPCUs will support the fabrication of signposts for the CIGs/FPOs, micro-projects, and FPO projects and have them erected in prominent locations for awareness creation and direction. FPOs/ CIGs receiving support from the Project will equally have similar signposts. The signposts will bear the project logo, government emblem, micro-project/FPO project/research activity, name and address, activities being undertaken, project cost, start, and expected completion date for all components. Cheap and locally available materials will be used in fabricating the signboards to discourage the vandalism of metals, e.g., building stone walls and having them decently painted. Directional signs indicating the location of FSRP offices will be appropriately placed.
- **Collateral media:** Key messages about FSRP will be packaged and delivered to target audiences using collateral media for promotional purposes, e.g., T-shirts, caps, billboards, pens and bumper stickers, and banners, among others.
- **Progress reports:** Technical progress reports will be submitted to the NPCU by SPCU and partner institutions for consolidation and sharing with stakeholders as follows:
  - \* Quarterly progress reports - by the 5th day of the month following the reporting quarter.

- \* Annual reports - by the 15th day of the month following the reporting year, i.e., 15th August. The reports will document activities for the period under review and will provide information on achievements according to the work plan; what didn't succeed and why?; whether there were changes in the programs strategy, how and why?; grievances reported and how they were resolved; challenges and recommendations.
- **Policy Briefs:** Based on lessons learnt during project implementation, NPCU will oversee the preparation of policy briefs for policymakers to influence meaningful policy change in the sector.
- **Case studies:** The case studies describe what happened, when, to whom, and with what consequences/results in each case. It highlights a programme's success or brings attention to a particular challenge or difficulty in a programme. Cases might be selected because they are highly effective, not effective, representative, typical, or of special interest. Case studies are often presented in a readable form, with quotes from people involved in the Project. However, this does not mean that they should not be objective. A case study should be backed by evidence and data – even if it is not referenced like an academic paper. The issues raised and experiences shared in a case study should have impacted or have the potential to impact a substantial number of participants.
- **Success stories:** The project implementing team will document evidence of success from the project beneficiaries. The success stories will prove that the Project has positively impacted the lives of the beneficiaries for the different interventions.
- **Lessons learnt:** What worked well – what facilitated this /what contributed to the positive outcomes; What did not work – why did it not work; The remaining challenges and recommendations for those intending to adopt the documented "Best Practice" or how it can help people working on the same issue(s).
- **Branding:** NPCU/SPCU/partner institutions will ensure that all assets procured using project resources are branded to discourage misuse and loss. This will include vehicles, computers, furniture, micro/FPO project equipment, tools, plants, machinery, and all items procured using project funds.
- **Notice boards:** These shall be used where possible for displaying internal circulars and urgent messages that require the immediate attention of staff.

### iii. Electronic media/Information Communication Technologies (ICT)

181. These include radio, TV, Social and Digital Media/ ICT/Internet/websites Radio. The great potential of radio for disseminating information, including agricultural messages, has been universally acknowledged. Most project States have FM radio stations transmitting programs in local languages. These stations will be used:

- By NPCU to create general awareness on project objectives and coverage through radio spots in local languages.



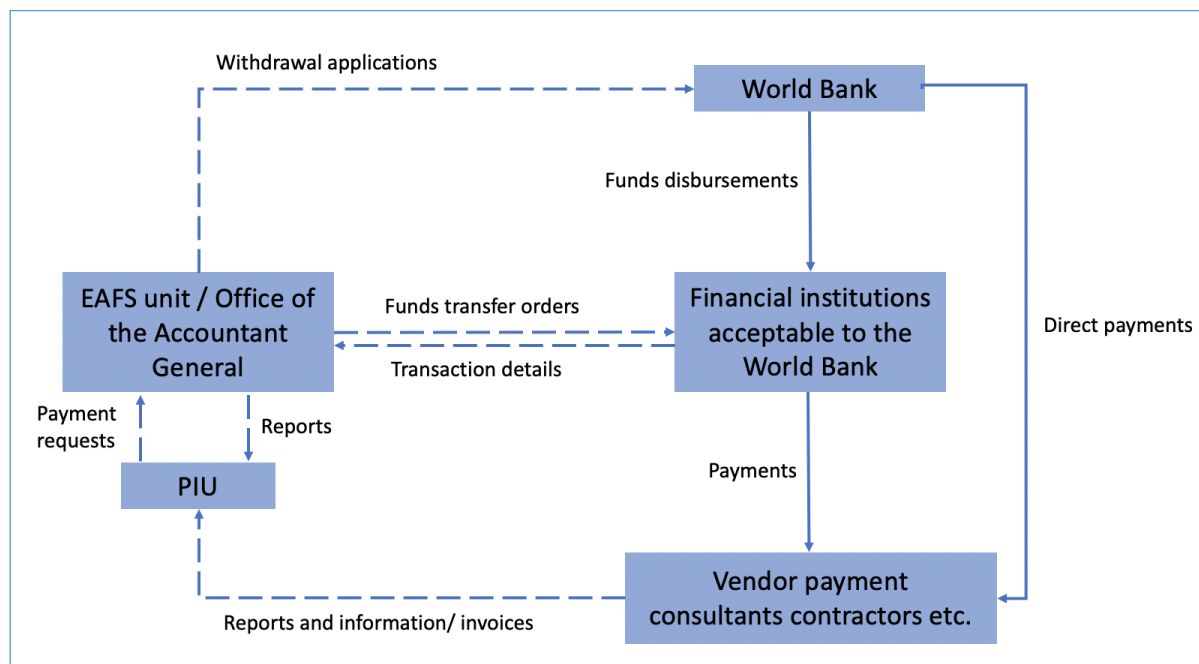
- SPCU to relay awareness messages on project activities, e.g., publicity on mobilization barazas for beneficiaries to turn up in large numbers.
182. Through talk shows: The SPCU, in collaboration with the local FM stations, SP consortia, State sector department, and CDDC, will organize quarterly interactive radio talk shows on progress in project implementation.
183. **Audiovisuals: TV and video documentaries.** Video Documentaries will, in particular, be used during capacity-building sessions of SPs, community facilitators, STDs, and SPCUs. The NPCU and SPCU will produce short video documentaries on success stories (7-10 minutes long) tracking progress (with and without Project). These clips will be posted on YouTube, besides making efforts to collaborate with media houses to provide them with content for the existing agricultural TV programs. Arrangements will also be made to have TV Talk Shows on the Project. Reporters from print and electronic media will be invited to cover and air important field activities such as project launches, field days, and exhibitions. Extreme caution will, however, be exercised when dealing with the press, as they can make or break an institution.
- **Social and Digital Media/ ICT/Internet:** This will involve the use of different platforms such as the FSRP websites for posting project documents and video documentary links, mobile phones, group emailing, and the FSRP Facebook page and tweeter handle.
184. All project offices (national and State) will have Local Area Networks (LANs) for efficient communication and to ensure data /information sharing and efficiency in reporting.
- NPCU, SPCU, and all stakeholders will use the internet as an effective real-time communication tool through emails and social media. The coordination units will each have email addresses and create a Facebook page to encourage social media interaction.
185. NPCU will design its website and post all relevant project documents, including standardized technical information brochures & leaflets, research publications, project documentaries, tender notices/awards, and other project-related documents.
- i. Social media apps: The Project will have interactive apps such as Facebook and Twitter for communicating with the public and sharing information about the Project for enhanced visibility
  - ii. **Mobile phone:** NPCU and SPCU, in collaboration with mobile phone and other service providers/business accelerators, will use mobile phones to:
    - \* Register project beneficiaries in the project districts
    - \* Share Agro-weather and market advisories with the beneficiaries
    - \* Relay tailor-made technical messages through existing SMS and ICT web-based platforms
    - \* Relay U- Report type of Short Message Service (SMS) or Interactive Voice Response (IVR) – this is a social message tool designed for selected community representatives to respond to or report issues and work as positive change agents on behalf of

community members. The U-report will be used to; a) Handle complaints and grievances and b) GPS mapping of project activities in the project counties.

- iii. ***Groups email*** – will be used for real-time communication within the Project and with stakeholders.

## **SECTION VIII: FINANCIAL MANAGEMENT**

186. External Assistance Fiduciary Section (EAFS) units are established under the Office of the Accountant General in the Federal Government of Somalia (FGS), Federal Member States (FMS), and Government of Somaliland, and they are charged with overall financial management (FM) responsibility for all the Somali Multi-Partner Fund (SMPF)/International Development Association (IDA) funded projects. With overall guidance from the respective Accountant Generals, the EAFS units, in consultation with the Federal Ministry of Agriculture and Irrigation (MoAI) and Ministry of Livestock, Forestry, and Range (MoLFR) State Project Implementation Units (SPCUs), will provide day-to-day financial management of the Somalia Food Systems Resilience Project (S-FSRP) here-in-after referred to as the Project. All project transactions will be recognized, captured, recorded, summarized, and reported through the government's financial management information systems (FMIS).
187. The EAFS units, with the support of the Accountant General, are responsible for ensuring that:
- All important business and financial processes are adhered to.
  - Adequate internal controls and procedures are in place and adequately enforced.
  - Interim unaudited Financial Reports (IFRs) are prepared on a timely basis.
  - Project financial statements are prepared on a timely basis and in accordance with International Public-Sector Accounting Standards (IPSAS) cash basis.
  - The external audit is completed on time, and audit findings and recommendations/issues raised in the Management Letter are implemented expeditiously.
188. The EAFS will ensure compliance with the External Assistance Fiduciary Section Fiduciary Manual. In case of conflict between provisions of the Project Implementation Manual (PIM) and the EAFS Manual, those of the PIM shall prevail.



**Figure 8.1: S-FSRP Project Financial Management Arrangements**

### A. Project planning and budgeting activities

189. The National Project Coordination Unit (NPCU) and FMS SPCUs closely working with the EAFs will prepare and submit the Project's annual workplans, budget, and cash flow forecast for each project component for the necessary approvals by the task team leader (TTL) at the Bank. The work plans, cash flow projections, and budget will include the figures for the year analyzed by months and quarters. The cash budget for each month and quarter will reflect the detailed specifications for project activities, schedules (including Procurement Plan), and expenditures on project activities scheduled for the quarter. All annual cash budgets will be sent to the TTL no later than two months before the beginning of the government fiscal year for review and approval. The Project estimated annual disbursements for each component will be integrated and aligned to the implementing ministries' budget calendar ('on-budget') and will form part of the appropriated budget by the Parliament. Budget utilization reports shall be prepared from the government FM systems (Puntland Financial Management Information System: PLFMIS; Somaliland Financial Information System: SLMIS; and Somalia Financial Information System: SFMIS). Other FMSs, which currently do not have FMIS, shall prepare their budget utilization reports in MS Excel and forward them to FGS PCU as part of the internal government periodic reports as well as quarterly reports and submitted to the Bank.

#### i. Accounting Policies and Procedures

190. The project finances earmarked into the sector will be disbursed and accounted for on a cash basis. These will be supported with appropriate records and documentation to track commitments and safeguard assets. Accounting records will be maintained in United States Dollars (USD). With respect to project support in the sector, the Office of the Accountant General and FMS Treasury Directorates will ensure the following:

- All important business and financial processes are adhered to.
- Adequate internal controls and procedures are in place.
- Timely and accurate accountability reports are prepared to inform the preparation of the Project's periodic reports.
- Comprehensive project financial statements covering all the components, including support to the sector, are prepared on a timely basis and in accordance with International Accounting Standards (IAS) or IPSAS.
- Cooperate fully with external auditors on all matters relating to the Project's external audit and ensure all matters raised by the auditors on the component are addressed adequately and on a timely basis, and audit findings and recommendations are implemented expeditiously.
- As far as practical, the project component budgets and expenditures shall be classified to facilitate the preparation of relevant reports and financial statements, including information on total project expenditures; total expenditure on each project component/activity; and analysis of that total expenditure into various categories of goods, training, consultants, and other procurement and disbursement categories.
- Approval and the Project's financing shall be integrated into the respective FMS budget annual appropriations.

191. A project Fixed Assets Register will be prepared and regularly updated, and physical verification of assets will routinely be carried out. The Fixed Assets Register will reflect: details of suppliers; description and location of goods; original costs; disposal of assets; assets reference (identification) numbers; serial or registration numbers; dates of purchase; assets' additions; condition of assets; and assets' useful life and residual value. The respective Financial Management Specialist or Accountant in the FGS, FMSs, or Somaliland will be responsible for fixed assets management. The EAFS units will ensure that there are adequate processes for contract administration and that implementing ministries have systems in place to monitor all the FM related aspects of contract administration. In this respect, Contract Registers will be maintained with respect to all contracts with consultants, contractors, and suppliers.

## **B. Internal control framework**

192. **Internal controls:** The respective EAFS units, the ministries of finance, and implementing agencies will ensure that satisfactory arrangements to monitor, evaluate, and validate project results are in place throughout the project implementation period. The Project's internal controls procedures and processes are outlined in this PIM and the EAFS Manual. The Project will ensure that all important business and financial processes are adhered to and that adequate internal controls and procedures are in place.

193. **Fraud and corruption:** The possibility of circumventing the internal control systems with colluding practices such as bribes, abuse of administrative positions, mis-procurement, and so on is a critical issue and may include (a) late submission of supporting documents; (b) poor filing and records; (c) lack of system integration; (d) lack of budget discipline; (e)

unauthorized commitment to suppliers, bypassing budget and expenses vetting procedures; (f) unsecured safekeeping and transportation of funds; (g) uncertainty over the banking arrangements supporting the Project; (h) potential exposure to money laundering; and (i) insecurity and political instability.

194. These are mitigated as follows: (a) specific aspects of corruption auditing would be included in the external audit and monitoring arrangements terms of reference (ToR); (b) FM procedures (as part of the EAFS Manual) have been approved and are in operation for the Project; (c) strong FM arrangements (including qualified project accountants in the EAFS Units) exist; (d) there are periodic Interim Unaudited Financial Reports (IUFRs) including budget execution and monitoring; (e) measures to improve social accountability and transparency are built into the project design by ensuring that project reports are available to the public; and (f) annual public financial management (PFM) forums will be held. The respective finance ministries are currently working on establishing an internal audit function with adequate capacity to enhance the internal control processes.

### **C. Financial reporting and monitoring**

195. The Ministry prepares financial statements (reports) and submits them to the Accountant General for consolidation purposes. The reports are simplified, comprehensive, and standardized for comparability and ease of understanding by the users. Presentation and disclosure of financial statements are done in accordance with the applicable laws and regulations stipulated in the Financial Procedures Manual. The FMSs will send individual reports to the FGS Accountant General, consolidating them as government-wide project-level reports. The key monthly/quarterly reports produced are (a) trial balance for the month showing, in separate columns, the totals of debit and credit entries in General Ledger; (b) cumulative Statement of Income and Expenditure; (c) Budget Execution report with comparison report; and (d) Statement of Financial Position. All the reports shall be generated from the core PFM system at the FGS, Puntland, Somaliland, and respective FMSs.

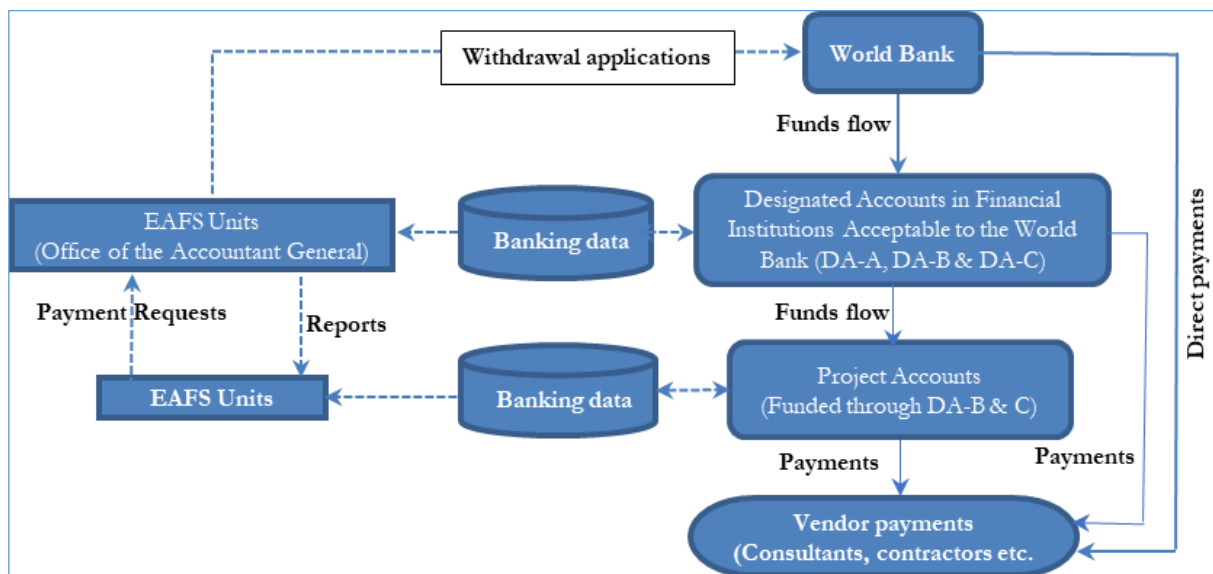
196. **External audit of the Project:** The respective Offices of the Auditor General (FGS, Puntland, and Somaliland), with the support of technical assistance from an external audit firm, will carry out external audits for the Project, including project activities into the agriculture and livestock sectors. As necessary, the Project may be required to purpose adequate resources under the annual work plan to finance incremental costs related to the external audit exercise. The audit would be in conformity with the Bank's audit requirements and in accordance with internationally recognized auditing standards. The auditor will express an opinion on the Financial Statements in compliance with International Standards on Auditing. The external auditors will also prepare a Management Letter that provides observations, comments, and recommendations for improvements in accounting records, systems, controls, and compliance with financial covenants in the Grant Agreement. The audit report will be submitted to the Bank not later than six months after the end of the accounting period to which the audit relates. The respective ministries of agriculture, irrigation, livestock, forestry, and rangeland (FGS and FMS), as part of the implementing

entities, shall work in close consultation with the EAFS units (and treasurers in the case of Jubbaland, South West State, Galmudug, and Hirshabelle) and the SPCUs in liaising with the external auditors and responding to all the audit queries. The external audit under the Project will also be undertaken in line with the provisions laid out in the Grant Agreement.

#### **D. Funds Flow Disbursement and Banking Arrangements**

The Project will open and maintain three Designated Accounts (DAs): two at the Central Bank of Somalia (CBS) and one operated separately by Somaliland in a financial institution acceptable to the World Bank. DA-A in Mogadishu will be dedicated to the project activities implemented directly by the Federal Government, whereas DA-B will be ring-fenced and dedicated for the project activities implemented by the FMSs (except Somaliland). DA-C will be dedicated to the project activities implemented by Somaliland. Each of the FMSs (Puntland, Galmudug, South West State, Hirshabelle, and Jubbaland) will open and operate a Project Account (PA) to which initial funds' disbursements to the Project's accounts will be based on cash forecast to allow the FMS adequate working capital to implement the project activities. Subsequent funds disbursement from the DA-B to the PAs will be supported by Statements of Expenditures (SOEs).

197. The United States Dollar (USD) denominated DA(s) will be opened in a financial institution acceptable to the World Bank. Payments from the DA will only be for eligible expenditures, which will be justified and properly documented. The EAFS units will ensure that adequate and timely funds are available to finance project implementation as planned in all the implementing agencies, including the FMSs (Puntland, South West, Hirshabelle, Jubbaland, and Galmudug), which will have PA. The EAFS will prepare and submit withdrawal applications for the DA. Funds will be transferred into the DAs against approved Withdrawal Applications, as provided in the funds' flow diagram (Figure 8.2). The first project fund release will be an advance payment based on an agreed ceiling and the submission of a Withdrawal Application. Replenishment and Reimbursement of Withdrawal Applications will be accompanied by SOEs, and direct payment will be accompanied by copies of records in accordance with the procedures established in the Disbursement Letter and the Bank's Disbursement Guidelines.



**Figure 8.2: Fund flow through project accounts**

198. Disbursement procedures for the Project are outlined in the Disbursement Guidelines. These procedures must be strictly followed in withdrawing funds for the purpose of project expenditures. The disbursement deadline is four months after the project closing date. The World Bank will notify the recipient of any changes to this date. The disbursement methods to be utilized for the withdrawal of funds from the Grant will include (a) Designated Account (Advance); (b) Reimbursement; (c) Designated Account (Replenishment); (d) Direct Payment; and (e) Special Commitment.
199. Disbursement methods and supporting documentation requirements are detailed below:
- i. **Designated Account (Advance):** At the start of the Project, the Project may apply for an advance to be deposited in a Designated Account. Subsequent withdrawal applications will be based on SOEs reviewed and submitted information of withdrawal application to the World Bank through the Client Connection portal.
  - ii. **Reimbursement:** An example of this includes expenditures eligible for World Bank financing that will have been incurred by the recipient and not paid from advanced funds. These will be refunded on a reimbursement basis. Reimbursement requests shall include the following:
    - Records providing evidence of eligible expenditures (for example, copies of receipts and supplier invoices).
    - SOE in for all expenditures (with attached expenditure vouchers).
    - List of payments against contracts subject to the World Bank's prior review (with attached payment vouchers).
    - Designated Account bank statement and signed DARS.
  - iii. **Designated Accounts (Replenishment):** An example of this includes expenditures eligible for World Bank financing that will have been incurred by the recipient and not paid from advanced funds. These will be refunded on a replenishment basis.



Replenishment requests shall include the following:

- Records providing evidence of eligible expenditures (for example, copies of receipts and supplier invoices).
  - SOE in for all expenditures (with attached expenditure vouchers).
  - List of payments against contracts subject to the World Bank's prior review (with attached payment vouchers).
  - Designated Account bank statement and signed DARS.
- iv. **Direct Payment:** Upon request of the Project, through a withdrawal application for Direct payment, the World Bank may make payments directly to a third party (for example, supplier, contractor, and consultant) for eligible expenditures. Payment requests should include records providing evidence for eligible expenditures, for example, copies of the contract, receipts, and documentary evidence of delivery of contracted goods or services. The following are the steps for application:
- Assemble payment requests and supporting documentation, including invoices, receipts, payment certification, and shipping documents.
  - Review the payment request for the following:
    - Expenditure Eligibility;
    - Expenditure Category;
    - Sample contract; and
    - World Bank 'No objection' for the expenditure.
  - Raise Withdrawal Application.
  - Raise the Expenditure Summary Sheet for each expenditure category (if multiple).
  - Obtain authenticated signatories from authorized persons.
- v. **Special commitment:** Upon request of the Project, through a Withdrawal Application, for special commitment, the World Bank may pay amounts to a third party for eligible expenditures under special commitments. The following procedure may be adopted:
- Obtain Supply Contract/Award Letter and Suppliers invoice.
  - Apply to a bank for opening a Letter of Credit in favor of the payee's Bank.
  - Raise a Special Commitment Application for payment to the supplier on the terms stated in Contract or Award Letter and Letter of Credit.
  - Submit a Special Commitment Application, supporting documents including a Supply Contract or Award Letter, and a copy of the Letter of Credit to the payee's Bank for onward transmission to the World Bank.
200. Each government other than the FGS will operate a separate USD PA. Funds may be transferred from DA-B and DA-C to PAs on a regular basis as and when funds are required. Signatories to the DAs and PAs are to be:
- (a) Federal Government: DA-A
    - (i) Panel A (FGS): Director General of Ministry of Finance (MoF) with Director of

- Administration as alternate; and
- (ii) Panel B (FGS): Accountant General (with Deputy Accountant General as alternate).
- (b) Puntland, South West, Galmudug, Hirshabelle, and Jubbaland: DA-B
  - (i) Panel A (FGS): Director General of MoF (with Director of Administration as alternate); and
  - (ii) Panel B (FGS): Accountant General (with Deputy Accountant General as alternate): All from FGS.
- (c) Somaliland: DA-C
  - (i) Panel A (SL): Director General of MoF (with Director of Finance as alternate); and
  - (ii) Panel B (SL): Accountant General (with Deputy Accountant General as alternate).
- (d) FMS Projects Accounts: Puntland, South West, Galmudug, Hirshabelle, and Jubbaland
  - (i) Panel A: Director General of Ministry of Finance (with Deputy Director Administration); and
  - (ii) Panel B: Director, Treasury (with Deputy Director Treasury as the alternate).

201. The Disbursement Letters provide for advances of project funds to each DA. The DA-A, DA-B, and DA-C advance ceilings are established and can be modified by the World Bank. At the time of writing, the advance ceilings are US\$500,000, US\$1,000,000, and US\$2,500,000, respectively, and could change through Disbursement Letter amendment(s).

202. Funds may be transferred from DA-B to PAs on a regular basis as and when funds are required. The maximum advance to be held in each of the PAs is agreed upon between the FGS and the World Bank. FMSs may request increases to advances supported by a cash flow forecast. These will be considered on a case-by-case, and approval will be evidenced by a No Objection letter from the TTL. The maximum Project advances to be maintained in the PAs as agreed at the time of writing is as follows:

- Galmudug State of Somalia: US\$500,000;
- Hirshabelle State of Somalia: US\$250,000;
- Puntland State of Somalia: US\$1,000,000;
- Somaliland: US\$500,000;
- South West State of Somalia: US\$500,000; and
- Jubbaland State of Somalia: US\$250,000.

Volume 2 of the EAFS Manual describes account maintenance and reconciliation procedures.

### **207 Fraud and corruption risks**

203. The possibility of circumventing the internal control systems with colluding practices such as bribes, abuse of administrative positions, mis procurement, and so on is a critical

issue and may include:

- Late submission of supporting documents, particularly documentation relating to decentralized payments in the regions, districts, and at the community level.
- Poor filing and records.
- Delays in submission of accountability statements and supporting documents from the State Offices.
- Lack of fiscal budget discipline.
- Unauthorized commitment to suppliers, bypassing budget and expenses vetting procedures.
- Unsecured safekeeping and transportation of funds, particularly at the decentralized implementation levels at the communities.

204. These are mitigated as follows:

- The internal and external audits would include specific aspects of corruption auditing.
- Specific FM arrangements relating to project support to the sector will be spelled out in the PIM.
- Strong FM arrangements (including monthly/quarterly IFR, including budget execution and monitoring).
- Measures to improve transparency include providing information on the project status to the public.
- The Bank fiduciary team will deploy pragmatic risk mitigation measures, including targeted client support through the EAFS Units/Treasury Directorates, as well as risk-based monitoring arrangements (including the use of Risk Expertise), field-based implementation support including collaboration with internal auditors, third-party monitoring/verification of outputs and use of technology.
- In consultation with the Accountant General(s) and EAFS Directors, consolidation and centralization of fiduciary risks will be through frequent joint FM/Procurement/INT (Integrity) training, targeted technical assistance support, and FM staff rotation.

## **208 Conclusion and supervision plan**

205. Given the potential decentralized nature of the project components (distributed remote payments), the Bank team will undertake continuous extended FM reviews on all the project disbursements into this component. Third party monitoring arrangements and deployment of targeted risk management expertise will be an integral part of the FM supervision. Detailed reviews will cover all FM aspects, including internal control systems, the overall fiduciary control environment, and end-to-end transactions tracing to disbursements, all as SOE reviews. Supervision intensity will be based on the assessed and envisaged emerging risks.

206. The periodicity of FM supervisions will be based on risk emanating from the review of quarterly/monthly salary payments supporting documentation, quarterly IFRs reviews, review of audited Annual Financial Statements and Management Letters, as well as timely follow-up of issues arising. SOE/Withdrawal Application reviews will be undertaken with

support from the Monitoring Agent(s), internal auditors, and the targeted Risk Expert(s). The FM risks will form the basis for updating the project Implementation Status Report (ISR). The Bank's FM team will play a key role in monitoring the timely implementation of the action plan.

207. **List of FM covenants:** FM standard covenants include: (a) IFRs will be prepared on a quarterly basis and submitted to the World Bank 45 days after each quarter; (b) The AWPB, including disbursement forecasts, will be prepared each year; and (c) the overall FM system will be maintained operational during the Project's entire life in accordance with sound accounting practices.

### **209 Procedures for traveling and workshops**

208. Travel expense policy and procedures are indicated in Annex XVI. The Project will finance training and workshops. These costs should NOT be submitted on a case-by-case basis. If required, they should be based on an annual capacity-building plan and budget, which shall be submitted to the Bank for its prior review and approval. The annual training plan will identify, inter alia, (a) the training envisaged; (b) the justification for the training; (c) the personnel to be trained; (d) the duration for such training; and (e) the estimated cost of the training. The quarterly travel budget request shall be submitted to the Bank for review and approval at the time of the actual training. Upon completion of the training, the trainees shall be required to prepare and submit a report on the training received. Payment to travelers will be paid based on the agreed financial rules and regulations set out in this PIM and in consultation with the World Bank.

## **SECTION IX: PROCUREMENT GUIDELINES & PROCEDURES**

### **A. Procurement regulations**

209. Procurement will be carried out in accordance with the requirements in the Procurement Regulations for Borrowers under Investment Project Financing (IPF): Goods, Works, Nonconsulting Services and Consulting Services dated July 1, 2016 (revised in November 2017, August 2018, and November 2020); ("Regulations"), as well as "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by the International Bank for Reconstruction and Development (IBRD) Loans and IDA Credits and Grants (revised as of July 1, 2016)"; and provisions stipulated in the Financing Agreement. Somalia being a fragility, conflict, and violence (FCV) country, procurement under the projects will be processed under special considerations referred to in Paragraph 12 Section III of the World Bank Investment Project Financing (IPF) Policy on Projects in Situations of Urgent Need of Assistance or Capacity Constraints.

### **B. Procurement Implementation Arrangements**

210. Implementation will be by the Federal Government of Somalia (FGS), all Federal Member States (FMSs) and Somaliland. The proposed National Project Coordination Unit will anchor the project implementation and coordination at the FGS level (NPCU). The NPCU is envisaged as a high-capacity multi-thematic unit comprising representatives from the Ministry of Agriculture and Irrigation (MoAI), Ministry of Forestry, Livestock, and Range (MoLFR), as well as several other departments and ministries based on thematic needs. The NPCU will be responsible for the overall coordination and reporting of the procurement activities in the Project and will carry out strategic procurements centrally, which include high-value consolidated procurements (like vehicles and IT facilities), major consultancy assignments, and technical assistance by approaching national or international markets. At the state level, the implementation arrangements will mirror the national level with a state level project coordination unit (SPCU). At the community level, the Project will engage existing as well as newly mobilized community institutions, including Common Interest Groups (CIGs), Community Driven Development Committees (CDDCs), and Farmer Producer Organizations (FPOs) as key implementation stakeholders. SPCUs established during the project implementation will be required to recruit qualified procurement specialists. The procurement specialists shall be responsible for all procurement support at the NPCU/SPCU level. The procurement specialists will initiate the procurement activities based on the approved procurement plan and undertake all procurement processing.

### **C. Project procurement strategy for development and procurement plan**

211. As per the requirement of the World Bank Procurement Regulations, the Recipient will

develop a Project Procurement Strategy for Development (PPSD). A simplified Procurement Plan (PP) for the first 18 months has been prepared. The PP sets out the selection methods to be followed by the Recipient during project implementation in the procurement of Goods, Works, Consulting and Non consulting services, cost estimates, time schedules, the Bank's review requirements, a brief description of the activities/contract, and so on. The PP will be updated at least every 12 months, or as required, to reflect the actual project implementation needs, but each update shall require World Bank Group (WBG) approval. All PPs will be publicly disclosed in accordance with the WBG's disclosure policy.

#### **D. Systematic tracking of exchanges in procurement**

212. The WBG's Systematic Tracking of Exchanges in Procurement (STEP) system will be used to prepare, clear, and update PPs and conduct all procurement transactions for the Project. The NPCU and SPCUs will be trained in using STEP, and a Banks' STEP champion and procurement specialist will work closely with NPCU and SPCUs for smooth use of STEP.

#### **E. Main Procurement Activities**

213. The Project envisages procurement of the following main contracts:
- **Works:** Contracts under Works include the Rehabilitation/construction of offices, laboratories, fodder stores, markets, barrages, water gates, and canals. These being small Works, the market research shows that there are qualified local contractors, many of whom have participated in and completed projects of a similar nature, complexity, and value. Under the BARWAQOO project, it has been observed that local construction companies have experience in similar works, financial capacity, and sufficient expertise. However, the major concern is that many bidders will need some awareness on how to avoid simple mistakes that could make bids to be rejected at a preliminary examination stage. Therefore, pre-bidding conferences should be held to brief bidders on what is required when submitting bids. The proposed procurement method is a Request for Bids (RfB) and Request for Quotations (RfQ) based on the budget estimates. Therefore, a national approach will be considered.
  - **Nonconsulting services:** Contracts under non-consulting services include activities such as hiring conference facilities, transport, and information technology (IT) services. Given the nature and size of the non-consultancy services to be procured, most of the potential bidders are available locally. Such items will be procured through the National Open Competitive market approach and RfQ.
  - **Goods:** These comprise office equipment, vehicles, supplies, and agricultural inputs. Somalia has available local traders for information and communication technology (ICT) equipment, scientific equipment, motor vehicles, and office supplies. These items are available either locally or internationally. Other items include seeds and water supply

items like water pumps. Such items will be procured using Open National/International bidding or RFQ methods.

- **Consulting services:** The procurement activities under consultancy services for this Project will be hiring consultants. These will include individual and consultant firms from local and international markets and, where there is comparative advantage, nongovernmental organizations (NGOs) and United Nations (UN) specialized agencies as needed. There are qualified consulting firms and individuals mainly from the region who have participated in previous similar assignments funded by the Bank. In some instances, foreign firms have partnered with local firms to enhance their experience. The preferred procurement method for the recruitment of firms under consulting services would be Quality and Cost-Based Selection (QCBS). However, other methods, including Consultant Qualification-based Selection (CQS) and direct selection, would be used where necessary.

#### **F. Forced labor risk in the procurement of solar panels/components**

214. There is a significant risk of forced labor in the global supply chain for solar panels and components. To support forced labor risk mitigation, the Bank requires Borrowers to strengthen procurement documents that include solar panels/components for the "core functions of a project" as defined in the World Bank Environmental and Social Framework. These strengthened measures include forced labor bidder declarations, qualification requirements, strengthened forced labor contractual provisions, and mandatory prior review/No Objection by the Bank. The new requirements apply to international and national competitive procurement and any direct selection/direct contracting within the scope of the application.

#### **G. Selection methods for goods, works, and non-consulting services**

215. The following selection methods for Goods, Works, and Non-consulting Services will be used.

##### **i. Request for proposals (RfP)**

216. An RfP is a competitive method for the solicitation of proposals. It should be used when, because of the nature and complexity of the Goods, Works, or Nonconsulting services to be procured, the Borrower's business needs are better met by allowing proposers to offer customized solutions or proposals that may vary in the manner in which they meet or exceed the requirement of the request for proposals documents. An RfP is normally conducted in a multistage process. To allow an evaluation of the degree to which proposals meet the requirements of the RfP document, the evaluation normally includes rated type criteria and an evaluation methodology.

##### **ii. Request for bids (RfB)**

217. An RfB is a competitive method for the solicitation of bids. It should be used when, because of the nature of the Goods, Works, or Non-consulting services to be provided, the Borrower is able to specify detailed requirements to which bidders respond in offering bids. Procurement under this method is conducted in a single-stage process. Qualifying criteria (minimum requirements normally evaluated on a pass/fail basis) are used with RfB. Rated-type evaluation criteria are normally not used with RfB.

### **iii. Request for quotations (RfQ)/shopping**

218. A RFQ is a competitive method based on comparing price quotations from firms. This method may be more efficient than the more complex methods for procuring limited quantities of readily available off-the-shelf Goods or Nonconsulting Services, standard specification commodities, or simple civil Works of small value.

219. Small Works contracts estimated to cost equivalent to or less than US\$200,000 per contract or Goods/Nonconsulting Services to cost equivalent to or less than US\$100,000 per contract may be procured through Shopping procedures by comparing prices for quotations received from at least three reliable contractors or suppliers. In such cases, RfQ shall be made in writing and shall indicate the description, scope of the Works, the time required for completion of the Works, and the payment terms. All quotations received shall be opened at the same time.

220. In evaluating quotations submitted by bidders under the Shopping method, the price and ability to meet required delivery requirements shall be the main selection considerations for these simple purchases. The terms of the accepted offer should be incorporated in the Local Purchase Order.

### **iv. Direct Selection**

221. Proportional, fit-for-purpose, and value for money considerations may require a direct selection approach: approaching and negotiating with only one firm. This selection method may be appropriate when there is only one suitable firm, or there is justification to use a preferred firm. Direct selection may be appropriate under the following circumstances:

- An existing contract, including a contract not originally financed by the Bank, for Goods, Works, or Nonconsulting Services awarded in accordance with procedures acceptable to the Bank, may be extended for additional Goods, Works, or Nonconsulting Services of a similar nature, if:
  - it is properly justified;
  - no advantage could be obtained through competition; and
  - the prices on the extended contract are reasonable.
- For tasks that represent a natural continuation of previous work carried out by a consultant within the last 12 months, where continuity in the technical approach, experience acquired, and continued professional liability of the same consultant may



make continuation with the initial consultant preferable to a new competition if performance has been satisfactory in the previous assignment(s).

- There is a justifiable requirement to reengage a firm that has previously completed a contract, within the last 12 months, with the Borrower to perform a similar type of contract. The justification shall show that:
  - the firm performed satisfactorily in the previous contract;
  - no advantage may be obtained by competition; and
  - the prices for direct contracting are reasonable.
- The procurement is of very low value and low risk, as agreed in the Procurement Plan.
- The case is exceptional, for example, in response to emergency situations.
- The standardization of Goods that need to be compatible with existing Goods may justify additional purchases from the original firm if the advantages and disadvantages of another brand or source of equipment have been considered on grounds acceptable to the Bank.
- The required equipment is proprietary and obtainable from only one source.
- The procurement of certain Goods from a particular firm is essential to achieve the required performance or functional guarantee of equipment, plant, or facility.
- The Goods, Works, or Nonconsulting Services provided in the Borrower's country by a state-owned enterprise, university, research center, or institution of the Borrower's country are of a unique and exceptional nature in accordance with the regulations.
- Direct selection of UN agencies must be in accordance with Paragraphs 6.47 and 6.48 of the World Bank procurement regulations.

222. In all instances of direct selection, the Borrower shall ensure that:

- the prices are reasonable and consistent with the market rates for items of a similar nature; and
- the required Goods, Works, or Non-consulting services are not split into smaller-sized procurement to avoid competitive processes.

#### **H. Selection Methods for Consulting Services**

223. The following approved selection methods for consulting services will be used.

##### **i. Quality and Cost-Based Selection (QCBS)**

224. The QCBS is a competitive process among shortlisted consulting firms under which the selection of the successful firm takes into account the quality of the proposal and the cost of the services. The RfP document shall specify the minimum score for the technical proposals. The relative weight to be given to the quality and cost depends on the nature of the assignment. Among the proposals that are responsive to the requirements of the RfP document and are technically qualified, the proposal with the highest combined (quality and cost) score is considered the most advantageous.

##### **ii. Fixed Budget-Based Selection (FBS)**

225. Like the QCBS, the FBS is a competitive process among shortlisted consulting firms

under which the selection of the successful firm takes into account the quality of the proposal and the cost of the services. In the RfP document, the cost of services is specified as a fixed budget that shall not be exceeded. The FBS is appropriate when:

- the type of Consulting Service required is simple and can be precisely defined;
- the budget is reasonably estimated and set; and
- the budget is sufficient for the firm to perform the assignment.

The RfP document specifies the budget and the minimum score for the technical proposals. The proposal with the highest technical score that meets the fixed budget requirement is considered the most advantageous.

**iii. Least Cost-Based Selection (LCS)**

226. Similar to the QCBS, the LCS is a competitive process among shortlisted consulting firms under which the selection of the successful firm takes into account the quality of the proposal and the cost of the services. The LCS is generally appropriate for assignments of a standard or routine nature (such as engineering designs of non-complex Works) for which well-established practices and standards exist. The RfP document specifies the minimum score for the technical proposals. Among the proposals that score higher than the minimum technical score, the proposal with the lowest evaluated cost is considered the most advantageous.

**iv. Quality-Based Selection (QBS)**

227. Under the QBS, the proposal quality is evaluated without using cost as an evaluation criterion. If the RfP requests both technical and financial proposals, the financial proposal of only the highest technically qualified firm is opened and evaluated to determine the most advantageous proposal. However, if the RfP document requests only technical proposals, the firm with the highest-ranked technical proposal is invited to submit its financial proposals for negotiations. The QBS is appropriate for the following types of assignments:

- Complex or highly specialized assignments for which it is difficult to define precise terms of reference (ToR) and the input required from the firm and for which the Borrower expects the firm to demonstrate innovation in its proposals.
- Assignments that have a high downstream impact.
- Assignments can be carried out in substantially different ways so that proposals will not be comparable.

**v. Consultant’s Qualification-Based Selection (CQS)**

228. The Borrower shall request expressions of interest (REoI) by attaching the ToR to the ReoI. At least three qualified firms shall be requested to provide information about their relevant experience and qualifications. From the firms that have submitted an Expression of Interest (EoI), the Borrower selects the firm with the best qualifications and relevant experience and invites it to submit its technical and financial proposals for negotiations. Advertisement of RREoIs is not mandatory. The CQS is appropriate for small assignments or emergency situations in which preparing and evaluating competitive proposals is not justified.

**vi. Direct Selection**

229. Proportional, fit-for-purpose, and VfM considerations may require a direct selection (single-source or sole-source selection) approach, that is: approaching and negotiating with only one firm. This selection method may be appropriate when only one firm is qualified, a firm has experience of exceptional worth for the assignment, or there is justification to use a preferred firm.
230. Direct selection may be appropriate under the following circumstances:
- An existing contract for Consulting Services, including a contract not originally financed by the Bank but awarded in accordance with procedures acceptable to the Bank, may be extended for additional Consulting Services of a similar nature if it is properly justified, no advantage may be obtained by competition, and the prices are reasonable.
  - For tasks that represent a natural continuation of previous work carried out by a consultant within the last 12 months, where continuity in the technical approach, experience acquired, and continued professional liability of the same consultant may make continuation with the initial consultant preferable to a new competition if performance has been satisfactory in the previous assignment(s).
  - There is a justifiable requirement to reengage a firm that has previously completed a contract with the Borrower to perform a similar type of Consulting Service. The justification shows that the firm performed satisfactorily under the previous contract, no advantage may be obtained by competition, and the prices are reasonable.
  - The procurement is of both very low value and low risk, as agreed in the PP.
  - In exceptional cases, for example, in response to emergency situations.
  - Only one firm is qualified or has experience of exceptional worth for the assignment.
  - The Consulting Services provided in the Borrower's country by a state-owned enterprise, university, research center, or institution of the Borrower's country are of a unique and exceptional nature, in accordance with Paragraph 3.23 c of the World Bank Procurement Regulations.
  - Direct selection of UN agencies in accordance with Paragraphs 7.27 and 7.28 of the World Bank Procurement Regulations.
231. In all instances of direct selection, the Borrower shall ensure fairness and equity and shall have in place procedures to ensure that:
- the prices are reasonable and consistent with the market rates for services of a similar nature; and
  - the required Consulting Services are not split into smaller-size procurements to avoid the competitive process.

**I. Selection Methods for Individual Consultants**

232. Individual consultants will be selected for an assignment for which:
- A team of experts is not required;

- No additional home office professional support is required; and
- The experience and qualifications of the individual are of paramount requirement.

**i. Selection Methods**

- **Open competitive selection of individual consultants:** Advertisement through REOIs is encouraged, particularly when the NPCU/SPCU does not have knowledge of experienced and qualified individuals available or their availability, the services are complex, and there is potential benefit from wider advertising. The REOIs shall include the complete ToR. Individual consultants will be selected from those that expressed interest in response to an ReoI.
- **Limited competitive selection of individual consultants:** When the NPCU/SPCU have knowledge of experienced and qualified individuals and their availability, instead of issuing an ReoI, it may invite those individual consultants that it deems qualified to provide the required Consulting Services. The complete ToR shall be sent with the invitation. Individual consultants shall be selected from those that expressed interest in response to the invitation.
- **Direct selection of individual consultants:** Individual consultants may be selected on a direct selection basis, with due justifications, under the following circumstances:
  - tasks that are a continuation of previous work that the individual consultant has carried out after being selected competitively;
  - assignments with a total expected duration of less than six months;
  - urgent situations; or
  - when an individual consultant has relevant experience and qualifications of exceptional worth to the assignment.

**J. Complaint handling**

233. For procurement-related complaints, the Project will follow the procedure prescribed in the Procurement Regulations (Paragraphs 3.27 to 3.32 and Annex III, Procurement-related Complaints).

**K. Thresholds**

234. The World Bank (WB) exercises its procurement oversight through a risk-based approach comprising prior and post reviews, as appropriate. The WB sets mandatory thresholds for prior review based on the procurement risk rating of the Project.

235. Based on the risk rating of the Project, the Bank and Borrower will agree to procurement above the applicable thresholds as provided in Table 28, which shall be subjected to prior or post review. The requirement for a prior or post review shall be specified in the PP.

236. During project implementation, the WB will monitor and reassess the risk and risk

mitigation measures, and if determined by the Bank to be necessary and appropriate, the Bank may require the Borrower to revise the prior and/or post review requirements in the PP. The Bank will carry out post reviews of procurement activities undertaken by the Borrower to determine whether they comply with the requirements of the Financing Agreement.

237. Contractors' and service providers' skills remain weak, and the NPCU and SPCUs should plan to conduct training sessions for contractors and service providers. This is based on lessons learnt from BARWAQOO and the WALP pilot. COVID-19 undermined plans to deepen contractor skills because Bank procurement staff could not travel and provide on-the-ground training.

**Table 9.1: Procurement approaches and thresholds (in US\$ million)**

<b>Goods, Works, and Non-consulting Services</b>				
<b>Category</b>	<b>Open International</b>	<b>Open National</b>	<b>Request for Quotation (RfQ)</b>	<b>Direct Selection</b>
Works	≥5.0	<5.0	≤0.2	All values
Goods, IT, and Nonconsulting Services	≥0.5	<0.5	≤0.1	All values
<b>Consulting Services</b>				
<b>Category</b>	<b>Shortlist of National Consultants</b>			
	<b>Consulting Services</b>		<b>Engineering and Construction Supervision</b>	
Consultants (firms)	≤0.1		≤0.2	
Individual consultants	n.a.		n.a.	
<b>Direct Selection</b>				
Consultants (firms)	All values		All values	
Individual consultants	All values		All values	

## **SECTION X: GRIEVANCE MECHANISM**

238. Grievance Mechanism (GM) structures and processes will be established for this Project drawing from lessons from other World Bank financed projects. Grievance focal points and grievance redress committees will be present at the FGS, FMS, and community levels. At FGS and FMS levels, these are likely to be the GBV/gender specialists in order to ensure confidentiality in line with SEAH complaints protocols. GM Focal Point and/ or Social Development specialists and Environment specialists will support the resolution with guidance from the Project Coordinator and managers, who will review complaints every quarterly in conjunction with the Grievance Redress Committees (GRC) at the various implementing levels. Training in complaints handling will be carried out for all staff and contractors, including project support staff (administration, drivers, and so forth), as anyone may be approached with a complaint.
239. A complaint and grievance mechanism will be developed to respond to the concerns and grievances of the project-affected parties related to the environmental and social performance of the Project. As per World Bank standards, this GM makes the following distinctions:
- a. Project-related complaints and grievances: it focuses on Project-related complaints and grievances and defines the different steps of handling such;
  - b. GBV/SEA/SH related complaints and grievances: complaints and grievances relating to Gender-Based Violence (GBV) / Sexual Exploitation and Abuse (SEA) / Sexual Harassment (SH), given their sensitivities and considerations associated with a survivor-based approach, are reported to the available GM grievance recipients, but the grievances follow a different process. This counts for complaints and grievances from PAPs, as well as workers deployed by the Project;
  - c. Labor-related complaints and grievances: Complaints from project workers raising workplace concerns, terms of employment, and other related concerns will be registered through the Workers' GM, which is a separate GM elaborated in this document; All contractors and suppliers will be expected to have an internal GM for their workers and sensitize them on the Project GM. The contractors will have focal persons to receive complaints regarding the construction and their workers. GMs specific to the workers will be detailed in Labor Management Procedures (LMP).
  - d. Second tier / escalated complaints and grievances: This concerns complaints and grievances that cannot be solved by the first tiers (Project-wide and workers' complaints and grievances) or have been escalated by users dissatisfied with the resolutions from the first tiers.
240. This GM will describe procedures for addressing these grievances through the appeals mechanism. This will include the establishment of a grievance/complaint handling committee that will establish a framework specifying what types of complaints will be handled and by which entities/agencies for complaint handling; the social development

safeguards officer will be designated to coordinate complaints and complaint/ grievance registers maintained by designated officers at all implementation level. For further details, refer to the S-FSRP Grievance Mechanism Manual.

241. The availability of these GMs does not prevent recourse to judicial and other administrative resolution mechanisms. The World Bank Grievance Redress Service is also available for all WB financed activities.

#### **A. Gender mainstreaming and social inclusion**

242. The Project recognizes that gender mainstreaming and social inclusion are key to achieving its objectives of this project. The Project has designed a strategy for gender mainstreaming and social inclusion of youth and VMGs whose objectives are; i) social awareness and capacity building of all stakeholders- implementing agents, State governments, SPs, beneficiary communities (men, women, youth, and VMGs); ii) ensure participation of women, VMGs and youth in decision making, as well as in micro-projects and sub-projects; iii) design and implement special program targeting vulnerable women, VMGs and youth to address their basic and persistent constraints to access resources. All stakeholders will be accountable for gender mainstreaming and social inclusion by ensuring the collection and reporting of sex and gender-disaggregated data. (See Annex XII for Gender Mainstreaming and Social and Economic Inclusion of Youth and Vulnerable and Marginalized Groups (VMGs) for details).
243. The Project will support the following activities: i. Undertake a gender and social analysis at the start of the Project to develop an understanding of the site-specific gender, cultural and socio-economic context as well as the differential vulnerabilities of men and women, youths, and other VMGs in the targeted farming communities. ii. Undertake capacity-building initiatives with gender and socio-inclusion modules for stakeholders at all levels. Such will include; training of trainers (TOTs) workshops for implementing teams, awareness creation and sensitization forums at community level, targeted communication and information sharing, youth involvement in ICT and social media, and tailored training and skills development programs iii. Integrate gender and social inclusion issues during the start up activities in order to identify the different categories of farmers (men, women, youth, VMGs) within the selected ward and establish the socio-economic status, constraints, needs, and priorities for men, women, youth, and VMGs iv. use a gender and social inclusion perspective during the identification and development of TIMPs to ensure that such TIMPs address the need and priorities of men, women, youth, and VMGs (v) Take into account gender and social inclusion concerns during the planning and implementation of all community level project activities (meetings, training, demonstrations, vetting of micro-project proposals, and design of investment activities). (vi). Capacity build the SPCU staff on collection and reporting of data sets that are disaggregated by sex, gender, and social groupings in order to measure the achievement of the targets set in the results framework. (vii) To identify and implement CSA micro-projects exclusively targeting VMGs to boost their human development and social capital. The marginalization levels will be considered

during screening and vetting proposals from the VMG groups. (Annex 7 for details) (viii). Adopt the 30% gender rule as stipulated in the Constitution of Somalia to ensure that VMGs, specifically women and youth, participate in decision making during the implementation of all project investments. This will enable such groups effectively influence decisions that promote gender equity and social inclusion at local and higher levels. (ix) Disseminate and develop appropriate models/ strategies for promoting gender equity within beneficiaries' households.

## **B. Mainstreaming nutrition**

244. This inclusion is based on the recognition that despite the existence of the Kenya National Food and Nutritional Security Policy (FNSP, 2011) and the draft Food and Nutritional Security Strategy (FNSS 2015 - 2025).
245. The nutrition mainstreaming in S-FSRP aims to ensure that the Project will favor interventions and leverage activities that have direct and indirect links with improving nutritional outcomes among project beneficiaries, particularly women and children under the age of five. The opportunities for project interventions include; i) capacity building for stakeholders on food and nutritional security concerns and sensitization of communities on the need to change social and cultural eating practices that distort household food allocation patterns, ii) inclusion of mainstream nutrition aspects in the CIGs/ VMGs capacity building curriculum, iii) enhancing women's access to information and appropriate TIMPs, iv) food production diversification to include high value traditional crops and small livestock enterprises, v) targeting the youth in agriculture by strengthening and supporting schools to achieve a multiplier effect.
246. The Project will collaborate with other stakeholders, particularly the state health departments, to identify the nutritional gaps for the under-fives and create synergies to enhance the existing efforts towards nutritional mainstreaming. This shall further entail interrogating available data, especially from the health department, to mirror prioritized interventions.



## **SECTION XI: ENVIRONMENTAL AND SOCIAL SAFEGUARDS**

### **A. Mainstreaming environmental and social safeguards for compliance**

247. Overall, the Project will bring about positive benefits such as increasing rural employment opportunities and improving rural livelihoods through improved agricultural productivity. Its positive environmental outcomes include resilient and productive food systems and water and soil moisture conservation investments. The Project recognizes that building resilience is a long-term process, and the TA activities include strengthening the national and regional public policies and systems' response capacity to various shocks and stressors, thus enabling them to contribute to greater food system resilience.
248. The Project involves community-based finance and digital financial services, strategic infrastructure investments to upgrade value chains and reduce losses for farmers and value chain stakeholders, and investments into cold chain infrastructure for livestock produce, grading, sorting, and processing facilities for crop produce, and improved storage infrastructure to reduce post-harvest losses and aflatoxin contamination. Under the World Bank's Environmental & Social Framework (ESF), the environmental and social risk of the Project is high in line with the parent projects rating.
249. As assessed in the parent project AESRS the proposed activities in Somalia will also generate a variety of EHS risks and impacts that could result. These include H&S risks and impacts during construction and rehabilitation of small scale irrigation schemes, storage, cold chain, processing, and marketing facilities; operational phase including risks that may result from inappropriate use, handling, and disposal of agrochemicals including pesticides, as well as agricultural research centers; overuse of water and water contamination by agrochemicals; degradation of soils; direct and indirect impacts on biodiversity and ecosystems; local environmental pollution, e.g., air, waste, noise. Project activities may also cause social risks related to the construction of infrastructure are possible, including land acquisition and resettlement impacts. To identify and manage potential E&S risks, the government of Somalia will prepare an Environmental and Social Management Framework (ESMF) and an Integrated Pest Management Plan (IPMP) to mitigate potential risks and impacts associated with the application of pesticides. The ESMF will include, among others, screening, risk assessment (including cumulative and downstream impacts), general mitigation measures, guidance for site-specific instrument preparation, exclusion/eligibility criteria, a checklist to monitor the implementation of mitigation measures, etc. The ESMF should also include security risks assessment and included mitigation measures. The negative social impacts will be managed through the project design and the development and implementation of social risk management instruments.
250. An ESCP and ESSR have been prepared (outlining measures to be implemented, including implementation arrangements and monitoring and reporting on the implementation of E&S risk management tools and plans in line with the ESF). These draft documents shall be disclosed prior to the appraisal. Other social risks will be related to labor and working

conditions, and labor influx is likely to moderate as most workers are expected to be contracted locally. Issues related to labor conditions will be captured in the Labor Management Procedures (LMP).

## **B. Objectives and rationale of ESS instruments**

251. The ESS Frameworks and Implementation Plans set out the principles, rules, guidelines, and procedures to assess the E&S risks and impacts of the proposed Project and to mitigate them. Specifically, these ESS instruments will cover the following:

- Identification of World Bank Environmental and Social Standards applicable to project/sub-projects.
- Isolation of potential risks and impacts that may occur.
- Proposed mitigation measures to be used in avoidance, reduction, mitigation, and/or offsetting adverse risks and impacts.
- Making provisions for estimating and budgeting the costs of proposed mitigation measures.
- Provision of information on the agency or agencies responsible for addressing project risks and impacts, including its capacity to manage environmental and social risks and impacts.
- Adequate information on the general area/locations in which sub-projects are expected to be sited, including any potential environmental and social vulnerabilities of the area.
- Provision of the project implementers with an E&S screening process and risk management procedures that will enable them to identify, assess, and mitigate potential E&S impacts of sub-project activities, including ESS screening, and through the preparation of a site-specific Environmental and Social Impact Assessments (ESIA) or Environmental and Social Audit (ESA) and/or feasible ESMPs, and other ESS instruments.
- Identification of relevant laws, policies, regulations, and Institutions that may be applicable and that the project activities scheduled for implementation are compliant with as per the World Bank ESF.
- Provision for how stakeholders will be engaged and consulted, how the information will be disclosed and how Project related grievances, security issues, GBV, and Labour and child labour will be mitigated

### **i. Environmental Baseline**

252. This ESMF provides some details of the E&S baseline of Somalia relevant to the PDO. The analysis of the environmental baseline focuses on climate and physical environment, water resources, ecosystem, and current and projected climate change and variability. Somalia's terrain consists mainly of arid and semi-arid plateaus, plains, highlands, and coastal. The northern highlands are characterized by rugged mountain ranges that rise from the Guban region and contain the country's highest peak (2407m). Somalia's landmass is about 80% Arid and Semi-Arid Lands (ASALs), which is more prone to extreme weather conditions, including high mean surface temperatures, periods of extended drought, highly erratic rainfall, and strong winds. Approximately 50% of Somalia's land area can be considered permanent pasture, while 13% is suitable for cultivation. Tropical floodplain

forest that once existed along the Shabelle River has been cleared for smallholder agriculture, including sugar and banana plantations. Somalia has the longest coastline in Africa (3025 km) with a few well-developed reefs.

253. Somalia's climate is typically hot and semi-arid and arid, with two annual rainy seasons - Gu', which spans from April to June, and Deyr, which takes place from October to November. The average annual rainfall is about 250 mm. There are spatial and temporal variations in rainfall distributions, with about 500 mm recorded annually in the northern highlands and between 300 and 500 mm in the southern regions. The coastal plains register only between 50 and 150 mm. A few small areas along the coastal strip of Somalia are classified as sub humid. Annual Potential Evapotranspiration (PET) is high, exceeding 2,000 mm in the northern basins, and can be as high as 3,000 mm in the Gulf of Aden. The mean annual temperatures are projected to increase by around 3°C across all areas of Somalia by the end of the century. Precipitation projections indicate a general increase in annual rainfall by the end of the century with an increase in variability, extreme precipitation, and frequent low precipitation leading to increased droughts and floods.
254. Somalia is a water-scarce country. The country has only two permanent rivers, the Juba and the Shabelle, both of which begin in the Ethiopian highlands and flow southwards. It has nine major water basins: the Gulf of Aden, Darror, Tug Der/Nugal, Ogaden, Shabelle, Juba, Lag Dera, Lag Badana, and the Central Coastal Basin. Somalia's main types of aquifers include unconsolidated, Volcanic, Sedimentary - Intergranular and Fracture Flow, Sedimentary - Fracture Flow, Sedimentary – Karstic, and basement.
255. The majority of the population depends on groundwater resources (especially berkads, hand-dug shallow wells, springs, and boreholes) for domestic water supply, livestock, and small-scale irrigation. However, many of these water sources are unprotected, poorly managed, and are prone to pollution, causing waterborne diseases. Water prices in Somalia are one of the highest in Africa (up to \$10 per cubic meter), making it difficult for the most vulnerable to access safe water. Water scarcity has also led to a high mortality rate amongst livestock and failed crop production, essential elements of household survival in Somalia. Many households, usually women and girls, walk long distances to access water, increasing their exposure to risks of gender-based violence (GBV). Southern Somalia has the best hydro-geological conditions for finding groundwater, such as along the major toggas in the alluvial deposits and weathered basements. In the areas covered by the Gulf of Aden, the Darror, and the Nugal Drainage basins, groundwater movements start in the mountainous areas and move in two directions. The first is from the south to the north, from the mountainous regions to the coastal areas of the Gulf of Aden. The second is from the north to the south, towards the Haud and Sool plateaus. The hydro-geological divide also mostly coincides with the surface drainage divide.

**ii. Biodiversity**

256. Somalia has a rich and very interesting flora and fauna with many endemic species. In

particular, it has an exceptionally rich assembly of species adapted to the arid and hyper-arid zones. The percentage of endemic species of its flora and fauna are very high. For example, 800 out of the 3,165 plant species (25%) are endemic. High percentages of endemism are also reported among its mammalian species (18%), reptiles (35%), amphibians (14%), and freshwater fish (31%). Somalia is a part of the Somalia-Masai steppe geographic region of plant endemism (savannas and shrublands) and has 24 important bird areas. Generally, the fauna has been depleted due to hunting and culling to protect livestock. Invasive species (e.g., *Prosopis* spp. and the Indian House crow, *Corvus splendens*) have widespread effects on local fauna and flora and are important to address, although *Prosopis* could be used to substitute endemic trees for charcoal production.

### **iii. Greenhouse Gases (GHGs)**

257. Worldwide, net emissions of greenhouse gases from human activities increased by 43 percent from 1990 to 2015. Carbon dioxide emissions, which account for about three-fourths of total emissions, increased by 51 percent over this period. As with the United States, the majority of the World's emissions result from transportation, electricity generation, and other forms of energy production and use. Greenhouse gases from human activities have been the most significant driver of observed climate change since the mid-20th century. Concentrations of carbon dioxide and other greenhouse gases in the atmosphere have increased since the industrial era. Almost all of this increase is attributable to human activities. Historical measurements show that the current global atmospheric concentrations of carbon dioxide are unprecedented compared with the past 800,000 years, even after accounting for natural fluctuations. As greenhouse gas emissions from human activities increase, they build up in the atmosphere and warm the climate, leading to many other changes around the World—in the atmosphere, on land, and in the oceans. The indicators World over illustrate many of these changes, which have positive and negative effects on people, society, and the environment—including plants and animals. Because many major greenhouse gases stay in the atmosphere for tens to hundreds of years after being released, their warming effects on the climate persist over a long time and can therefore affect both present and future generations. In Somalia, the CO<sub>2</sub> emitted primarily through livestock, solid waste, trees, and wood products are a concern in the Somalia FSRP. Changes in land use also play a key role. Deforestation and soil degradation add carbon dioxide to the atmosphere, while forest regrowth takes it out of the atmosphere. The S-FSRP will focus on reducing GHGs through appropriate mitigation measures.

### **iv. Social Baseline**

258. According to the Federal Government of Somalia (FGS) and the UN Population Estimation Survey, Somalia's current population is projected to be around 16 million. The population is predominantly young, with 75% of it estimated to be under the age of 30 and almost 50% under the age of 15. Somalia is also rapidly urbanizing, and according to the 2017-2018 Somalia High Frequency Survey, 40% of the population resides in urban areas, while nomadic pastoralists make up 2%. Agro-pastoralist communities are 23% of the population. Somalia has more than 2.6 million internally displaced persons who face serious marginalization, forced eviction, and exclusion risks. Drought conditions, conflict, and other

climatic shocks are contributing to already pronounced rates of acute and protracted displacement. The Somali economy is largely natural resource-based, with livestock and crop production sectors still accounting for the bulk of the GDP. According to the latest World Bank economic updates, Somalia's economy is rebounding from the "triple shock" of drought/floods, Covid19, and locust infestation experienced in 2019 -2020. Protracted conflict and frequent natural disasters have also contributed to sustained poverty. About 69% percent of Somalis live below the poverty line; the majority of the population, especially the youth, are unemployed.

259. Somalia ranks second on the Fragile State Index from 2019, with a total score of 112.3 due to decades of civil war. Significant conflict at different levels in Somalia is associated with clan competition and jostling over resources. The situation is further compounded by the Islamist Al-Shabaab, which still controls some areas. This poses significant security risks for the population and project activities. These include terrorist attacks, hijackings, abductions, and killings.

260. Clans and clannism determine one's origin, social standing, and access to territory, property, and a large extent, power at the societal, economic, and state levels. Clannism has been a source of conflict, but clan elders help conflict mediation, and clan-based customary laws used for a negotiated settlement and clan-based blood payment serve as a deterrent to armed violence. The most famous is the clan-based power-sharing model of the 4.5 formula that gives equal quota to the four "major" clans and a half-point to a cluster of "minority" clans/groups.

**v. Minority Groups/Inclusivity**

261. Minority groups exist (ethnic minorities such as Bantu, Bajuni, Benadiri, RerXamar, and Bravanese; or occupational groups such as Midgan/Gaboye, Tumul, Yibir, Galgala) that are estimated to represent up to 1/3 of the Somalia population. They are generally excluded from political participation, have limited access to justice, are denied multiple rights, and are disproportionately affected by natural hazards and conflicts. S-FSRP will emphasize the inclusivity and participation of these minority communities in the shared equity, leadership, and other project economic benefits, sometimes employing principles of affirmative action.

262. UNDP Somalia reports that Somalia has one of the highest levels of gender inequality in the World, at 0.776 (with a maximum of 1 denoting complete inequality), ranking fourth in the World (UNDP 2014, p.3). The country has extremely high maternal mortality, rape, female genital mutilation, child marriage rates, and violence against women and girls is common. The participation and roles of women in politics and decision-making is minimal, and although this is improving, it limits female roles and perpetuates inequality. The gender gap in Somalia is deeply linked to water insecurity. There is a vast amount of literature on the role of women and girls in Somalia and the underlying factors contributing to the gender gaps. Women make up 57% of the workforce in agriculture and pastoralism (both of which constitute nearly 70% of the local economy). They are significantly involved in trading and

commerce, from micro-enterprises to large-scale businesses.

263. In the Federal Republic of Somalia, men have better access to economic and education facilities, thus better social and economic outcomes than women but surprisingly not translated in the life expectancy (Males 54 years; Females 59.2 years). Women have less access to resources and social and economic opportunities such as asset ownership, education, employment, etc. (USAID, 2012). The intersectionality exacerbates gender inequality with other axes, including poverty, class, stratum, race, female genital mutilation, child marriage, maternal mortality rates, lack of access to fundamental tools for success, such as education, health care, credit, ethnicity, religious belief, physical disability, marital status, age, sexual orientation, social identity and so on. Women with multiple disadvantages are even more marginalized in the development process.
264. According to the World Development Report, gender equality matters in its own right and is also a form of "smart economics" as it enhances economic efficiency (World Bank, 2011). Somalia FSRP investment initiatives may have differential effects on men and women due to gender differences arising from the different gender roles and responsibilities, but the project management will be expected to minimize this differential through strategies and mechanisms that bridge the gap (sensitization, capacity building, excursions, exhibitions, discussions, and reviews). Information on gender dynamics and use/application is critical for sustainable development, and therefore, it is critical for this Project to mainstream gender aspects in all the project investments, including membership by gender (women, men, and youth).

#### **vi. Child labour**

265. In relation to child labor and trafficking, in Somali culture, girls and boys are expected to take part in household chores from around the age of five years, especially in rural areas. The distribution of such tasks is highly gendered, and the burden is skewed toward girls.

#### **vii. Conflicts**

266. Land conflicts in Somalia have risen to be one of the key issues of instability due partly to a complex situation of land tenure and overlapping claims. The Provisional Constitution defines land as public property meaning formal legal frameworks now exist alongside customary land management. Due to insecure land tenure arrangements in IDP settlements, it is often difficult for IDPs to secure their land rights, with large numbers of IDPs evicted from both public and private land, making them more vulnerable.
267. The conflict is essentially one for control over power and resources, notably land, as mentioned above, where clan identity has been manipulated over time for political and economic ends. Over time the conflict has become increasingly influenced by regional rivalries and international politics. Since 2008 Somalia has witnessed deteriorating humanitarian conditions, as the combination of poor harvests, climate change disasters, and increasing conflict is compounded by rapidly rising global prices for food in a country heavily dependent on imports. This scenario has given birth to inclusivity concerns in



governance processes, implying that all people, including the poor, physically challenged persons, women, ethnic and religious minorities, minority communities and indigenous peoples, and other disadvantaged groups have the right to participate in development activities curtailed. This Project will make efforts to have the right to participate meaningfully in governance processes restored through inclusivity and fair targeting and, thus, influence decisions that affect this set of society.

**viii. Vulnerability**

268. Several different factors combine to cause vulnerability to food insecurity in Somalia. Conflict and displacement shape one critical component of vulnerability. As the war has been fought along ethnic or clan lines, clan affiliation has played an important role in shaping people's vulnerability, as has the impact of the conflict on social networks between and within clans. In addition, Somalia has suffered frequent drought, floods, and economic shocks, the impact of which varies according to different livelihood groups. The Project will ensure that vulnerability issues are identified for each target community and that due diligence is done to mitigate the vulnerability in the right investment choice.

**C. Potential environmental and social risks and impacts**

269. While the proposed individual works may be small in terms of footprint and with limited impact, when aggregated and coupled with the limited institutional capacity challenges and difficulty of monitoring given the remoteness and access to project sub-project implementation locations, the Environmental risk is assessed as Substantial. Proposed project activities under component 1 and 2 around the rehabilitation of civil works and water resources and rehabilitation of irrigation canals and other systems will have impacts and risks that may lead to water diversions, impact riverbeds and floodplains, limit access, or decrease water throughput to users downstream, water pan safety risks, exposure to natural disasters, and potential biodiversity impacts; and including issues on cultural heritage.<sup>4</sup> Potential activities around the development of multiple water sources, activities around food security, and livelihoods development around water points through the provision of small-scale irrigation activities and water lifting via solar units may present environmental risks around disposal and improper management of batteries; the Project's small scale irrigation activities may use pesticides that potentially generate waste, and cause pollution and can cause erosion and excessive water consumption. Potential risks also present around water resources, including impacts due to groundwater extraction (including on surface waters, e.g., groundwater fed rivers), conflicts and impacts on other water users, and potential impacts from the use of water extracted in terms of contamination (e.g., discharge of wastewater from community systems, discharges, and waste from livestock, impacts from irrigation).

270. Projects investments under Component 3 environmental restoration approaches integrated with climate change mitigation. Adaptation measures are expected to contribute

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<sup>4</sup> 'Process of Chance Finds will be key'.

towards positive environmental benefits, including addressing vulnerabilities to floods and droughts and enhancing the benefits from the sustainable management of upstream catchments, promotion of rangelands restoration, contributing to Land degradation neutrality (LDN), and introduction of appropriate practices for Sustainable Land Management (SLM) (thus reinforcing national climate mitigation measures to increase forest cover and SLM). Component 3 will also invest in efforts to restore ecosystems and mitigate and adapt to climate change. This will not only improve livelihoods and contribute to poverty reduction but also help to mitigate the effects of Somalia's variable climate by increasing much needed water harvesting opportunities. It will further strengthen the capacity of the different government and community institutions to develop and implement environmental activities and regulations. However, if poorly designed or managed, ecosystem restoration interventions may bring unintended impacts. Small-scale construction may lead to the introduction and spread of alien and invasive species, which could negatively impact biodiversity in the sub-project area.

271. The social risk rating is considered Substantial. Community Driven Development (CDD) will help mitigate risks by promoting community buy-in, conflict mitigation, and sustainability. There is the potential for exclusion of disadvantaged and vulnerable groups (e.g., minority groups, women, persons with disabilities, Internally Displaced People (IDPs) who are often left out of community decision making structures and project benefits (with associated elite capture), although there is already some progress on inclusion of these groups in project consultations, which will be further strengthened through inclusion in decision making structures and Community Investment Plan (CIP) development and agricultural activities. The Project will require land to develop water infrastructure, small scale irrigation areas, etc., in locations where land is likely to be subject to communal ownership and usage rights, with overlapping claims and historical tensions. Developing agreements over rights to land and water use may be challenging but possible, given the need for water.
272. There are various contextual risks of operating in insecure areas with complex social contexts where effective and inclusive community consultations and meaningful stakeholder engagement are challenging. Furthermore, developing effective and trusted grievance mechanisms is difficult due to low literacy and access of rural locations, traditional decision-making structures, and fear of retribution. The extent of any labour influx will be determined during preparation. However, the presence of even relatively small numbers of external workers can result in social tensions, increased risk of transmission of diseases, and the risk of sexual exploitation and abuse and sexual harassment (SEAH), and other forms of GBV. The Project will be subject to a range of labour risks, including OHS risks, safety and security risks, and the potential use of forced and child labour. Local contracting arrangements may also mean that project workers do not have contracts or are subject to unfair conditions (lack of breaks, irregular pay, etc.). Female workers may be discriminated against in employment but are also at higher risk of SEAH.



#### **D. Environmental and social assessment process**

273. **Procedures of the ESMF implementation:** The following steps summarize procedures for ESS Instruments implementation

- Step 1: Determination of sub-project locations: Identification of sub-project locations will be initially done through technical considerations for water points and combined with susceptibility to drought and essential water needs and equity considerations (in line with the inclusion plan in the SEP), this will also include analysis of alternatives to select the feasible project option including environmental concerns to avoid significant impacts since the earliest phases. This will be based on the WET tool combined with data and studies on drought needs, ensuring that sub-projects include different clans and minority groups and avoid elite capture.
- Step 2: Sub-project identification will be carried out through an inclusive community consultation process involving women, persons with disabilities, and marginalized groups, including minorities (in line with the inclusion plan), to promote resilient and sustainable community livelihoods for all. Local authorities in the beneficiary districts will ensure that the activities fall with integrated land use plans and rationale use of resources. FMS SPCU will facilitate smooth communication between the Project affected communities and themselves during sub-project identification and implementation.
- Step 3: Screening/scoping: The ESMF requires all Somalia Food Systems Resilience Project sub-projects to be scoped/screened for E&S impacts. The FMS SPCU E&S staff will initiate the scoping/screening process by completing the form contained in Annex I. The aim of the screening/scoping form is to assist in identifying potential environmental and social impacts based on field investigations in the area of the sub-project site. The completed scoping/screening report will be submitted to the FGS E&S team for internal checking and approval. The FGS E&S team will review the Scoping/Screening Report and accept the document - with conditions relating to implementation, accept the documents with required and/or recommended amendments, or reject the document with comments on what is required to submit an acceptable Scoping/Screening Report. Following the approval of the sub-project E&S screening/scoping report, the sub-project will be fed into one of the following processes based on its approved categorization of high, substantial, moderate, and low risk. If the outcome of the E&S screening/scoping results categorizes the sub-project as low-risk activities, no further actions to carry E&S will be needed. However, for moderate risk categorized sub-projects, an ESMP shall be prepared, contractors will be required to derive their C-ESMPs from specific ESMPs, and ESHS, labour, GBV/SEAH clauses/ conditions shall be included in subprojects procurement and contract documents.
- Step 4: The PCU will consult with the World Bank and if the activity is considered a

substantial risk, decide on the type of E&S assessments to be undertaken. Moderate risk will use ESMP templates provided in the annex (including the social summary report, evidence of consultations and community land agreements, and site-specific security management plan/evacuation plan). High risk projects are excluded from financing. Substantial risk projects will require ESIA that will entail a systematic investigation of all risks and impact areas as identified in the screening report. For subprojects involving land acquisition, ESS5 requires the development of resettlement plans (RAP) proportionate to the scale and magnitude of the land acquisition impacts, regardless of the number of affected parties and livelihood restoration plans (LRPs) if livelihoods are affected as a result of the subprojects including impacts on downstream users. Following review by the FGS E&S specialists on the Project, the ESIA/ESMP, RAP, LRP, and SMP will be sent to the World Bank for review and clearance before project activities are initiated as well as ensuring all instruments are disclosed not only in the World Bank External website but also in-country.

- **Step 5: Implementation and Supervision:** Once the ESF documents have been cleared, the ESMP and security management requirements will be included in the contractors' contracts. E&S specialists and the supervisory engineer will be required to orient and closely monitor the implementation of the ESMPs and sign off on the ESMP completion reports before payments are made. Internal monitoring to ensure the compliance of Somalia Food Systems Resilience Project. Components 1, 2, and 3 sub-project implementation activities against the mitigation measures set out in its ESMP, RAP, and LRP, will be carried out by the E&S risk management staff of the FMS SPCU as well as the FGS E&S teams who are responsible for environmental and social management and the supervisory engineer at the construction sites. The VDC will also help monitor the contractor and raise any concerns with the FMS E&S specialists.
- **Step 6: E&S Risk Management and Monitoring Reports:** During ESMF implementation, the FMS SPCU, as well as the FGS E&S teams, will prepare and submit regular quarterly, biannual, and annual E&S monitoring and performance reports for all subprojects carried under components 1, 2, and 3 including the identification and mitigation measures for unanticipated environmental and social risks and a summary of the grievances received and resolved. The environmental and social risk management (SRM) monitoring reports will be submitted internally to the World Bank for review.
- **Step 7: Annual Reviews:** ESMF implementation will also be supported by conducting annual E&S performance audits carried out by a third party (i.e., Registered and licensed independent consultancy firm). The third-party annual E&S performance audits will be conducted on Somalia Food Systems Resilience Project to evaluate the overall implementation of the ESMF.

## **E. Institutional arrangements for the implementation of ESMF and other ESF instruments**

274. The Project will be implemented by: (i) the Ministry of Agriculture and Irrigation PCU established under Somalia – FSRP at FGS in Mogadishu in close coordination and collaboration with the FMSs and the Ministry of Livestock, Forestry, and Range. The State Project Implementation Units (SPCU) in all the Federal States will be established to implement the Project. The units will be staffed with environmental specialists with OHS skills, social/CDD, and GBV/gender specialists, who will ensure the ESF/ESS is implemented as required. Key ESS Staff at this level include: Environmental Expert, Social Lead Expert, and Gender/GBV/SEAH Expert – ToRs are in the ESMF). To enhance intergovernmental coordination, project steering committees will be established at FGS and FMS levels, including the relevant Ministries (Agriculture and Irrigation; Livestock, Forestry, and Range; Departments and Agencies (MDAs). Below the Project Steering Committee will be a National Technical committee. At every level of S-FSRP implementation, an ESS Focal staff/champion will be recruited. The ESS (Environment/Social; and GBV/SEAH/Gender Officers) will be recruited for each of the FMS levels. At the District level, the Project will draw its technical support and M& E teams who, in liaison with the FMS Project SPCUs, will support the Village Development committees (VDCs). The VDCs will have been elected from the farmer organizations (existing or established FPOs and CIGs by the S-FSRP). The FPOs will later be expected to grow into Value-Chain Cooperatives. At the district level, it is prudent to have an ESS coordinating office with a Desk Officer on safeguards being facilitated logistically for both coordination and M&E for ESS compliance and reporting. At the VDCs/CIGs/FPOs, each of these levels will have their committees having a subcommittee for ensuring ESS compliance, including handling the general aspects of grievances and conflict resolution mechanisms and the GBV complaints/cases. Such committees to handle GBV/SEAH will receive specialized training on GBV/SEAH expertise. The GBV/SEAH/Gender experts may be the contact persons to log in complaints and secretariat of the respective ESS implementation Committees at all levels. A GRM Manual for S-FSRP will be formulated before project appraisal and consequently disclosed.

## **F. Stakeholder engagement (SE) and information disclosure**

275. As guided by ESS10 on Stakeholder Engagement and Information Disclosure, the government/implementing agencies are required to provide stakeholders with timely, relevant, understandable, and accessible information. Consultations should be conducted in a culturally appropriate manner, free of manipulation, interference, coercion, discrimination, and intimidation. A stand-alone Stakeholder Engagement Plan (SEP) will be developed for this Project. The key stakeholders for this Project include communities where subprojects will be implemented (including disadvantaged and vulnerable and minority groups), downstream or neighboring communities that may be affected by the Project, government institutions and individuals who will benefit from capacity strengthening, and contractors who will be contracted for civil works. The stakeholders will be analyzed to understand their

interest and influence on the Project and consequently involve them starting with Somalia-FSRP ESS instruments disclosure in the stakeholder consultations. This disclosure will be in-country, on the World Bank External website, and subsequently on all the ESS documentation at all stages of the project implementation. Appropriate tools and methods will be used, such as community meetings, stakeholder workshops (including by virtual means); audio-visual messages on project information (radio, TV in different local languages), printed materials on project information, social media (Twitter, Facebook, Instagram, WhatsApp), emails, websites, and press releases among others. During the preparation of this ESMF, stakeholders will be consulted within the confines of Covid-19 protocols, and their views will be taken on board. Later they will be engaged in the general project implementation, and M&E for ESS compliance stakeholder engagement will be monitored and reported back to the stakeholder groups, and they will also be involved in monitoring stakeholder engagement.

**i. When to commence ESS sensitization**

- Subsequently, soon after the project launch, it is prudent to repackage ESS sensitization meetings and workshops to all stakeholders at all levels in readiness for sub-projects screening. At national and State levels, line Department Officers doing environmental or related assignments shall be trained as ToTs to ensure that all target communities are sensitized on the Project, and any impacts related to the subprojects, including at proposal development, what needs to be addressed.

**ii. Capacity building for ESS mainstreaming and compliance, including TA requirement**

- Capacity building of ESS for compliance will continue throughout the project life cycle as indicated below in the two capacity building tables (Table 1 & Table 2). The approach should be that all instrument messages are packaged in modules piecemeal as operations advance.

**Table 11.1: Capacity building Indicative Cost on project ESS for Implementation and Compliance (USD)**

S/No.	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	Setting up ESS implementation structures at all levels/ Sensitizations.						
	a) Federal government level	4,000	2,000	1,000	4,000	1,000	<b>12,000</b>
	b) Federal member state level	12,000	6,000	3,000	12,000	3,000	<b>36,000</b>
	c) District level	250	125	65	250	65	<b>755</b>
	d) Village level	12,000	6,000	3,000	12,000	3,000	<b>36,000</b>
2	Boards and Committees						
	a) FGS (Steering & Technical Committees)	4,000	2,000	1,000	4,000	1,000	<b>12,000</b>
	b) FMS ((Steering & Technical Committees)	6,000	3,000	1,500	6,000	1,500	<b>18,000</b>
	c) District level Technical Committees	250	125	65		250	<b>65,755</b>
3	GRM Committees (Generals/ GBVs /SEA Committees)	10,250	10,250	10,250	10,250	10,250	<b>51,250</b>

4	ESS Instruments Sensitization Workshops/Meetings (FGS, FMS, District & VDCs)	200,000	200,000				<b>400,000</b>
5	Project Sensitization Launch meetings	100,000					<b>100,000</b>
6	ToTs/ToF's training						
	a) FMS level	25,000	25,000				<b>50,000</b>
	b) District level	25,000	25,000	9,000	7,500	5,000	<b>71,500</b>
	c) Village level	12,500	12,500	12,500	12,500	12,500	<b>62,500</b>
8	Proposals vetting	2,000	4000	5,000	3,000	2,000	<b>16,000</b>
9	Capacity building on projects screenings	7,000	5,000	4,000			<b>16,000</b>
10	Actual screening of prioritized projects/ Screening checklist	500	2,000	4,000	3,000	2,000	<b>11,500</b>
11	Capacity building on implementation of LMPs, SMPs, RAPs, IPMPs, GBVP, VMGMF	50,000	100,000	40,000	20,000	10,000	<b>220,000</b>
12	GM establishment & Training	50,000	50,000	50,000	50,000	50,000	<b>250,000</b>
	GM operationalization	100,000	20,000	20,000	20,000	20,000	<b>180,000</b>
13	<b>Other training</b>						
	a) Capacity building on Proposal development, ESIA process, ESS M&E, GM, GBV/SEA/SH, LMPs, SMPs, EH, OHS, Security management, quality assurance on value chains, e.g., Milk products, meat products		200,000	300,000	200,000	100,000	<b>800,000</b>
	NB/ The other training will happen in the 1st 18 months and will be mounted at least every year.						

**Table 11.2: ESS TA Engagement Plan for 5-Year Project Period**

<i>TA Engagement Plan Costs in USD</i>							
S/N	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Total Cost
1	Social Assessment	200,000					<b>200,000</b>
2	Gender Analysis	200,000					<b>200,000</b>
3	Project Environmental Assessment						
	a) Baseline	200,000					<b>200,000</b>
	b) Midline			150,000			<b>150,000</b>
	c) Endline					200,000	<b>200,000</b>
4	Staff Performance Appraisal/Quality Assurance		50,000		50,000		<b>100,000</b>
5	ESS Staff allowances						
	a) Environmental Specialist						
	b) Social Specialist						
	c) GBV/SEAH Specialist						
	d) Security expert						
	e) Security surveillance part-time firm						

f) ESS Specialized training experts on a need basis, e.g., global Gap. Certifications, Registration of FPOs						
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### G. Grievance mechanism (GM)

276. GM structures and processes will be established for this Project, drawing lessons from other World Bank financed projects (Barwaaqo and Biyoole). Grievance focal points and grievance redress committees will be present at FGS, FMS, and community levels. At FMS and FGS levels, these are likely to be the GBV/gender specialists in order to ensure confidentiality in line with SEAH complaints protocols. Social/CDD specialists and environment specialists will support the resolution with guidance from the Project Coordinator and Managers, who will review complaints at least every 2 months in conjunction with the Grievance Redress Committee (GRC). Training in complaints handling will be carried out for all staff and contractors, including drivers, as anyone may be approached with a complaint. The GM aims to strengthen accountability, ensure transparency to beneficiaries, and provide channels and structures for project stakeholders to provide feedback and/or raise grievances related to project-supported activities. The GM is designed in a culturally appropriate way and is able to respond to all questions, concerns, and complaints of project-affected parties.
277. All contractors and suppliers will be expected to have an internal GM for their workers and sensitize them on the Project GM. The contractors will have a focal person to receive complaints regarding the construction and their workers. GMs specific to the workers will be detailed in Labor Management Procedures (LMP). GBV/SEAH cases will be reported through the general Project GM. However, additional channels will be identified and integrated into the GM (details to be provided in the SEAH Prevention and Response Plan). The availability of these GMs does not prevent recourse to judicial and other administrative resolution mechanisms. The World Bank Grievance Redress Service is also available for all WB financed activities.
278. The following actions will be used for managing complaints for this Project (Details are in the Somalia FSRP –GRM Manual):
- Complaints should be sent to the GRM focal point at the workplace by email, text, phone, and letter or in person. The complaints should be collated onto a complaints form, logged into the register, and reported using the format provided in the GRM Manual. The email address and phone number (of the contact person) will be made available to the workers upon signing the contract/recruitment.
  - Complaints should be reviewed by the FGS or FMS PCUs weekly upon receipt. The grievance committee at the workplace will be comprised of the in-charge who will be the chair, GRM focal point will act as the secretary, and departmental heads as members (multidisciplinary membership is recommended). The team will review the complaints, provide guidance on the course of action, and ensure follow-up on previous complaints. Any preliminary investigation should take place within 5 working days of

the committee meeting. Feedback will be given to the complainant within 7 working days of logging in.

- For informal complaints, i.e., those raised through social media, print media, or not formally lodged, the committee should deliberate upon them to decide whether to investigate based on the substance and potential impact/reputational risk.
- If the complaint is referred to the main project GRM and the government's legal complaints structures, the World Bank should be notified.
- Complaints regarding SEAH should be kept confidential, the name of the complainant should not be recorded, only the age and gender of the complainant and whether a project worker was involved should be sent directly to the S-FGS FSRP PC, who should immediately inform the World Bank.
- No disciplinary or legal action will be taken against anyone raising a complaint in good faith.
- A monthly report of complaints resolution should be provided to the FSRP FGS PCU and the World Bank.

279. The following ESS Instruments have been prepared for Somalia FSRP and can be assessed separately for detailed operationalization (Manuals have been prepared to guide the operationalization of each one of them seamlessly):

- **ESRS** - This S FSRP Environmental and Social Review Summary (ESRS) was prepared at the project conceptual phase to disclose its findings and recommendations related to environmental and social considerations regarding potential investments. Its purpose is to enhance the transparency of activities. This is a reference material only available to the national project team. The World Bank Project Task Team prepares the document.
- **ESCP** – Environmental and Social Commitment Plan is a living document prepared by the FGS as a prerequisite to Project approval by the board. The Somalia FSRP ESCP sets out the measures and actions required for the Project to meet the Environmental and Social Standards over a specified time-frame – 5 years. It is available for reference by all implementers and will be reviewed as necessary in the course of implementation. All ESS activities will be aligned to this document in addition to other frameworks and manuals.
- **SEP** - The Project shall implement a Stakeholder Engagement Plan (SEP) consistent with ESS10, in a manner acceptable to the World Bank Financial Agreement. The Project prepared a plan to guide this process. Communication is critical to the transmission of clear, concise, and factually correct information, either through interpersonal communication or communication with a group of persons. Some of the key risks of poor communication for this phase of the Project include:
  - Reduced community buy-in on critical Project needs such as material sources;



- Misinformation on project activities, impacts, and outcomes resulting in disagreement and, in heightened cases, demonstrations (non-violent and violent) by aggrieved communities;
- Growing opposition to the Project and its staff;
- Increased costs and serious delays in project implementation due to stakeholder and community objections to the Project.

280. Somalia FSRP will employ all means of communication and platforms to ensure the right messages and stakeholder involvement is adhered to for the Project to achieve its PDO.

**ESMF/IPMP** – The Project has prepared the Environmental and Social Management Framework (ESMF) with an integrated pest Management Plan (IPMP) as an annex. The objective of the ESMF is to assess and mitigate potential negative environmental and social (E&S) risks and impacts of the Project in line with the Environmental and Social Standards (ESSs) of the World Bank Environmental and Social Framework (ESF). Specific objectives of the ESMF are to:

- Assess the potential E&S risks and impacts of the proposed Project and propose their mitigation measures;
- Establish procedures for the E&S screening, review, approval, and implementation of activities;
- Specify appropriate roles and responsibilities, and outline the necessary reporting procedures for managing and monitoring E&S issues/ concerns related to the activities;
- Identify the training and capacity building needed to implement the provisions of the ESMF successfully;
- Address mechanisms for public consultation and disclosure of project documents as well as redress of possible grievances; and
- Establish the budget requirements for the implementation of the ESMF.

281. The ESMF also provides principles and specific processes to ensure that disadvantaged, minority and vulnerable individuals or groups can access the Project's benefits. The starting point after beneficiary communities are identified and they prioritize their investments; the ESS Team should, at this point, move in with the Environmental and social screening checklist; train the communities on how to administer or fill in the form. The form is expected to indicate the magnitude of risks or impacts for mitigation or exclusion of the proposed investment (read Annex II in the ESMF). This form will stipulate the next course of action.

282. RPF - Involuntary resettlement should be avoided. Where involuntary resettlement is unavoidable, it will be minimized and appropriate measures to mitigate adverse impacts on displaced persons (and on host communities receiving displaced persons) will be carefully planned and implemented. (<https://projects.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards>). S-FSRP is to operate in a landscape where land volatility/conflicts is high, and therefore, investment of public goods and services will be well defined in the way the S-FSRP will be operationalized through due diligence in the documentation. Components 1, 2, and 3 will



be relevant, and this ESS will be applicable. This scenario will also be evident after administering the ESS screening checklist truthfully.

283. SMP – S FSRP has prepared a Security Management Procedure (SMP). The main mission of security on the Project is to protect the people, assets, and information. This protection will be based on the following strategy:

- Identification of the risks
- Implementation of preventive measures
- Reduction of the impact

284. The Security commander will do the identification of risks. The implementation of preventive measures will be based on physical protection on the sites and facilities, active protection through security officers' deployment throughout the project area, and transport monitoring whenever the vehicles are within the operational areas. The impact will be reduced through active measures implemented by the security personnel. All measures will be non-lethal.

285. Some of the Dos and DONTs of the implementers will include:

- Always wear a clean and smart uniform.
- Always carry on oneself a whistle.
- Visibly wear the badge.
- Always be polite with professional behaviour while on duty.
- Always have a professional attitude and respect for the hierarchy reporting line.
- Ensure the good functioning of communication systems.
- Implement and respect all the instructions and security measures from the SSP.
- It's strictly forbidden to sleep while on duty.
- It's strictly forbidden to read books and newspapers while on duty.
- It's strictly forbidden to receive private visitors while on duty.
- It's strictly forbidden to send or receive personal calls while on duty.
- It's strictly forbidden to smoke while on duty.
- It's strictly forbidden to consume any alcoholic beverages while reporting for duty.
- It's strictly forbidden to listen to radio/music while on duty.

286. **LMP** – Somalia FSRP has formulated a Labour Management Plan. The Project will promote good worker-management relationships and enhance the development benefits of this Project by treating workers in the Project fairly and providing safe and healthy working conditions. ESS 10 is also applicable (<https://projects.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards>). The S-FSRP will apply this standard in components 1, 2, 3, and 5. Stakeholders will be guided on how to use this manual during implementation – who to employ, why or why not, and how?

287. **GBV/SEAH /P** – A Gender Based Violence /sexual exploitation and abuse and

Harassment (SEAH) Plan is prepared for use by the Project. It will be applicable across board target beneficiaries, staff, stakeholders, including contractors. Given the implementation context, sexual harassment, exploitation, and co-worker abuse are likely risks. Thus, all staff and contracted workers should sign the code of conduct (CoC) outlining expected standards of behavior in this regard and attend an awareness session on the same, including the consequences of such actions. The Project will identify a qualified trainer/consultant to offer training in GBV and SEA (the development partners or local firms may be approached to offer support with this training). A separate GRM will be set up for addressing GBV and SEA complaints, as described further in the GRM and ESMF Manuals.

## **SECTION XII: PROJECT MONITORING, EVALUATION & REPORTING**

### **A. Results Monitoring and Evaluation Arrangements**

288. The Project will be underpinned by a solid monitoring, learning, and evaluation system that will feed into decision support systems, business analytics, and rigorous studies. The web-based M&E and Project Management Information System (PMIS) will be set up for data collection and information sharing at the Federal/National, Federal Member State (FMS), and Community levels. Their primary objective will be to enforce the culture of results-based Project M&E and provide the foundation for an evidence-based decision-making process. These systems will be designed for data collection and provide concurrent feedback to key stakeholders about progress toward achieving the Project's key results. An M&E Specialist assisted by a Deputy M&E Specialist (from an alternate Ministry) at the Federal/National Government level and M&E Officers at the FMS levels will be responsible for all project data collection, compilation, and reporting. The Project will strengthen overall M&E capacity by investing in an ICT-based Agricultural Information Platform and digital training at all levels. FMS will play a key role in the quality assurance of M&E data collected in their respective technical areas, as detailed in the M&E Manual.
289. At the community level, the Project will adopt a participatory M&E approach, whereby two non-committee members of CIGs/VMGs (a man and a woman) will be elected to monitor the micro-project activities. The Project will be implemented on a web-based and geotagged M&E system and PMIS that include real-time monitoring images and data for each micro-project across all participating FMS. As much as possible, data collected will be disaggregated, analyzed, and reported by gender and VMG. An independent, rigorous, quantitative evaluation of impact will be carried out under the Project, starting with a baseline and followed by mid-term and end-of-project surveys. The objective of an impact evaluation will be to assess the transformational impact and inclusiveness of project interventions. The quantitative impact evaluation will accompany qualitative studies and other specific analytical works as needed.
290. Monitoring will entail a continuous assessment of the Project to establish if it has been implemented according to the plan and whether the desired results are being realized based on the Results Framework (RF). The project monitoring will be carried out throughout the implementation cycle at inputs, processes, outputs, outcomes, and impacts levels. Project implementation monitoring will involve tracking inputs, activities, and outputs, whereas results monitoring will entail tracking outcomes and impacts as specified by the intermediate and impact indicators, respectively, in the Results Framework (Annex 1).
291. On the other hand, project evaluation will involve periodic, systematic, and objective analytical processes of assessing the Project's relevance, efficiency, effectiveness, and sustainability. It will be done through a participatory process to draw synergies and build

consensus among all stakeholders, facilitating ownership and sustainability. Evaluations take into account the design processes from the start (baseline), mid-point review, and end-line survey of the Project as detailed in the M&E Manual.

**i. Baseline survey**

292. will be carried out as part of the Project start-up activities to capture data on the different social groupings in the targeted communities. This will provide a basis to track the participation, achievements, and impacts on men, women, youth, and VMGs. The baseline will also identify the existing socio-economic inequalities within the targeted communities and inform the design of appropriate strategies towards equitable distribution of resources and benefits. It is recommended that over and above the baseline measurement of the various indicator targets, communities should identify control households (i.e., counterfactuals) that should consist of project non-participating persons whose indicator changes would be important for comparative analysis. In addition, a digital farmer register will be built starting with all the targeted project beneficiaries and later scaled out. A baseline survey should be undertaken 6 months after the project effectiveness date by an independent consulting firm/institution, competitively procured according to the TORs specified in the M&E Manual.

**ii. Mid-term review (MTR)**

293. will be carried out to evaluate the progress of the Project toward delivery of its PDO within the half-term project lifetime left. The MTR will cover both technical aspects and fiduciary aspects. It will give stakeholders an opportunity to provide valuable feedback for practical refinement of the Project and improve project performance to achieve its target objectives as specified in the PDO. The MTR will be a joint venture between the Bank and FGS, whose output will inform on project implementation, corrective measures, and project restructuring where necessary.

**iii. End of project impact evaluation**

294. will be conducted to determine the Project's relevance and fulfillment of objectives, development efficiency, effectiveness, impact, sustainability, and lessons learnt. Impacts at the close of the Project will be accounted for in the Implementation Completion and Results Report (ICR). The Project M&E systems will provide valuable material to enable the ICR of the Project to be prepared. The end-of-project impact evaluation should be conducted by an independent consulting firm/institution, competitively procured according to the TORs to be developed by the NPCU under the coordination of the M&E Specialist.

**B. Implementation support missions**

295. will be organized bi-annually by the Bank to enhance the effective implementation and achievement of project outputs and outcomes. The mission reports/Aide Memoirs shall advise the stakeholders (implementers and beneficiaries) on strengths and weaknesses in project implementation. Support missions will assess progress against the results framework

from an independent point of view. They will provide information on the relevance, effectiveness, efficiency, and sustainability of the Project approaches, strategies, and organizational set-up and institutional arrangements. They will also assess the effective complementarity of different project components in contributing to the outcomes. The review missions are expected to make recommendations and adjustments for the remaining project period.

## Annex I: Somalia FSRP results framework

<b>PDO Indicators</b>		
	<b>Baseline</b>	<b>End Target</b>
(i) Reduction of food insecure people in project-targeted areas (percentage)	0	25
(ii) Farmers adopting supported climate-smart innovations, technologies, and management practices (number)	0	200,000
of which female (percentage)	0	30
of which climate resilient (percentage)	0	50
(iii) Increase in land area under sustainable landscape management practices (hectares)	0	500
(iv) Increase in volume of agricultural and livestock products sold on domestic and regional markets (percentage)	0	60
(v) Policy products related to agriculture, livestock, natural resources management, and food systems resilience adopted with the Project's support (number)	0	6
<b>Intermediate Results Indicators</b>		
<b>Component 1: Agriculture public goods and services for food security</b>		
MPA indicator- Technologies developed and transferred to extension services with project support (Number)	0	100
Of which gender-sensitive technologies (Number)	0	120
MPA indicator- Farmers and pastoralists accessing food system and hydromet information to manage shocks that affect food supply (Number)	0	500,000
MPA indicator- Number of farmers and pastoralists accessing improving inputs/services for agriculture and livestock production (Number)	0	50,000
Households reached with public veterinary services (Number)	0	200,000
Number of farmers and pastoralists digitally registered (Number)	0	250,000
Number of farmers reached with at least two digital farmer support services (Number)	0	100,000
Number of farmers covered under Project supported CIGs and POs (Number)	0	350,000
<b>Component 2: Sustainable landscapes for resilient food systems</b>		
MPA indicator- Land area restored or reforested/afforested (Hectare)	0	500
Number of irrigation and flood control structures rehabilitated (Number)	0	300
MPA indicator- Water user associations/farmer- based organizations for the O&M of the infrastructure, equipment, and landscape restoration activities established or/and strengthened	0	500
The total installed capacity of long-term fodder storage (MT)	0	750,000
Number of farmers and pastoralists benefitting from rehabilitated infrastructure (Number)	0	50,000
<b>Component 3: Regional and domestic markets for food security</b>		
MPA indicator- Marketing infrastructure constructed or rehabilitated (Number)	0	100
MPA indicator- SMEs supported by the program and running their business sustainably (Number)	0	100
Number of POs supporting market linkage for Project supported CIGs (Number)	0	50
Extra capacity added for value addition with project support (percentage)	0	20
Number of farmers supported to access credit for productive investments (Number)	0	20,000
Of which women farmers (Number)	0	6000

<b>Component 4: Institutions, policies, and knowledge for regional food security</b>		
MPA indicator- Technical areas for which a regional knowledge-sharing mechanism is put in place (Number)	0	4
Number of FGS and FMS staff undergone structured training and certification (Number),	0	120
of which women (Number)	0	40
Number of FGS level institutions developed or strengthened to support food systems	0	8
Number of FMS level institutions developed or strengthened to support food systems	0	48
<b>Component 5: Project coordination and knowledge management</b>		
Beneficiaries satisfied with the program's interventions (Percentage)	0	70
Percentage of grievances addressed from the total complaints received (Percentage)	0	80

## **Annex II: Overview of the Somalia FSRP environmental and social summary review**

1. Overall, the Project will bring about positive benefits such as increasing rural employment opportunities and improving rural livelihoods through improved agricultural productivity. Its positive environmental outcomes include resilient and productive food systems and water and soil moisture conservation investments. The Project recognizes that building resilience is a long-term process. The TA activities include strengthening the national and regional public policies and systems' response capacity to various shocks and stressors, thus enabling them to contribute to greater food system resilience.
2. The Project involves community-based finance and digital financial services, strategic infrastructure investments to upgrade value chains and reduce losses for farmers and value chain stakeholders, and investments into cold chain infrastructure for livestock produce, grading, and sorting. Processing facilities for crop produce and improved storage infrastructure to reduce post-harvest losses and aflatoxin contamination. Under the World Bank's Environmental & Social Framework (ESF), the environmental and social risk of the Project is high in line with the parent projects rating.
3. As assessed in the parent project AESRS the proposed activities in Somalia will also generate a variety of EHS risks and impacts that could result. These include H&S risks and impacts during construction and rehabilitation of small-scale irrigation schemes, storage, cold chain, processing, and marketing facilities; operational phase including risks that may result from inappropriate use, handling, and disposal of agrochemicals including pesticides as well as agricultural research centers; overuse of water and water contamination by agrochemicals; degradation of soils; direct and indirect impacts on biodiversity and ecosystems; local environmental pollution, e.g., air, waste, noise. Project activities may also cause social risks related to the construction of infrastructure are possible, including land acquisition and resettlement impacts. To identify and manage potential E&S risks, the government of Somalia will prepare an Environmental and Social Management Framework (ESMF) and an Integrated Pest Management Plan (IPMP) to mitigate potential risks and impacts associated with the application of pesticides. The ESMF will include, among others, screening, risk assessment (including cumulative and downstream impacts), general mitigation measures, guidance for site-specific instrument preparation, exclusion/eligibility criteria, a checklist to monitor the implementation of mitigation measures, etc. The ESMF should also include security risks assessment and included mitigation measures. The negative social impacts will be managed through the project design and the development and implementation of social risk management instruments.
4. An ESCP and ESSR have been prepared (outlining measures to be implemented, including implementation arrangements and monitoring and reporting on the implementation of E&S risk management tools and plans in line with the ESF). These draft documents shall



be disclosed prior to the appraisal. Other social risks will be related to labor and working conditions, and labor influx is likely to be moderate as most workers are expected to be contracted locally. Issues related to labor conditions will be captured in the Labor Management Procedures (LMP).

### **Objectives and rationale of ESS Instruments**

5. The ESS Frameworks and Implementation Plans set out the principles, rules, guidelines, and procedures to assess the E&S risks and impacts of the proposed Project and to mitigate them. Specifically, these ESS instruments will cover the following:
  - (i) Identification of World Bank Environmental and Social Standards applicable to project/subprojects.
  - (ii) Isolation of potential risks and impacts that may occur.
  - (iii) Proposed mitigation measures to avoid, reduce, mitigate, and/or offset adverse risks and impacts.
  - (iv) Making provisions for estimating and budgeting the costs of proposed mitigation measures.
  - (v) Provision of information on the agency or agencies responsible for addressing project risks and impacts, including its capacity to manage environmental and social risks and impacts.
  - (vi) Adequate information on the general area/locations in which subprojects are expected to be sited, including any potential environmental and social vulnerabilities of the area.
  - (vii) Provision of the project implementers with an E&S screening process and risk management procedures that will enable them to identify, assess, and mitigate potential E&S impacts of sub-project activities, including ESS screening, and through the preparation of a site-specific Environmental and Social Impact Assessments (ESIA) or Environmental and Social Audit (ESA) and/or feasible ESMPs, and other ESS instruments.
  - (viii) Identification of relevant laws, policies, regulations, and Institutions that may be applicable and that the project activities scheduled for implementation are compliant with as per the World Bank ESF.
  - (ix) Provision for how stakeholders will be engaged and consulted, how the information will be disclosed and how Project related grievances, security issues, GBV, and labour and child labour will be mitigated

### **Environmental Baseline**

6. This ESMF provides some details of the E&S baseline of Somalia relevant to the PDO. The environmental baseline analysis focuses on climate and physical environment, water resources, ecosystem, and current and projected climate change and variability. Somalia's terrain consists mainly of arid and semi-arid plateaus, plains, highlands, and coastal. The northern highlands are characterized by rugged mountain ranges that rise from the Guban region and contain the country's highest peak (2407m). Somalia's landmass is about 80% Arid and Semi-Arid Lands (ASALs), which is more prone to extreme weather conditions, including high mean surface temperatures, periods of extended drought, highly erratic

rainfall, and strong winds. Approximately 50% of Somalia's land area can be considered permanent pasture, while 13% is suitable for cultivation. Tropical floodplain forest that once existed along the Shabelle River has been cleared for smallholder agriculture, including sugar and banana plantations. Somalia has the longest coastline in Africa (3025 km) with a few well-developed reefs.

7. Somalia's climate is typically hot and semi-arid and arid, with two annual rainy seasons - Gu', which spans from April to June, and Deyr, which takes place from October to November. The average annual rainfall is about 250 mm. There are spatial and temporal variations in rainfall distributions, with about 500 mm recorded annually in the northern highlands and between 300 and 500 mm in the southern regions. The coastal plains register only between 50 and 150 mm. A few small areas along the coastal strip of Somalia are classified as sub humid. Annual Potential Evapotranspiration (PET) is high, exceeding 2,000 mm in the northern basins, and can be as high as 3,000 mm in the Gulf of Aden. The mean annual temperatures are projected to increase by around 3°C across all areas of Somalia by the end of the century. Precipitation projections indicate a general increase in annual rainfall by the end of the century with an increase in variability, extreme precipitation, and frequent low precipitation leading to increased droughts and floods.
8. Somalia is a water scarce country. The country has only two permanent rivers, the Juba and the Shabelle, both of which begin in the Ethiopian highlands and flow southwards. It has nine major water basins, namely: the Gulf of Aden, Darror, Tug Der/Nugal, Ogaden, Shabelle, Juba, Lag Dera, Lag Badana, and the Central Coastal Basin. Somalia's main types of aquifers include unconsolidated, Volcanic, Sedimentary - Intergranular and Fracture Flow, Sedimentary - Fracture Flow, Sedimentary – Karstic, and basement.
9. The majority of the population depends on groundwater resources (especially berkads, hand-dug shallow wells, springs, and boreholes) for domestic water supply, livestock, and small-scale irrigation. However, many water sources are unprotected, poorly managed, and prone to pollution, causing waterborne diseases. Water prices in Somalia are one of the highest in Africa (up to \$10 per cubic meter), making it difficult for the most vulnerable to access safe water. Water scarcity has also led to a high mortality rate amongst livestock and failed crop production, essential elements of household survival in Somalia. Many households, usually women and girls, walk long distances to access water, increasing their exposure to risks of gender-based violence (GBV). Southern Somalia has the best hydro-geological conditions for finding groundwater, such as along the major toggas in the alluvial deposits and weathered basements. In the areas covered by the Gulf of Aden, the Darror, and the Nugal Drainage basins, groundwater movements start in the mountainous areas and move in two directions. The first is from the south to the north, from the mountainous regions to the coastal areas of the Gulf of Aden. The second is from the north to the south, towards the Haud and Sool plateaus. The hydro-geological divide also mostly coincides with the surface drainage divide.

## **Biodiversity**

10. Somalia has a rich and very interesting flora and fauna with many endemic species. In particular, it has an exceptionally rich assembly of species adapted to the arid and hyper-arid zones. The percentage of endemic species of its flora and fauna is very high. For example, 800 out of the 3,165 plant species (25%) are endemic. High percentages of endemism are also reported among its mammalian species (18%), reptiles (35%), amphibians (14%), and freshwater fish (31%). Somalia is a part of the Somalia-Masai steppe geographic region of plant endemism (savannas and shrublands) and has 24 important bird areas. Generally, the fauna has been depleted due to hunting and culling to protect livestock. Invasive species (e.g., *Prosopis* spp. and the Indian House crow, *Corvus splendens*) have widespread effects on local fauna and flora and are important to address. However, *Prosopis* could be used to substitute endemic trees for charcoal production.

## **Greenhouse Gases (GHGs)**

11. Worldwide, net emissions of greenhouse gases from human activities increased by 43 percent from 1990 to 2015. Carbon dioxide emissions, which account for about three-fourths of total emissions, increased by 51 percent over this period. As with the United States, the majority of the World's emissions result from transportation, electricity generation, and other forms of energy production and use. Greenhouse gases from human activities have been the most significant driver of observed climate change since the mid-20th century. Concentrations of carbon dioxide and other greenhouse gases in the atmosphere have increased since the industrial era. Almost all of this increase is attributable to human activities. Historical measurements show that the current global atmospheric concentrations of carbon dioxide are unprecedented compared with the past 800,000 years, even after accounting for natural fluctuations. As greenhouse gas emissions from human activities increase, they build up in the atmosphere and warm the climate, leading to many other changes around the World—in the atmosphere, on land, and in the oceans. The indicators World over illustrate many of these changes, which have positive and negative effects on people, society, and the environment—including plants and animals. Because many of the major greenhouse gases stay in the atmosphere for tens to hundreds of years after being released, their warming effects on the climate persist over a long time and can therefore affect both present and future generations. In Somalia, the CO<sub>2</sub> emitted primarily through livestock, solid waste, trees, and wood products are a concern in the Somalia FSRP. Changes in land use also play a key role. Deforestation and soil degradation add carbon dioxide to the atmosphere, while forest regrowth takes it out of the atmosphere. The S-FSRP will focus on reducing GHGs through appropriate mitigation measures.

## **Social Baseline**

12. According to the Federal Government of Somalia (FGS) and the UN Population Estimation Survey, Somalia's current population is projected to be around 16 million. The population is predominantly young, with 75% of it estimated to be under the age of 30 and almost 50% under the age of 15. Somalia is also rapidly urbanizing, and according to

the 2017-2018 Somalia High Frequency Survey, 40% of the population reside in urban areas, while nomadic pastoralists make up 2%, and agro-pastoralist communities are 23% of the population. Somalia has more than 2.6 million internally displaced persons who face serious marginalization, forced eviction, and exclusion risks. Drought conditions, conflict, and other climatic shocks are contributing to already pronounced rates of acute and protracted displacement. The Somali economy is largely natural resource-based, with livestock and crop production sectors still accounting for the bulk of the GDP. According to the latest World Bank economic updates, Somalia's economy is rebounding from the "triple shock" of drought/floods, Covid19, and locust infestation experienced in 2019 - 2020. Protracted conflict and frequent natural disasters have also contributed to sustained poverty. About 69% percent of Somalis live below the poverty line; the majority of the population, especially the youth, are unemployed.

13. Somalia ranks second on the Fragile State Index in 2019, with a total score of 112.3 due to decades of civil war. Significant conflict at different levels in Somalia is associated with clan competition and jostling over resources. The situation is further compounded by the Islamist Al-Shabaab, which still controls some areas. This poses significant security risks for the population and project activities. These include terrorist attacks, hijackings, abductions, and killings.
14. Clans and clannism determine one's origin, social standing, and access to territory, property, and to a large extent, power at the societal, economic, and state levels. Clannism has been a source of conflict, but clan elders help conflict mediation, and clan-based customary laws used for a negotiated settlement and clan-based blood payment serve as a deterrent to armed violence. The most famous is the clan-based power-sharing model of the 4.5 formula, giving equal quota to the four "major" clans and a half-point to a cluster of "minority" clans/groups.

### **Minority Groups/Inclusivity**

15. Minority groups exist (ethnic minorities such as Bantu, Bajuni, Benadiri, RerXamar, and Bravanese; or occupational groups such as Midgan/Gaboye, Tumul, Yibir, Galgala) that are estimated to represent up to 1/3 of the Somalia population. They are generally excluded from political participation, have limited access to justice, are denied multiple rights, and are disproportionately affected by natural hazards and conflicts. S-FSRP will emphasize the inclusivity and participation of these minority communities in the shared equity, leadership, and other project economic benefits, sometimes employing principles of affirmative action.
16. UNDP Somalia reports that Somalia has one of the highest levels of gender inequality in the World, at 0.776 (with a maximum of 1 denoting complete inequality), ranking fourth in the World (UNDP 2014, p.3). The country has extremely high maternal mortality, rape, female genital mutilation, child marriage rates, and violence against women and girls is

common. The participation and roles of women in politics and decision-making are minimal, and although this is improving, it limits female roles and perpetuates inequality. The gender gap in Somalia is deeply linked to water insecurity. There is a vast amount of literature on the role of women and girls in Somalia and the underlying factors contributing to the gender gaps. Women make up 57% of the workforce in agriculture and pastoralism (both of which constitute nearly 70% of the local economy). They are significantly involved in trading and commerce, from micro-enterprises to large-scale businesses.

17. In the Federal Republic of Somalia, men have better access to economic and education facilities, thus better social and economic outcomes than women but surprisingly not translated in the life expectancy (Males 54 years; Females 59.2 years). Women have less access to resources and social and economic opportunities such as asset ownership, education, and employment (USAID, 2012). The intersectionality exacerbates gender inequality with other axes, including poverty, class, stratum, race, female genital mutilation, child marriage, maternal mortality rates, lack of access to fundamental tools for success, such as education, health care, credit, ethnicity, religion belief, physical disability, marriage status, age, sexual orientation, social identity and so on. Women with multiple disadvantages are even more marginalized in the development process.
18. According to the World Development Report, gender equality matters in its own right and is also a form of "smart economics" as it enhances economic efficiency (World Bank, 2011). Somalia FSRP investment initiatives may have differential effects on men and women due to gender differences arising from the different gender roles and responsibilities, but the project management will be expected to minimize this differential through strategies and mechanisms that bridge the gap (sensitization, capacity building, excursions, exhibitions, discussions, and reviews). Information on gender dynamics and use/application is critical for sustainable development, and therefore, it is critical for this Project to mainstream gender aspects in all the project investments, including membership by gender (women, men, and youth).

### **Child labour**

19. In relation to child labor and trafficking, in Somali culture, girls and boys are expected to take part in household chores from around the age of five years, especially in rural areas. The distribution of such tasks is highly gendered, and the burden is skewed toward girls.

### **Conflicts**

20. Land conflicts in Somalia have risen to be one of the key instability issues due partly to a complex situation of land tenure and overlapping claims. The Provisional Constitution defines land as public property meaning formal legal frameworks now exist alongside customary land management. Due to insecure land tenure arrangements in IDP settlements, it is often difficult for IDPs to secure their land rights, with large numbers of IDPs evicted from both public and private land, making them more vulnerable.

21. The conflict is essentially one for control over power and resources, notably land, as mentioned above, where clan identity has been manipulated over time for political and economic ends. Over time the conflict has become increasingly influenced by regional rivalries and international politics. Since 2008 Somalia has witnessed deteriorating humanitarian conditions, as the combination of poor harvests, climate change disasters, and increasing conflict is compounded by rapidly rising global prices for food in a country heavily dependent on imports. This scenario has given birth to inclusivity concerns in governance processes, implying that all people, including the poor, physically challenged persons, women, ethnic and religious minorities, minority communities and indigenous peoples, and other disadvantaged groups, have their participation rights in development activities curtailed. This Project will make efforts to have the right to participate meaningfully in governance processes restored through inclusivity and fair targeting and, thus, influence decisions that affect this set of society.

### **Vulnerability**

22. Several different factors combine to cause vulnerability to food insecurity in Somalia. Conflict and displacement shape one critical component of vulnerability. As the war has been fought along ethnic or clan lines, clan affiliation has played an important role in shaping people's vulnerability, as has the impact of the conflict on social networks between and within clans. In addition, Somalia has suffered frequent drought, floods, and economic shocks, the impact of which varies according to different livelihood groups. The Project will ensure that vulnerability issues are identified for each of the target communities and that due diligence is done to mitigate the vulnerability in the right choice of investment.

### **Potential Environmental and Social Risks and Impacts**

23. While the proposed individual works may be small in terms of footprint and with limited impact, when aggregated and coupled with the limited institutional capacity challenges and difficulty of monitoring given the remoteness and access to project sub-project implementation locations, the Environmental risk is assessed as Substantial. Proposed project activities under components 1 and 2 around the rehabilitation of civil works and water resources and rehabilitation of irrigation canals and other systems will have impacts and risks that may lead to water diversions, impact riverbeds and floodplains, limit access, or decrease water throughput to users downstream, water pan safety risks, exposure to natural disasters, and potential biodiversity impacts; and including issues on cultural heritage.<sup>5</sup> Potential activities around the development of multiple water sources, activities around food security, and livelihoods development around water points through the provision of small-scale irrigation activities and water lifting via solar units may present environmental risks around disposal and improper management of batteries; the Project's

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<sup>5</sup> 'Process of Chance Finds will be key.'

small scale irrigation activities may use pesticides that potentially generate waste, and cause pollution and can cause erosion and excessive water consumption. Potential risks also present around water resources, including impacts due to groundwater extraction (including on surface waters, e.g., groundwater fed rivers), conflicts and impacts on other water users, and potential impacts from the use of water extracted in terms of contamination (e.g., discharge of wastewater from community systems, discharges, and waste from livestock, impacts from irrigation).

24. Projects investments under Component 3 Environmental restoration approaches integrated with climate change mitigation and adaptation measures are expected to contribute towards positive environmental benefits, including addressing vulnerabilities to floods and droughts and enhancing the benefits from the sustainable management of upstream catchments, promotion of rangelands restoration, contributing to Land degradation neutrality (LDN), and introduction of appropriate practices for Sustainable Land Management (SLM) (thus reinforcing national climate mitigation measures to increase forest cover and SLM). Component 3 will also invest in efforts to restore ecosystems and mitigate and adapt to climate change. This will not only improve livelihoods and contribute to poverty reduction but also help to mitigate the effects of Somalia's variable climate by increasing much needed water harvesting opportunities. It will further strengthen the capacity of the different government and community institutions to develop and implement environmental activities and regulations. However, ecosystem restoration interventions may bring unintended impacts if poorly designed or managed. Small-scale construction may lead to the introduction and spread of alien and invasive species, which could negatively impact biodiversity in the sub-project area.
25. The social risk rating is considered Substantial. Community Driven Development (CDD) will help mitigate risks by promoting community buy-in, conflict mitigation, and sustainability. There is the potential for exclusion of disadvantaged and vulnerable groups (e.g., minority groups, women, persons with disabilities, and Internally Displaced People (IDPs) who are often left out of community decision-making structures and project benefits (with associated elite capture), although there is already some progress on inclusion of these groups in project consultations, which will be further strengthened through inclusion in decision making structures and Community Investment Plan (CIP) development and agricultural activities. The Project will require land to develop water infrastructure, small scale irrigation areas, etc., in locations where land is likely to be subject to communal ownership and usage rights, with overlapping claims and historical tensions. Developing agreements over rights to land and water use may be challenging but possible, given the need for water.
26. There is a range of contextual risks of operating in insecure areas with complex social contexts where effective and inclusive community consultations and meaningful stakeholder engagement is challenging. Furthermore, developing effective and trusted grievance mechanisms is difficult due to low literacy and access to rural locations,

traditional decision-making structures, and fear of retribution. The extent of any labour influx will be determined during preparation. However, the presence of even relatively small numbers of external workers can result in social tensions, increased risk of transmission of diseases, and the risk of sexual exploitation and abuse and sexual harassment (SEAH), and other forms of GBV. The Project will be subject to a range of labour risks, including OHS risks, safety and security risks, and the potential use of forced and child labour. Local contracting arrangements may also mean that project workers do not have contracts or are subject to unfair conditions (lack of breaks, irregular pay, etc.). Female workers may be discriminated against in employment but are also at higher risk of SEAH.

### **Environmental and Social Assessment Process**

**27. Procedures of the ESMF implementation:** The following steps summarize procedures for ESS Instruments implementation

Step 1: Determination of sub-project locations: Identification of sub-project locations will be initially done through technical considerations for water points and combined with susceptibility to drought and essential water needs and equity considerations (in line with the inclusion plan in the SEP); this will also include analysis of alternatives to select the feasible project option including environmental concerns to avoid significant impacts since the earliest phases. This will be based on the WET tool combined with data and studies on drought needs, ensuring that subprojects include different clans and minority groups and avoid elite capture.

Step 2: Sub-project identification will be carried out through an inclusive community consultation process involving women, persons with disabilities, and marginalized groups, including minorities (in line with the inclusion plan), to promote resilient and sustainable community livelihoods for all. Local authorities in the beneficiary districts will ensure that the activities fall with integrated land use plans and rationale use of resources. FMS SPCU will facilitate smooth communication between the Project affected communities and themselves during sub-project identification and implementation.

Step 3: Screening/scoping: The ESMF requires all Somalia Food Systems Resilience Project subprojects to be scoped/screened for E&S impacts. The FMS SPCU E&S staff will initiate the scoping/screening process by completing the form contained in Annex I. The screening/scoping form aims to assist in identifying potential environmental and social impacts based on field investigations in the area of the sub-project site. The completed scoping/screening report will be submitted to the FGS E&S team for internal checking and approval. The FGS E&S team will review the Scoping/Screening Report and accept the document - with conditions relating to implementation, accept the documents with required and recommended amendments, or reject the document with comments on what is required to submit an acceptable Scoping/Screening Report. Following the approval of the sub-project E&S screening/scoping report, the sub-project



will be fed into one of the following processes based on its approved categorization of high, substantial, moderate, and low risk. If the outcome of the E&S screening/scoping results categorizes the sub-project as low risk activities, no further actions to carry E&S will be needed. However, for moderate risk categorized subprojects, an ESMP shall be prepared, and contractors will be required to derive their C-ESMPs from specific ESMPs, and ESHS, labour, GBV/SEAH clauses/ conditions shall be included in subprojects procurement and contract documents.

Step 4: The PCU will consult with the World Bank and decide on the type of E&S assessments to be undertaken if the activity is considered a substantial risk. Moderate risk will use ESMP templates provided in the annex (including the social summary report, evidence of consultations and community land agreements, and site-specific security management plan/evacuation plan). High risk projects are excluded from financing. Substantial risk projects will require ESIA that will systematically investigate all risks and impact areas as identified in the screening report. For subprojects involving land acquisition, ESS5 requires the development of resettlement plans (RAP) proportionate to the scale and magnitude of the land acquisition impacts, regardless of the number of affected parties and livelihood restoration plans (LRPs) if livelihoods are affected as a result of the subprojects including impacts on downstream users. Following review by the FGS E&S specialists on the Project, the ESIA/ESMP, RAP, LRP, and SMP will be sent to the World Bank for review and clearance before project activities are initiated as well as ensuring all instruments are disclosed not only in the World Bank External website but also in-country.

Step 5: Implementation and Supervision: Once the ESF documents have been cleared, the ESMP and security management requirements will be included in the contractors' contracts. E&S specialists and the supervisory engineer will be required to orient and closely monitor the implementation of the ESMPs and sign off on the ESMP completion reports before payments are made. Internal monitoring to ensure the compliance of Somalia Food Systems Resilience Project. Components 1, 2, and 3 sub-project implementation activities against the mitigation measures set out in its ESMP, RAP, and LRP will be carried out by the E&S risk management staff of the FMS SPCU as well as the FGS E&S teams who are responsible for environmental and social management and the supervisory engineer at the construction sites. The VDC will also help monitor the contractor and raise concerns with the FMS E&S specialists.

Step 6: E&S Risk Management and Monitoring Reports: During ESMP implementation, the FMS SPCU, as well as the FGS E&S teams, will prepare and submit regular quarterly, biannual and annual E&S monitoring and performance reports for all subprojects carried under components 1, 2, and 3 including the identification and mitigation measures for unanticipated environmental and social risks and a summary of the grievances received and resolved. The environmental and social risk management (SRM) monitoring reports will be submitted internally to the World Bank for review.

Step 7: Annual Reviews: ESMF implementation will also be supported by annual E&S performance audits carried out by a third party (i.e., a Registered and licensed independent consultancy firm). The third-party annual E&S performance audits will be conducted on Somalia Food Systems Resilience Project to evaluate the overall implementation of the ESMF.

### **Institutional Arrangements for the Implementation of ESMF and other ESF instruments**

28. The Project will be implemented by: (i) the Ministry of Agriculture and Irrigation PCU established under Somalia – FSRP at FGS in Mogadishu in close coordination and collaboration with the FMSs and the Ministry of Livestock, Forestry, and Range. The State level Project Implementation Units (SPCU) in all the Federal States will be established to implement the Project. The units will be staffed with environmental specialists with OHS skills, social/CDD, and GBV/gender specialists, who will ensure the ESF/ESS is implemented as required. To enhance intergovernmental coordination, project steering committees will be established at FGS and FMS levels, including the relevant Ministries (Agriculture and Irrigation; Livestock, Forestry, and Range; Departments and Agencies (MDAs). At every level of S-FSRP implementation, an ESS Focal staff/champion will be recruited. The ESS (Environment, Social, and GBV/SEAH/Gender Officers) will be recruited at the FGS and FMS levels. At the District level, the Project will draw its technical support and M& E teams who, in liaison with the FMS Project SPCUs, will support the Village Development committees (VDCs). The VDCs will have been elected from the farmer organizations (existing or established FPOs and CIGs by the S-FSRP). The FPOs will later be expected to grow into Value-Chain Cooperatives. At the district level, it is prudent to have an ESS coordinating office with a Desk Officer on safeguards being facilitated logistically for both coordination and M&E for ESS compliance and reporting. At the VDCs/CIGs/FPOs, each of these levels will have their committees to each have a subcommittee on ensuring ESS compliance, including handling the general aspects of grievances and conflict resolution mechanisms and the GBV complaints/cases. Such committees to handle GBV/SEAH will receive specialized training on GBV/SEAH expertise. The GBV/SEAH/Gender experts may be the contact persons to log in complaints and secretariat of the respective ESS implementation Committees at all levels. A GRM Manual for S-FSRP will be formulated before project appraisal and consequently disclosed.

### **Stakeholder Engagement (SEP) and Information Disclosure**

29. As guided by ESS10 on Stakeholder Engagement and Information Disclosure, the government/implementing agencies are required to provide stakeholders with timely, relevant, understandable, and accessible information. Consultations should be conducted in a culturally appropriate manner, free of manipulation, interference, coercion, discrimination, and intimidation. A stand-alone Stakeholder Engagement Plan (SEP) will be developed for this Project. The key stakeholders for this Project include communities where subprojects will be implemented (including disadvantaged and vulnerable and

minority groups), downstream or neighboring communities that may be affected by the Project, government institutions and individuals who will benefit from capacity strengthening, and contractors who will be contracted for civil works. The stakeholders will be analyzed to understand their interest and influence on the Project and consequently involve them starting with Somalia-FSRP ESS instruments disclosure in the stakeholder consultations. This disclosure will be in-country, in the World Bank External website, and subsequently on all the ESS documentation at all stages of the project implementation. Appropriate tools and methods will be used, such as community meetings, stakeholder workshops (including by virtual means); audio-visual messages on project information (radio, TV in different local languages), printed materials on project information, social media (Twitter, Facebook, Instagram, WhatsApp), emails, websites, and press releases among others. During the preparation of this ESMF, stakeholders will be consulted within the confines of Covid-19 protocols, and their views will be taken on board. Later they will be engaged in the general project implementation, and M&E for ESS compliance. Stakeholder engagement will be monitored and reported back to the stakeholder groups, and they will also be involved in monitoring stakeholder engagement.

### **Grievance Mechanism (GM)**

30. GM structures and processes will be established for this Project, drawing lessons from other World Bank-financed projects (Barwaaqo and Biyoole). Grievance focal points and grievance redress committees will be present at FGS, FMS, and community levels. At FMS and FGS levels, these are likely to be the GBV/gender specialists in order to ensure confidentiality in line with SEAH complaints protocols. Social/CDD specialists and environment specialists will support the resolution with guidance from the Project Coordinator and Managers, who will review complaints at least every 2 months in conjunction with the Grievance Redress Committee (GRC). Training in complaints handling will be carried out for all staff and contractors, including drivers, as anyone may be approached with a complaint. The GM aims to strengthen accountability, ensure transparency to beneficiaries, and provide channels and structures for project stakeholders to provide feedback and/or raise grievances related to project-supported activities. The GM is designed in a culturally appropriate way and is able to respond to all questions, concerns, and complaints of project-affected parties.
  
31. All contractors and suppliers will be expected to have an internal GM for their workers and sensitize them on the Project GM. The contractors will have a focal person to receive complaints regarding the construction and their workers. GMs specific to the workers will be detailed in Labor Management Procedures (LMP). GBV/SEAH cases will be reported through the general Project GM. However, additional channels will be identified and integrated into the GM (details to be provided in the SEAH Prevention and Response Plan). The availability of these GMs does not prevent recourse to judicial and other administrative resolution mechanisms. The World Bank Grievance Redress Service is also available for all WB-financed activities.

**Capacity Building for ESS Mainstreaming and Compliance, including TA Requirement**

32. The following ESS Instruments have been prepared for Somalia FSRP and can be assessed separately for detailed operationalization: ESSR, ESCP, SEP, ESMF/IPMP, RPF, SMP, LMP, GBV/P, GRM.

## **Annex III: Terms of reference for National Project Coordination Unit staff**

The project staff will fall into two main categories: a) full-time project staff who will be involved in the implementation of the Project at the national level (NPCU) and state level for the six (6) states and b) part-time staff who will be hired from the open market on need basis to fill in identified skills gaps for Project to achieve its objectives.

### **A. National Level**

#### **1. National Project Coordinator (NPC)**

**Purpose:** Reporting to the Director General, Ministry of Agriculture and Irrigation (MoAI), and Ministry of Livestock, Forestry, and Range (MoLFR), the NPC will be the Head of the NPCU and shall be responsible for the overall coordination and management of FSRP activities, including the provision of strategic guidance on the day-to-day implementation of activities in accordance with World Bank's guidelines stipulated in the Financing Agreement (FA) and Federal Government of Somalia fiduciary requirements.

The NPC will ensure the Project is implemented in compliance with all fiduciary and safeguards requirements, reviewing and approving all reporting on the project within the Ministry and with the World Bank. The NPC shall also ensure active engagement with other ministries, regional and administrative districts in the implementation of the Project in order to ensure its smooth implementation. The NPC will undertake the role and responsibilities as set out above and in the Duties and Responsibilities section of this TOR.

#### **Duties and Responsibilities:**

The National Project Coordinator has the following overall responsibilities:

- Provide effective leadership to the NPCU;
- Coordinate and facilitate the preparation and signing of Participation Agreements (PAs) between the MoAI and MoLFR and Heads of Federal Member States of the 6 participating States and subsequent implementation of FSRP in the respective States in line with the PAs;
- Oversee and facilitate the capacity-building program for participating Federal States and the national implementing agencies;
- Act as a liaison between the MoAI, MoLFR, and the World Bank Task Team Leader (TTL) and facilitate communication with the Central Bank, Federal States, and other Project executing agencies;
- Lead the preparation of the Project's Annual Work Plan and Budgets (AWPBs) and associated Procurement Plans for the Project;
- Ensure the effective utilization of project funds and other resources according to the AWPB and Procurement Plan through supervision and monitoring. This will include supervision of the staff of the NPCU (including conducting annual performance reviews) and, in collaboration with the State Project Steering Committees (SPSCs), overseeing the activities of the State Project Coordination Units (SPCUs) staff;
- Ensure that progress, audit and other reports are produced and submitted to the appropriate parties on a timely basis;
- Ensure compliance of the Project to all laid down World Bank/Federal Government of Somalia (FGS) guidelines, including fiduciary (procurement and financial management), environmental and social safeguards (environmental assessment, natural habitat, pest management, resettlement policy, and indigenous peoples);
- Ensure the timely dissemination of project experience and results to relevant stakeholders within the learning community;
- Ensure adequate liaison, synergies, and networking with other agencies working in the project area or potentially concerned with project activities. This will include synergy with the relevant ministries,

NGOs, donors, and other relevant stakeholders as well as other World Bank-funded projects, Biyole/Barwaqo Project and Somali Crisis Response Project (SCRCP)

- Ensure that an effective communication channel with all 6 participating States, stakeholders, and other donors is established;
- To fast-track, the implementation of the projects' investments, assign thematic leads the responsibility of constituting a panel of experts as and when the need arises. They will support the NPCU in giving technical guidance and capacity building and participate in monitoring and evaluation activities.
- Represent the Project at relevant functions and meetings;
- Secretary to the NPSC and NTAC;
- Implement the decisions of the NPSC and NTAC;
- Undertake project completion and financing closing activities when due; and
- Perform any other duties relevant to the Project as may be assigned by the Director General or his designated representative.
- Recruit or seek for secondment of assistants to all the thematic leads at NPCU as and when required as well as managing them upon appointment.
- Responsible for all progress reporting

### **Key Deliverables**

- A comprehensive Project Annual Workplan and budget (AWPB)
- Quarterly, Biannual and Annual project Physical and Financial Progress report PIM Action Plan Report
- Quarterly Project Interim Financial Report (delegated to FM Specialist)
- Comprehensive Communications strategy
- Monthly STEP tracker
- Capacity Building Plan for the project
- Minutes of quarterly Inter Ministerial Steering Committee meetings as well as National Technical Advisory meetings

### **Qualifications and Experience:**

This is a senior management position that requires a mature person with excellent leadership and interpersonal skills, capable of leading an interdisciplinary team of professionals and interacting at senior levels of national and State governments and other stakeholder institutions. The right candidate will have the following qualifications:

- Master's degree or higher in Agricultural sciences or Rural Development (e.g., Agriculture, Agricultural Economics, Agricultural Engineering, Animal Production, etc.), Community Development, Economics, Business Studies, or another relevant field;
- At least 10 years of management experience in agricultural production, Irrigation management, marketing, or business development with World Bank-funded projects
- Demonstrated ability to work with government institutions, international organizations, or the private sector.
- Experience in donor-funded project coordination and management, preferably with the World Bank or other development partners.
- Knowledge of the World Bank project cycle, the World Bank Financial and Procurement Management guidelines, the World Bank Environmental and Social Safeguards, and their related reporting procedures will be an added advantage;
- Good understanding of national agricultural policies, strategies, and regulatory framework for the various inputs and commodities in Somalia;
- Demonstrable knowledge and proven experience in agricultural value chains development and livelihood diversification interventions;

- Conversant with the community-driven development (CDD) approach; and rural development projects in Somalia or other similar countries,

### **Other Key Competencies and Requirements**

- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the Federal States;
- Strong computer and communication skills (oral, written, presentation) with proficient working knowledge of relevant software for technical analysis and reporting;
- Strong interpersonal skills with evidence of ability to interact productively with a wide range of stakeholders.
- Fluency in written and oral English and Somali language.

## **2. National Agriculture Extension Specialist (NAES)**

**Report to:** The National Project Coordinator.

**Purpose:** The National Extension Specialist (NAES) will support the agricultural extension and advisory services and related activities of FGS. They will be a member of the management team of the NPCU, providing support to the NPC in the overall coordination and management of the Project.

### **Specific Responsibilities**

- Provide effective leadership to project staff and other partners involved in the implementation of activities related to agricultural extension and advisory services in the Project;
- Coordinate delivery of extension services to communities through the CIGs/CDDCs and Farmer Producer organizations.
- Mobilization of farmers and provision of technical capacity
- Promote the adoption of TIMPs at the Community level (CIGs/CDDCs/FPOs)
- Take the lead in preparing or reviewing the Project Manuals and subsequent implementation roll-out among participating communities in the thematic area.
- Participate in the planning and preparation of AWPBs for the thematic activities at state and national levels.
- Advise on the formation, recruitment, training, and operationalization of Service Providers (SPs), lead farmers in the component activities;
- Advise the NPCU and SPCUs in the identification, development, and implementation of Small scale infrastructure investments for primary aggregation and value addition;
- Develop TORs for short-term consultancies under the component in consultation with relevant stakeholders;
- Facilitate the establishment of productive alliances and other business partnerships geared at improving access to input, output, and service markets by targeted smallholder farmers
- Guide the States in the federation of CIGs into new or existing Producer Organizations;
- Oversee monitoring, evaluation, and reporting of activities for the thematic area in line with the overall Project M&E Framework;
- Compile and submit routine and periodic reports
- Ensure adequate synergies and coordination of their thematic area activities with those in Components;
- Contribute to the preparation of periodic progress reports; and
- Perform any other duties assigned by the National Project Coordinator.

### **Qualification and Experience:**

This is a senior management position requiring a results-oriented professional committed to community-driven approaches for empowering communities and producer organizations through agricultural extension and advisory services to realize their development goals. The right candidate will be a good team player with the following qualifications:

- Master's Degree in Agriculture, Agricultural Economics, Animal Production, Community Development, or any other related agricultural or social sciences from a recognized university;
- 10 years of hands-on experience in community-driven development (CDD) of Agriculture and rural development projects in Somalia or other similar countries. Having worked in agriculture-related farmer organizations in World Bank-funded programs will be an added advantage.
- Good understanding of national agricultural policies, strategies, and regulatory framework for the various inputs and commodities in Somalia;
- Proven capacity for relevant intellectual and operational leadership in development work, particularly for community-based development;
- Membership in a relevant professional body is an added advantage.

### **Other Competencies and Requirements**

- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the Federal States;
- Strong computer and communication skills (oral, written, presentation) with proficient working knowledge of MS Office and other relevant software for technical analysis and reporting;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of organization's stakeholders (Government, private sector, NGOs, and research institutions)
- Fluency in written and oral English and Somali.

### **3. National Livestock Production Specialist (NLPS)**

**Report to:** The National Project Coordinator.

**Purpose:** Reporting to the NPC, the NLS will support appropriate livestock practices activities in the Project. They will be staff at the NPCU.

#### **Responsibilities:**

- Provide technical advice to Ministry on strengthening support to the livestock sector, especially for fodder production, storage, and marketing strategy
- Participate in the design and implementation of the project activities that support good farming/livestock/industry practices that relate to the development and utilization of feed resources, efficient animal nutrition, and feed safety and address the associated technical and policy issues, including the trade in animal feedstuffs;
- Develop strategies to enhance and better utilize available feed resources and implement good feeding and nutritional practices, and comply with feed safety/quality standards;
- Contribute to and technically support appropriate supplementary/emergency feeding interventions for livestock in MoLFR emergency and/or rehabilitation programmes;
- Contribute to the work of and participate in Federal MoLFR and MoLFR states, NGO networks, and



- producer organizations as they relate to animal production and nutrition and feed safety;
- Keep up-to-date and informed on relevant developments; design and conduct analytical studies on specific technical and policy issues affecting animal nutrition, feed resources, and feed safety;
- Plan, organize and participate in scientific and technical meetings; prepare and edit reports, manuals, guidelines, and other specialized publications concerning the above;
- Assist national institutions in planning/establishing training, extension, guidelines development programmes for efficient animal nutrition and utilization of feed resources;
- Carries out community consultations to determine the need for livestock feed and animal health.
- Prepare and develop guidelines for mobile veterinary clinics.
- Facilitate activities through supervisory, management, and operational support in close collaboration and coordination with Federal and State Ministries
- Ensure the participation of the community considering cross-cutting issues in the maintenance and rehabilitation of ponds/earth dams and all livestock-related activities.
- Develop action plans for the management of animal health and productivity and de-risking.
- Assist work plan development, field missions, and workshops and coordinate all animal health-related issues procurement and training for community animal health workers, technical staff, and lab staff.
- Lead the activity on developing project plans and implementation for building capability.
- Assist in the organization and coordination of meetings, specifically in the preparation of agenda, meeting minutes, reports, follow-up on action items, press releases, newsletters, etc.;
- Contribute to the development of guidelines and training modules on livestock production to be the integrated curriculum for facilitators and participate in facilitators' training to ensure proper identification of relevant livestock activities at community levels.
- Participates in activities such as structuring of training workshops and seminars; makes presentations on assigned topics/activities;
- Supervises preparation of various veterinary services booklets, e.g., substantial sections of reports and studies related;
- Facilitate activities through supervisory, management, and operational support in close collaboration and
- Producing and Dissemination for LSDS and preparing booklets of pastoral development Policies
- Ensure timely delivery and implementation of project activities, particularly on procurement, monitoring, and documenting Projects.
- Document good practices and lessons, testimonies, and stories for program learning from field visits, surveys, and assessments that have been done.
- Produce progress reports with detailed qualitative and quantitative data to clearly show the status of planned activities against the Project results framework.

**Qualification and Experience:**

This is a senior management position requiring a results-oriented professional committed to community-driven approaches for empowering communities and producer organizations through livestock advisory services to realize their development goals. The right candidate will be a good team player with the following qualifications:

- The candidate must have an advanced university degree in Veterinary medicine, animal production, animal science, or a relevant field;

- Minimum of 10 years of experience in project management, preferably in Somalia, of which at least two years should be in the areas of animal production, animal health, feed/fodder production management, and experience working with pastoral and Agro-pastoral communities
- Experience in the preparation of animal health and animal production guidelines project manuals related to fodder bank establishment and management, household and commercial fodder production and management, fodder value chain development and analysis, and community-driven rangelands management;
- Solid understanding of pastoral and Agro-pastoral production systems and dryland resources management practices and approaches;
- Experience in training delivery and policy development;
- Experience working with MoLFR is preferred;
- Practical experience in designing and implementing results management and monitoring and evaluation systems, data collection and analysis, and results reporting;
- Excellent communication skills in English and Somali;
- Good analytical and technical report writing skills;
- Excellent computer skills, including Microsoft Office tools (Word, Excel, and PowerPoint) and the Internet.

#### **4. National Agricultural Research and Seed Systems Coordinator (NARSSC)**

**Report to:** The National Project Coordinator.

**Purpose:** The NARSSC will be responsible for supporting agricultural research activities and seed systems and will be a member of the management team of the NPCU.

##### **Responsibilities**

- Coordinate the prioritization and formulation of the research agenda; and, subsequently, the development of collaborative research project proposals for support;
- Coordinate the preparations of research work plans and budgets;
- Assist NPCU in the interpretation and application of the Project Implementation Manual (PIM) and the Research Grant Manual (RGM);
- Coordinate the technical implementation of the Project's research activities;
- Assist in coordination and undertaking of the monitoring and evaluation of the implementation status of the research activities;
- Provide technical guidance to the research teams and collaborative research advisory body on developing Agriculture and Livestock TIMPs;
- Provide technical guidance to the seed sub-sector on building competitive and sustainable seed systems;
- Work closely with Somali Seed System Recovery Initiative Project on enhancing the private commercial seed sub-sector and developing a community-based seed production system;
- Ensure the establishment of agricultural research databases incorporating lessons learned from the baseline studies and inventory of the Agriculture TIMPs
- Facilitate the preparation of research materials on Agriculture TIMPs for publication;
- Provide technical backstopping in the implementation of the research activities
- Coordinate review of the research policy and seed system policy.

- Ensure timely preparation of technical and any other relevant reports;
- Contribute to the preparation of periodic progress reports;
- Undertake any other duties assigned by the NPC.

### **Required Qualifications**

- At least a doctoral degree in agricultural/environmental sciences or a related field;
- At least 10 years of experience and expertise in research administration and management of research projects/programmes;
- Self-motivated and have good interpersonal skills;
- A good communicator and presenter both orally and in writing;
- Considerable knowledge of the use of computers (PCs).

## **5. National Livestock Research Systems Coordinator.**

**Report to:** The National Project Coordinator.

**Purpose:** The NLRC will be responsible for supporting agricultural research activities and seed systems and will be a member of the management team of the NPCU.

### **Responsibilities**

- Coordinate the prioritization and formulation of the research agenda; and, subsequently, the development of collaborative research project proposals for support;
- Coordinate the preparations of research work plans and budgets;
- Assist NPCU in the interpretation and application of the Project Implementation Manual (PIM) and the Research Grant Manual (RGM);
- Coordinate the technical implementation of the Project's research activities;
- Assist in coordination and undertaking of the monitoring and evaluation of the implementation status of the research activities;
- Provide technical guidance to the research teams and collaborative research advisory body on developing Livestock TIMPs;
- Ensure the establishment of Livestock research databases incorporating lessons learned from the baseline studies and inventory of the Livestock TIMPs
- Facilitate the preparation of research materials on Livestock TIMPs for publication;
- Provide technical backstopping in the implementation of the research activities
- Coordinate review of the research policy.
- Ensure timely preparation of technical and any other relevant reports;
- Contribute to the preparation of periodic progress reports;
- Undertake any other duties assigned by the NPC.

### **Required Qualifications**

- At least a doctoral degree in livestock sciences or a related field;
- At least 10 years of experience and expertise in research administration and management of research projects/programmes;
- Self-motivated and have good interpersonal skills;
- A good communicator and presenter both orally and in writing;

- Considerable knowledge of the use of computers (PCs).

## 6. National Range Management Specialist (NRMS)

**Report to:** The National Project Coordinator.

**Purpose:** Reporting to the NPC, the NRMS will ensure the timely delivery of all activities related to rangeland management in the FSRP. They will be a staff member at the NPCU.

### Specific Responsibilities

- Provide technical support to the FGS and FMS teams on rangeland management
- Designing and implementing specific interventions for pasture preservation, production, and reseeded technologies;
- Participate in planning and preparation of Annual Work Plan and Budgets (AWPBs) for range management activities at both national and Federal Member State levels;
- Support the review and analysis of the major rangeland-related challenges in the selected sites in the FMS
- Support MoLFR in planning, identifying conservation opportunities, and developing conservation plans consistent with the needs of the land
- Support to build the capacity of educational and training institutions to provide relevant rangeland management training and education FGS
- Collaborate effectively with the Ministry of Water to work for the application of improved and proven methods and techniques in rangelands for surface rainfall and water harvesting;
- Develop conservation plans, including soil and water conservation activities, assists in designing technical surveys, and perform work on rangeland rehabilitation in the target watersheds/River basins;
- Support the management in the economical use of invasive plant species such as Prosopis and harnessing rangeland based products such as gum Arabica.
- Identify and support the livestock farmers to practice rangeland resilience and management practices including introduction of locally managed and sustainable fodder harvesting and banking;
- Support the provision of grants to finance community-level initiatives contributing to the revegetation of rangelands and grazing management, including the provision of vegetation manipulation, multipurpose tree planting and fodder crops, and low-cost physical fencing in marked areas;
- Design monitoring and surveying activities that may impact sensitive shrub and pasturelands;
- Prepare technical briefs on the scope of rangeland management techniques in selected project sites;
- Liaise and coordinate with the project partners and concerned department on FSRP rangeland interventions in the target districts;
- Facilitate and participate in training workshops on rangeland management techniques and climate change;
- Contribute to the preparation of periodic progress reports;
- Perform other related duties as assigned by the NPC

## Qualifications and experience

This is a senior management position requiring a results-oriented professional committed to community-driven approaches for empowering communities and producer organizations through range management and advisory services to realize their development goals. The right candidate will be a good team player with the following qualifications:

- Master's Degree in rangeland management, Forestry, or any equivalent education background. or any other related agricultural or social sciences from a recognized university;
- 10 years of hands-on experience in community-driven development (CDD) of livestock and rural development projects in Somalia or other similar countries. Having worked in livestock/agriculture-related farmer organizations in World Bank-funded programs will be an added advantage.
- Technical experience in designing and implementing pasture preservation, production, and reseeded technologies;
- Practical experience regarding rehabilitation of degraded rangelands;
- Vast knowledge of innovative techniques for rain and flood water harvesting, groundwater management, etc.
- Technical and analytical skills for various rangeland management interventions
- Good understanding of national agricultural policies, strategies, and regulatory framework for the various inputs and commodities in Somalia;
- Proven capacity for relevant intellectual and operational leadership in development work, particularly for community-based development;
- Membership in a relevant professional body is an added advantage.

## Other Competencies and Requirements

- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the Federal States;
- Strong computer and communication skills (oral, written, presentation) with proficient working knowledge of MS Office and other relevant software for technical analysis and reporting;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of organization's stakeholders (Government, private sector, NGOs, and research institutions)
- Fluency in written and oral English and Somali.

### 7. National Agriculture Infrastructure Specialist (NAIS)

**Report to:** The National Project Coordinator.

**Purpose:** The NAIS will oversee the implementation of the civil works related to the construction and rehabilitation of sub/micro projects infrastructures. They will be a staff of the NPCU supporting the NPC in effective coordination and management of the Project as a whole.

#### Specific Responsibilities

- Oversee the preparation of tender documents for the studies, supervision, and construction/refurbishment of infrastructures, aggregation centres, markets, pack houses, Institutional buildings, warehouses, as well as other related civil works;
- Review and develop specific project contracting guidelines for State staff on civil works;
- Supervise civil works activities in the Project and report on progress to the NPC;

- Ensure project civil works comply with environmental and social safeguards requirements and sustainable climate change adaptation;
- Develop contracts and MoUs related to Project civil works;
- Develop tools for monitoring civil works Project interventions;
- Participate in planning and preparation of Annual Work Plans and Budgets (AWPBs) at both national and State levels;
- Contribute to the preparation of periodic progress reports;
- Undertake any other duty assigned by the NPC.

### **Qualifications and Experience**

- A degree in structural/rural Civil/Agricultural engineering. A Master's degree qualification from a recognized University will be an added advantage;
- A valid professional registration by the Engineering Registration Board;
- At least 10 years of relevant work experience in rural engineering with at least 2 years in Development projects;
- At least two recent professional experiences proving the candidate has been directly responsible for the following:
  - Developing specific construction and management guidelines for market infrastructures and irrigation infrastructure;
  - Developing standard designs and bills of quantities for rural infrastructures, abattoirs, warehousing, storage facilities, and other related agricultural structures in respect of phytosanitary standards;
  - Supervising State projects; and
  - Providing standard technical advice to private sector operators at the local level.

### **Other Competencies and Requirements**

- Proven track record of leadership and networking at a senior level
- Self-motivated and have good interpersonal skills;
- A good communicator and presenter both orally and in writing;
- Considerable knowledge of the use of computers (PCs).
- Fluency in written and oral English and Somali

National Livestock Infrastructure Specialist

## **8. National Irrigation and Water Resources Development Specialist (NIWRDS)**

**Report to:** The National Project Coordinator.

**Purpose:** The NIWRDS will oversee the implementation of the civil works related to the planning, design, construction/rehabilitation and management of irrigation and other water resources development infrastructures, such as water harvesting, soil & water conservation, groundwater development, flood management/harnessing, etc. He/she will support the NPCU for effective coordination and management of the Project as a whole.

### **Specific Responsibilities and Deliverables**

- Oversee the preparation of ToRs to conduct the planning, feasibility studies and design of all water development infrastructures as well as preparation of tender documents, supervision,



- construction/refurbishment and management of all water development infrastructures,
- Review and develop specifications, templates and specific project contracting guidelines for State staff on water works while remaining compliant to the countries governing regulations as well as good global/region practices;
  - Oversee the quality supervision of water works activities and provide Project progress (periodic) reports;
  - Oversee measurement of works and payment certificates are approved and amendments/additional works are made properly in accordance to governing procurement/contractual guidelines and procedures;
  - Oversee and advise project civil works comply with environmental and social safeguards requirements and sustainable climate change adaptation;
  - Prepare project completion report in close consultation (participation) of the State water engineer;
  - Oversee contracts and MoUs related to Project water works properly undertaken;
  - Develop and apply tools for monitoring water works Project interventions;
  - Provide hands-on training to State level technical staff on supervision & monitoring of water works;
  - Participate in the planning and preparation of Annual Work Plans and Budgets (AWPBs) at both national and State levels;
  - Prepare typical community owned Operation and Maintenance (O&M) manual and templates for completed water works and ensure their finalization by the State Engineer;
  - Contribute to the preparation of periodic progress reports;
  - Undertake any other duty assigned by the NPC.

### **Qualifications and Experience**

- A degree in Irrigation/Water Resources engineering. A Master's degree qualification from a recognized University will be an added advantage;
- A valid professional registration by the Engineering Registration Board;
- At least 10 years of relevant work experience in water resources development with at least two years in World Bank projects;
- At least two recent professional experiences proving the candidate has been directly responsible (or contributing) for the following:
  - Developing specific construction and management guidelines for water infrastructures;
  - Developing standard designs and bills of quantities for water resourced development infrastructures;
  - Supervising State or equivalent projects; and
  - Providing technical advice to consultants and contractors at the local level.

### **Other Competencies and Requirements**

- Proven track record of leadership and networking at a senior level;
- Ability of quickly interact and work with local communities to their empowerment and ownership;
- Self-motivated and have good interpersonal skills with peer professionals and other actors;
- A good communicator and presenter both orally and in writing;
- Considerable knowledge of the use of computers (PCs); and
- Fluency in written and oral English and Somali.

## **9. National Market and Agribusiness Development Specialist (NMADS)**

**Report to:** The National Project Coordinator (NPC)

**Purpose:** the NMADS will be in charge of all activities of the Project related to Strengthening Producer Organizations, Value Chain and Markets Development, and a member of the management team of the NPCU, providing support to the NPC in overall coordination and management of the Project.

### **Specific Responsibilities:**

- Provide effective leadership and guidance to project staff and other partners involved in the implementation of activities related to strengthening producer organizations, value chain, and markets development;
- Guide the States in the identification and selection of priority value chains to be supported by the Project;
- Guide States in developing value chain development
- Support States in the preparation and disbursement of Inclusion Grants to Farmer Producer Organizations;
- Support states in the preparation and application of Enterprise Development Plans (EDPs), value chain upgrading matching grants for FPO focused on transforming them into profitable businesses;
- Facilitate the establishment of productive alliances and other business partnerships to crowd in investments in agribusiness opportunities, including input supply, access to finance for farmers and SMEs, digital extension services, infrastructure development and maintenance, storage and cold chains, insurance schemes, and consumer retail.
- Coordinate the preparation of value chain development handbooks for all priority value chains to be supported under the Project and their subsequent utilization in the training of SPs and application in value chain development;
- Take the lead in planning and preparation of AWPBs for the thematic area at state and national levels;
- Guide project staff, Federal States, and service providers on the identification, planning, implementation, monitoring, and evaluation of producer organization and value chain development support activities.,
- Work with business accelerators to identify and promote innovative business models among the value actors for supply chain efficiency.
- Guide the preparation and implementation of the various value chain studies to be undertaken under the Project;
- Contribute to the preparation of periodic progress reports;
- Support the NPC in overall management and coordination of the Project;
- Contribute to the preparation of periodic progress reports;
- Undertake any other duties assigned by the NPC.
- Foster private sector linkages to facilitate technical assistance, knowledge transfer, and financial inclusion access, usage, and quality towards sustainability of agribusinesses

### **Qualifications and Experience:**



This senior management position requires a results-oriented professional committed to the ideals of market-oriented, value-chain development approaches in empowering and re-orienting smallholder farmers towards commercial agriculture. The right candidate will be a good team player with the following qualifications:

- Master's Degree in Agricultural Economics, Economics, Cooperative Development, Marketing, Agribusiness, Rural Development, or a related discipline from a recognized university;
- 10 years of working experience in agribusiness development or related field, working with World Bank-funded projects will be an added advantage
- Demonstrated experience in facilitating value chain development, analysis, and capacity building of value chain actors. A good understanding and experience of productive alliance models will be an added advantage;
- Knowledge of technologies and issues for value chain development, business development, and rural livelihoods;
- Good understanding of national agricultural policies, strategies, and regulatory framework for the various inputs and commodities in Somalia;
- Proven capacity for relevant intellectual and operational leadership in development work, particularly in agribusiness and value chain development;

#### **Other Competencies and Requirements**

- Strong computer and communication skills (oral, written, presentation) with proficient working knowledge of MS Office and other relevant software for technical analysis and reporting;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of stakeholders (Government, private sector, NGOs, and research institutions); and
- Fluency in written and oral English and Somali.
- Proven track record of leadership and networking at a senior level
- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the Federal States;

#### **10. National Digital Agriculture Specialist (NDAS)**

**Report to:** The National Project Coordinator (NPC)

**Purpose:** working closely with the thematic leads, they will lead the digitization of services to farmers and farmer institutions for improved productivity, value addition, and market access.

#### **Specific Responsibilities:**

- Provide leadership and guidance to project staff, at national and State, and other partners involved in the implementation of activities related to digital agriculture with the Agritech as key partners;
- Support the Federal States in identifying appropriate technologies on a need basis and follow up implementation closely.
- Assisting the Project in enhancing coordination and collaboration with the selected Agritech innovators to enhance the use of digital solutions in the Project;
- To keep a database of all relevant Agritech and coordinate their participation or contributions aimed at supporting the FSRP project.
- Moderate the annual match-making exercise to ensure States are paired with appropriate

technologies

- Contribute to the establishment of partnerships with service providers and other key private sector players to support joint initiatives related to digital agriculture and innovation;
- Support Agritech as appropriate and follow up with other thematic leads to ensure seamless integration of DATs with other components;
- Lead the strategic thinking and planning on agricultural innovation systems and digitalization of agriculture in the Regional Office and contribute to the development of innovative programmes and initiatives at country and regional levels in support of food and agriculture systems.
- Support in assessing the needs of agricultural innovation systems and provide national policy support and strategy development support to enact innovative initiatives and digital solutions from the perspectives of governance, policy, technology, communication, partnerships, and capacity building.
- Develop, maintain and strengthen strategic partnerships with specialized agencies, research institutions, extension agencies, private innovation hubs, and universities at the forefront of innovation and digital solutions, including digital extension and best practices in support of the mandate and priorities of the Project.
- Update the DAT implementation manual on a need basis
- Contribute to the preparation of periodic progress reports;
- Undertake any other duties assigned by the NPC.

### **Qualifications and Experience:**

This position requires a results-oriented professional committed to the ideals of digital agriculture, entrepreneurship, incubation, and acceleration support, as well as a public-private partnership in agriculture commercialization. The right candidate will be a good team player with the following qualifications:

- A degree in ICT, Business, Economics, Agribusiness, Rural Development, or a related discipline from a recognized university;
- At least 5 years of experience in managing large-scale, high-impact projects in digital innovation in agriculture, prior experience working with the public sector in digital agriculture is a plus;
- Highest professional skills in managing coordination across networks and project management, as well as excellent presentation and report-writing skills.
- Good understanding of the different nodes of the agricultural value chain comprising production, processing, supply, transportation, trading, marketing, and export.
- Have significant experience in the field of digital technology and/or agriculture and financial services
- A clear track record for successful partnership development, collaborative work in teams, and support for sustainable business models, as well as experience coordinating work across public and private sector organizations
- Computer science/ICT/System development experience, digital business solutions, agricultural technology solutions, fundraising, partnership mobilization, or related field
- Knowledge of and exposure to agricultural extension, agribusiness, agricultural marketing, agricultural financing, methodologies employed by public agencies, private agribusinesses, and non-governmental organizations
- Demonstrated ability in creating partnerships and linkages, facilitating and co-develop technology and digital solutions, and implementing operational mechanisms to successfully increase user

adoption and sustainably bring agricultural ICT technologies to scale

## Other Competencies and Requirements

- **Innovation:** Ability to make new and useful ideas work. Creating an environment of creativity and innovation.
- **Leadership:** Ability to persuade others to follow. Contributes effectively to team-based activities, working collaboratively and sharing information openly; works effectively with colleagues inside the NPCU and the States, its partners, and other stakeholders to pursue common goals.
- **People Management:** Ability to improve performance and satisfaction.
- **Communication:** Ability to listen, adapt, persuade, and transform. Creating and promoting an enabling environment for open communication.
- **Delivery:** Ability to get things done. Ability to produce high-quality outputs in a timely manner while understanding and anticipating the evolving State and program needs.

## 11. National Financial Management Specialist (NFMS)

**Purpose:** Reporting to the National Project Coordinator (NPC), the NFMS will be responsible for managing project finances in accordance with the requirements of the Financing Agreement and related documents (Project Implementation Manual, Procurement and Financial Management Manual, etc.), including verifying the availability of funds against approved work plans and budgets (AWPBs) and all expenditure requests before payments are made. He/she provides leadership to the Project Finance Team and is a member of the management team of the NPCU, supporting the NPC in the overall coordination and management of the Project.

### Duties and Responsibilities:

The roles and responsibilities of the NFMS include but are not limited to the following: -

- Develop and put into operation the project financial and procurement system;
- Process accurately and promptly all accounting transactions, including project payments for planned activities, operating expenses, travel, consultant /vendor payments, and other office running expenses;
- Prepare a timely periodic statement of expenditure (SOE) reports and fund replenishment (Withdrawal Application) requests, carefully checking and inspecting all supporting documents;
- Prepare, implement and review the funding of budgeted and actual annual cash flows and ensure adequate follow-up on matters needing clarification;
- In collaboration with the states' project accountants and implementing project teams, prepare quarterly and annual financial reports in agreed formats in line with the Financial Management Manual;
- Maintain accounts reconciled at any given point in the Project period and avail them, including supporting documentation for auditing;
- Support the NPCU and SPCUs in the facilitation of external financial audits, e.g., OAG, IAD, or the World Bank;
- In consultation with the Head of the Accounting unit at the Ministry and the NPC, oversee the proper maintenance of the project finance and accounting system in accordance with the PFM and financial regulations and procedures of the Central Bank of Somalia (CBS) and the World Bank;
- Contribute to the planning and preparation of an annual budget and work plans, as well as monitoring the budgeted expenses;
- Ensure that Project annual work plans are budgeted and included in MoAI and MoLFR overall budget before submission to the CBS;
- Ensure government internal control procedures are adhered to;

- Support state project accountants in all the States;
- Provide advice to Project management on accounting and administration matters;
- Contribute to the preparation of periodic progress reports; and
- Perform other duties as may be assigned by the NPC.

### **Key Deliverables:**

The key deliverables of the National Financial Management Specialist will be as follows:

- In full consultation with the Project Coordinator, prepare a clear work plan on financial management and disbursements and share with the implementing entities and the World Bank;
- Report regularly to the NPCU on key issues affecting the operations of the project financial activities;
- Prepare monthly and quarterly Interim unaudited Financial Reports (IFRs) which will be submitted to the PCU and the World Bank not later than 45 days after the end of the month or quarter to which the report relates;
- Build capacity of the finance staff in the ministry to prepare Annual Financial Statements for financed projects, within two (2) months after the end of the fiscal year to which they relate. These Annual Financial Statements to be submitted must be ready for audit;

### **Qualifications and Experience**

This is a senior management position requiring a strong financial management professional of unquestionable integrity. The right candidate will be a team player with the following qualifications:

- Bachelor's Degree in Accounting, Finance, Business Administration, Economics, or a related field from a recognized university or professional accounting qualification from a recognized professional body e.g. ACCA, CPA etc;
- 8 years of working experience in Accounting or Finance
- Familiarity with financial management/accounting in government or donor-funded projects
- Knowledge of computerized accounting systems such as QUICKBOOKS, PASTEL, etc.;
- Good working knowledge of accounting, financial control, banking, procurement, and personnel policies and procedures;

### **Other Competencies and Requirements**

- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the Federal States;
- Strong computer and communications skills (oral, written, presentation) with proficient working knowledge of MS Office, Accounting, and other relevant software for technical analysis and reporting;
- High level of personal and professional integrity with strong analytical skills and ability to function well in a multicultural and inter-disciplinary environment;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of stakeholders (Government, private sector, NGOs, and community organizations);
- Proven track record of leadership and networking at a senior level
- Excellent knowledge of Somali and English fluency;
- Excellent analytical and administrative skills, as well as solid writing

## **12. Agricultural and livestock Statistics Officer**

The Agricultural Statistics Officer will report to the NPC and provide support in implementing the Project in the Federal Government.

### **Responsibilities:**

- Provide technical support to the Project on crop and livestock production statistics and market price statistics by designing, implementing, and analyzing survey data;
- Design and implement training and other capacity-building activities in agricultural data collection;
- Develop a database for the farmers in the MoAI and MoLFR
- Coordinate all agricultural statistics data collection, analysis, and related activities with the relevant government departments and other agencies dealing with agricultural statistics analysis issues, including rainfall data; Review, update, or/and design data collection tools in the area of Agriculture statistics in accordance with the international standards;
- Produce training materials and user's manual, including training of farmer groups in the use of the data collection tools designed;
- Work closely with the Ministry of Agriculture and livestock staff in charge of agricultural statistics;
- Provide regular updates to the NPC and SP consortia on progress, priorities, and constraints, verbally and in writing, on an agreed frequency and assure the preparation of required reports;
- Undertake any other duties as may be assigned by the NPC.

### **Required qualification**

- A Bachelor's degree in Statistics, Agricultural/livestock Statistics, Agricultural Economics, or a related technical discipline;
- 5 years of relevant experience in crop and livestock production estimation and analysis, crop forecasting and livestock, and price statistics;
- Extensive experience with statistical software such as SPSS, EViews, CPro, SAS, and Stata.

### **13. National Assistant Accountant (NAA)**

**Report to:** Financial Management Specialist (FMS)

**Purpose:** The National Assistant Accountant shall be a member of the project finance team, supporting the FMS in managing project finances in accordance with the requirements of the Financing Agreement and the financial management manual.

#### **Specific Responsibilities**

- Preparation of project accounts;
- Preparation and submission of periodic financial reports;
- Verification of supplier's invoices for payment, including service providers' requests for funds, and timely implementation of payment procedures;
- Timely posting of all project accounting vouchers on the accounting software;
- Exercise proper custody of all posted vouchers and other accounting documents;
- Preparation of withdrawal applications;
- Replenishment of operational account with a project bank account;
- Facilitate financial audits and implementation support missions;
- Regular sharing of account printouts by components to the heads of Components for analysis and comments;
- Contribute to the preparation of periodic progress reports; and

- Undertake any other duties assigned by the FMS.

### **Qualifications and Experience**

- Bachelor's Degree in Accounting, Finance, or a related field from a recognized institution plus a professional accounting qualification (at least CPA or ACCA).
- 5 years of practical working experience in a project financial management unit and acquainted with accounting procedures in the public administration sector or with internationally financed projects;
- Must be registered with a relevant professional body
- Experience with World Bank and financial management guidelines will be an added advantage;
- Good knowledge of computer applications in accounting such as TOMPRO, PASTEL, SUN QuickBooks;

### **Other Competencies and Requirements**

- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the Federal States; and
- Ability to work under pressure and meet crucial deadlines;
- High level of personal and professional integrity with strong analytical skills and ability to function well in a multicultural and inter-disciplinary environment;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of stakeholders (Government, private sector, NGOs, and community organizations);
- Proven track record of leadership and networking at a senior level
- Excellent knowledge of Somali and English fluency;
- Excellent analytical and administrative skills, as well as solid writing

## **14. National Procurement Specialist (NPS)**

**Purpose:** Reporting to the National Project Coordinator (NPC), the NPS will be a member of the NPCU responsible for overseeing the preparation and execution of the project procurement plans to effectively support project operations, ensuring strict adherence to World Bank and FGS procurement guidelines.

### **Duties and Responsibilities:**

The roles and responsibilities of the NPS include but are not limited to the following: -

- Coordination of procurement of Project works, goods, and services at the national level and guidance to decentralized procurement at state, community, and partner institutions level as appropriate;
- Guidance and capacity building of states, partner institutions, and communities on authorized procurement policies and procedures;
- Ensuring proper use and conservation of project assets;
- Preparation of annual project procurement plans in collaboration with other members of the NPCU, participating counties, and implementing partners, and submitting same for approval by the NPSC and World Bank along with the AWPB;
- Ensuring the preparation and advertisement of TORs, tender, and contract documents for specific procurements according to FGS and World Bank guidelines;
- Preparation of the project Procurement Manual and subsequent training of other procurement staff and technical officers at national and State levels on procurement guidelines and their role in fast-tracking procurement under the Project;



- Participation in relevant tender committee meetings at the lead Agency and assisting with the preparation of committee reports;
- Maintain regular communication with state procurement units to ensure that procurement tracking information is well aligned;
- Review and advise on tender evaluation reports prepared by National, State, and other implementing agencies and make necessary follow-ups;
- Maintaining high-quality procurement files and contract registers for review by supervision missions and auditors;
- Preparation of regular procurement progress reports;
- Contribute to the preparation of periodic progress reports; and
- Undertake any other duties assigned by the NPC.

**Key Deliverables:**

The key deliverables of the National Financial Management Specialist will be as follows:

- Preparation of the annual Project Procurement Plan;
- Maintain updated STEP tracker and be ready to present it at World Bank Implementation Support Missions meetings.
- Monthly procurement reports and Quarterly consolidated performance report on procurement.
- Liaison with SPCU Procurement Specialist

**Qualifications and Experience:**

- Bachelor's Degree in Commerce, Economics, Supply Chain Management, Purchasing and Supplies Management, Public Administration, Law, Accounting, or any other related field from a recognized university plus professional qualification in Procurement/Supplies Management. A postgraduate qualification will be an added advantage;
- 8 years' experience in public procurement of civil works, goods, and services for government or donor-funded projects;
- Experience in working with World Bank-funded projects will be an added advantage
- Demonstrated experience in preparing tender and contract documents for national and international competitive bidding will be an added advantage;
- Registration with a recognized professional body will be an added advantage
- Comprehensive knowledge of Public Procurement Laws and Regulations, as well as procurement guidelines of the World Bank or other donors;

**Other Competencies and Requirements**

- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the State governments; and
- Ability to work under pressure, meet crucial deadlines and work with minimal supervision;
- High level of personal and professional integrity with strong analytical skills and ability to function well in a multicultural and inter-disciplinary environment;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of stakeholders (Government, private sector, NGOs, and community organizations);
- Proven track record of leadership and networking at a senior level
- Excellent knowledge of Somali and English fluency;

- Excellent analytical and administrative skills

## **15. National Internal Auditor (NIA)**

**Purpose:** Reporting to the National Project Coordinator (NPC), the NIA will work closely with the project fiduciary team at national and State levels to ensure effective procurement and financial management of the Project. He/she will be a member of the project management team.

### **Duties and Responsibilities:**

The roles and responsibilities of the NIA include but are not limited to the following: -

- Monitor the project financial management, disbursement, and procurement policies and procedures and advise accordingly;
- Determine internal audit scope and develop internal audit annual plans;
- Coordinate the work of internal audit staff in states and other executing agencies;
- Obtain, analyze and evaluate accounting documentation, previous reports, data, flowcharts, etc.;
- Prepare and present reports that reflect audit results and document process;
- Act as an objective source of independent advice to ensure validity, legality, and goal achievement;
- Identify loopholes and recommend risk aversion measures and cost savings;
- Maintain open communication with project management and audit committee at national, State, and community levels;
- Document process and prepare audit findings memorandum;
- Conduct follow-up audits to monitor management's interventions; and
- Engage in continuous knowledge development regarding the sector's rules, regulations, best practices, tools, techniques, and performance standards.

### **Qualification and Experience:**

- Bachelor's Degree in Accounting, Finance, Business Administration, or a related field from a recognized university;
- Professional qualification in Accountancy (CPA II) and accreditation to recognized audit bodies;
- At least 10 years of auditing experience. Auditing work in the public sector or donor-funded projects will be an added advantage;
- Demonstrated computer skills with good knowledge of accounting software applications;
- Knowledge of auditing standards and procedures, laws, rules, and regulations;

### **Other Competencies and Requirements**

- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the Federal States; and
- Ability to work under pressure, meet crucial deadlines and work with minimum supervision;
- High level of personal and professional integrity with strong analytical skills and ability to function well in a multicultural and interdisciplinary environment;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of stakeholders (Government, private sector, NGOs, and community organizations);
- Proven track record of leadership and networking at the senior level
- Excellent knowledge of Somali and English fluency;
- Excellent analytical and administrative skills, as well as solid writing



## **16. National Education, Communications, and Training Officer (NECTO)**

**Report to:** The National Project Coordinator (NPC)

**Purpose:** The NECTO will be a member of the NPCU and will work closely with all the thematic specialists. They will be responsible for planning and execution of the project communications strategy for maintaining effective internal and external communications on the Project for healthy internal relations among project staff and partners and external relations key stakeholders (FGS, Federal States, World Bank), beneficiaries, and other stakeholders. He will also be responsible for planning and developing capacity-building plans for the National and FMS staff.

### **Specific Responsibilities:**

- Take the lead in the preparation of project Knowledge management and communications strategy and subsequent awareness creation among project staff, States, communities, and other partner institutions for adherence;
- Take the lead in the preparation of Information, Education, and Communication (IEC) materials, including branding and awareness/sensitization materials;
- Support and maintain internal and external communications with project collaborators, implementing agencies, and service providers;
- Provide quality control and assurance of project reports and other materials communicating project operations, guidelines and progress;
- Assist in coordinating communication activities and events of the Project and partners;
- Assist in conducting awareness-raising campaigns, events, and information dissemination workshops for target groups, including the project launch at national and State levels;
- Provide support in the management of the Project's Grievances Redress Mechanism;
- Participate in donor visits for showcasing project progress and achievements;
- Oversee the design and editorial content of the project website and intranet, ensuring that content is regularly updated and promoted and that the websites remain relevant in consultation with the M&E and ICT Officers;
- Provide support and training in communication for FSRP staff at national and State levels;
- Draft press releases, statements, and news summaries and ensure print and electronic media coverage for Project events and regular or ad-hoc briefings, public information events, and press conferences;
- Documentation and dissemination of project knowledge products;
- Maintain the project in-house information resource center (library) of relevant project documents/publications, including any externally acquired documents/materials;
- Conduct a capacity need assessment for the human resource needs at the FGS and FMS
- Develop a capacity training plan for the project team and focal person and the FFGS and FMS for the MoAI and MoLFR
- Monitor national, regional, and international media and regularly update NPC of any media coverage relevant to FSRP work;
- Contribute to the preparation of periodic progress reports; and
- Perform any other duties as may be assigned by the NPC.

### **Qualification and Experience:**

- Master's Degree in Public Relations, Knowledge Management, Communication, extension education, Media, Journalism, and/ or equivalent should have a basic degree in Agricultural studies. Possession of tertiary professional qualification in journalism will be an added advantage;
- At least five (3) years of professional experience in a similar public service and a development funded Project;
- Experience in copywriting and proofreading within a Public Relations, Journalism, or Communications role;
- Demonstrate work experience in media relations and a track record in securing media coverage;

### **Other Key Competences and Requirements**

- Excellent interpersonal skills
- Good mastery of English and Somali (both verbal and written).

## **17. National Monitoring and Evaluation Specialist (NMES)**

**Purpose:** Reporting to the National Project coordinator; the National Monitoring and Evaluation Specialist (NMES) will be responsible for overall Monitoring and Evaluation and learning of the Project. This will include monitoring the physical and financial progress of the Project. In addition, the MES shall be responsible for managing the Project's overall Monitoring and Evaluation Framework to ensure that the Project is on track to meeting its development objectives, its expected outputs and outcomes and its intended beneficiaries. The MES will work in close consultation and coordination with the Project Coordinator, the Financial Officer, Technical Specialists and the World Bank Task Team.

Results based M&E will follow a methodology for measuring and monitoring results, as well as for review. The baseline for measuring results under the project will be conducted within six months of appraisal; responsibility will rest with the PIU complemented by close Bank support. A results framework and monitoring matrix to track inputs, outputs, and outcomes has been developed for the project with intermediate and key performance indicators. Project implementation progress will be monitored continuously, and outputs and outcomes will be reviewed during project supervision to evaluate progress using data compiled by the PIUs.

M&E will measure project performance according to results framework targets and provide monthly, and quarterly activity reports, targeting both the management of contractors as well as external stakeholders. A comprehensive six-monthly report will also be submitted to the World Bank. Baseline, mid-term and annual beneficiary surveys to measure who and to what extent people benefit from the infrastructure and services as well as how it affects their lives in both social and economic terms, a mid term survey and an end-line survey, and final implementation completion report will be completed.

A Quality Enhancement Implementation Support Team will develop a web-based Management Information System (MIS) to enable real time loading of data and monitoring. These data need to be up-to-date to help management make informed decisions and know how the project is progressing both on financial utilization and project development objectives.

### **Duties and Responsibilities:**

The overall responsibility of the Monitoring and Evaluation Specialist is to establish a M&E system and improve the monitoring and reporting in the project across all components to ensure that the expected project development objectives are being achieved. More specifically, the Specialist will have the following key responsibilities:

- Coordinate the establishment and operation of an integrated project implementation system for FSRP. The

system will link five functions: annual work planning; learning and adaptation for continuous performance improvement; learning-oriented M&E; internal (NPCU/SPCU) and external (stakeholders) communication; innovation and experimentation; and information management.

- Oversee the development and implementation of the FSRP planning, monitoring, and evaluation system (MIS and dashboard). This will include taking a lead in the preparation of the Project M&E Manual and subsequent training of NPCU and SPCU staff and other key stakeholders on its implementation;
- Develop and implement processes and guidelines for systematic capture of knowledge, good practices and innovations, and the sharing and use of same to improve project implementation;
- Take the lead in the planning and preparation of the Annual Work Plans and Budgets for the Project.
- Coordinate inclusion of FSRP AWPB into MoAI and MoLFR annual budget at the national level and work with states to ensure project activities are appropriately captured in respective annual Federal State Development Plans;
- Monitor the status and progress of project implementation at the national and State level and take the lead in the timely preparation of quarterly and annual progress reports, appropriately consolidated from individual reports prepared by participating counties and executing partner agencies;
- Support advocacy efforts by providing evidence of project impact gathered through the M&E system;
- Coordinate the development and implementation of capacity-building programmes for NPCU staff, the states, including coaching and mentoring in areas of planning, monitoring, and evaluation;
- Coordinate surveys and case studies to establish a baseline and assess achievements and outcomes of FSRP activities, including Baseline, Mid-Term, and Completion surveys;
- Foster partnerships for broader knowledge-sharing and learning;
- Develop mechanisms for social accountability; Organize and facilitate supervision missions;
- Keeping track of progress against the results framework targets;
- Prepare periodic progress reports and with making available the needed data; and
- Undertake any other duties as may be assigned by the NPC from time to time.

### **Key Deliverables:**

- Project M&E Plan
- Project Management Information System (MIS)
- S-FSRP Baseline Survey;
- Monitoring and Evaluation Framework;
- Monthly, Quarterly and Mid-Term (six monthly) M&E Reports;
- Mid-term project evaluation and reports;
- S-FSRP End line project evaluation and reports.
- In addition to the reports mentioned under “Key responsibilities” above, the consultant in close coordination with the Project Coordinator, is responsible for providing periodic (as decided by the Project Coordinator) progress reports and project completion reports.

### **Qualifications and Experience:**

This is a senior management position requiring a person with strong analytical skills and commitment to results-based planning and management of projects. He/She must be a team player with the following qualifications:

- Master’s Degree or equivalent in a relevant field;
- Minimum of at least 10 years of experience with development projects overall, preferably in Somalia; of which at least five years should be on planning, monitoring and evaluation of development projects
- Experience in monitoring and evaluation in an international agency is preferred;
- Practical Experience on Management Information System (MIS)

- Experience in designing and implementation of results management and monitoring and evaluation systems, data collection and analysis, results reporting;
- Fluency in English;
- Good analytical and technical report writing skills
- Excellent communication skills: speaking, writing, and listening;
- Excellent computer skills including Microsoft Office tools (Word, Excel, and PowerPoint) and Internet;
- Experience with managing a databases system and software is desired.

### **Other Key Competencies and Requirements**

- Ability to write reports, articles, and or knowledge products depicting project interventions and results;
- Strong computer and communications skills (oral, written, presentation)
- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the state governments; and
- Fluency in written and oral English and Somali

## **18. National Environmental Safeguards Specialist (NESS)**

**Purpose:** Reporting to the National Project Coordinator (NPC), The National Environmental Safeguards Specialist position will be a full-time contracted staff position, assigned to the NPCU of the Federal Ministry of Agriculture and Irrigation of Somalia. The National Environmental Safeguards Specialist will be responsible for the implementation of the environmental risk management of the Project and will provide technical expertise and capacity building support at FGS and FMS levels. They will also be responsible for submission and tracking of all E&S instruments and ensuing clearance before implementation of sub-projects.

In conjunction with the social and GBV/gender and security specialists, the senior environmental specialist will oversee the implementation of the Environment and Social Management Framework (ESMF), the Stakeholder Engagement Plan (SEP), the Labour Management Procedures (LMP), and Resettlement Planning Framework (RPF) and train and guide the FMS environmental specialists. The senior environmental specialist will be responsible for ensuring full implementation of the ESMF and Environmental and Social Commitment Plan (ESCP) and lessons learnt as well as ensuring synergy with other World Bank projects such as Barwaaqo.

More generally, the senior environmental safeguards specialist will be responsible for ensuring that all environmental risks and impacts are monitored and mitigated, as well as environmental safeguard instruments and the ESCP are implemented on time.

### **Duties and Responsibilities**

The roles and responsibilities of the NESS include but are not limited to the following: -

- Work in close collaboration with the social/ Community-driven Development (CDD), Gender-based Violence (GBV)/gender and security specialists to develop mechanisms, modalities and timelines and ensure timely implementation of the safeguard's instruments: SEP, LMP, RPF, ESMF, Security Management Plan (SMP) and ESCP, in line with the World Bank's Environmental and Social Framework (ESF);
- Update and seek clearance of the E&S instruments as necessary.
- Provide guidance and templates for all E&S Risk Management processes, monitoring and reporting;
- Review and monitor the performance of the project on environmental risk management and ensure necessary compliance follow-up actions;
- Ensure that the project design, specifications and budget adequately reflect the recommendations of the ESF instruments;
- Ensure that Environmental and Social Management Plans (ESMPs) including Contractor Environmental and Social Management Plans (C-ESMPs) and summary social safeguards reports are developed according to WB guidance, consulted upon and cleared by the World Bank before any activities take place;
- Build the capacity of and guide environmental specialists at FMS level in social risk management and the ESF requirements and promote synergy and coordination across government;
- Ensure that ESF requirements are adequately incorporated into all contracts and contractors' reports;

- Ensure close supervision and monitoring of contractors for the timely and efficient implementation of the C-ESMPs and all other social safeguard measures;
- Coordinate inputs and presentations during implementation status report and provide quarterly reports to the PCU and the WB on E&S implementation;
- In undertaking the assignment, the senior environmental specialist will work closely and collaborate with the Technical Team of the World Bank, the NPCU, the Project Implementation Units (PIUs), the Project Management Teams (PMTs), the relevant line Ministries and Agencies, as well as the relevant Federal and State Ministries; and
- Provide technical support to the PCU on the preparation of environmental safeguards documentation and monitoring and reporting on environmental safeguards implementation.
- Review proposals, designs, contracts in regards to sub-projects in order to ensure compliance of all partners with the Project safeguards instruments
- Review E&S screening forms submitted by FMS E&S specialist for the implementation of sub-projects and provide no-objections where feasible or request the preparation of additional environmental and social instruments.
- Monitor and supervise field work, preparation and implementation in regards to environmental safeguards compliance;
- Oversee implementation of E&S requirement and mitigation measures at FMS level in coordination with social safeguards specialist and FMS counterparts;
- Ensure that technical proposals, contracts and implementation by contractors conform to the environmental and social instruments that have been prepared for the project;
- Ensure that all bidding documents and contracts for civil works under the Project include the obligation of contractors, subcontractors and supervising entities to comply with the relevant aspects of all Project environmental and social instruments;
- Ensure immediate reporting of any severe safeguard incidents as per the Projects Operations Manual and the Environmental Incidents Reporting Toolkit (ESIRT) protocols including conducting as required, Root Cause Analysis (RCA) and implementation of the relevant corrective action plans as agreed upon between FGS and the World Bank;
- Participate in all joint implementation and supervision missions conducted by the World Bank, monitoring missions, and project related workshops, consultations, meetings as required;
- Actively contribute to the interface between the World Bank and the Federal Republic of Somalia (FGS) in resolving environmental risk management implementation issues including where the project has inadvertently impacted the environment adversely.
- Review environmental and social reports submitted by implementing partners and contribute to the Project’s regular reporting vis-à-vis the World Bank

#### **ESMF, LMP, SMP, Implementation Plan and Timetable**

- Review and update E&S instruments as necessary and ensure they are reflected in the PIM;
- Review the existing sector-specific environmental impact assessment checklist; develop these further as per requirements and prepare implementation schedule and timetable for the 12 months, to be updated on a quarterly basis;
- Review overall project coordination (vertical and horizontal) and implementation arrangements, responsibilities, TORs of all implementing agencies, key staff and implementation partners;
- In close consultation with the implementing agencies identify staff that would be responsible for implementing mitigation measures outlined, at the central and district levels. And based on this, develop detailed E&S work plans for each component and implementing agency (including cost tables);

### **Site-specific ESMPs**

- Coordinate the Preparation of a simple (two-page) site-specific ESMP template, as well as a cover note with guidance for completing the site-specific ESMPs. This guidance may include a screening checklist; and
- Assist the FMS environmental safeguard specialists for the Preparation of a simple, site-specific ESMP supervision plan that can be used generically for each site and can be incorporated into trainings. This should be written simply in English and Somali so that anyone can understand and use it. Ensure orientation and training of all implementation agency focal points and contractors.

### **Field Visits/Site Supervision**

- In close consultation with the implementing agencies identify staff that would be responsible for supervision and monitoring of the implementation of the mitigation measures and reporting on key indicators;
- Participate in focus group meetings and organized stakeholder workshops/ public consultations to understand the key areas of concern of different stakeholders, particularly vulnerable communities, private sector firms, regarding the environmental and social impacts of the S-FSRP project activities; and
- Oversee E&S monitoring tools to ensure consistency of reporting across sites as well as to guide those visiting sites which may not otherwise understand safeguards issues.

### **S-FSRP Safeguards Training Program**

- Provide technical oversight, training and mentoring to all FMS environmental safeguards specialists.
- Assess Training and Capacity needs among various stakeholders of the Project, including engineers;
- Review training requirements at all levels and prepare outline of training plan;
- Plan, implement and monitor the training of staff at various levels (including awareness raising sessions) among various stakeholders, including engineers;
- Provide technical support for the Development of manuals and guidelines, applicable within the Somali environmental context, on personal safety, and environmental safety;
- Reference training materials to applicable national and international guidelines and/or best management practices, including the World Bank Groups' Environmental Health and Safety Guidelines (WBG EHSs), in particular; and
- Make sure that these materials are translated in Somali and are available to relevant staff working on the project.

### **Quarterly Progress Reporting**

- Set up the monitoring and reporting framework, based on the requirements of the ESMP to ensure its effective implementation and fulfilling its requirements;
- Articulate/update monitoring and evaluation arrangements together with the relevant adopted indicators;
- Collect information from the FMS environmental safeguards and Prepare progress reporting formats, including reporting in accordance with the Results Framework, identify responsibilities within each agency for reporting;
- Ensure that the Grievance Redress Mechanism (GRM) system is functional for receiving environmental related complaints, including providing in time responses to grieved people, as well as analyzing and reporting on statistics of environmental issues;
- Ensure that WAPR fulfills any reporting requirements delineated in FGS and/or FMS policies and/or keep the relevant ministries/agencies informed of WAPR implementation vis-à-vis national environmental and social policies;
- Contribute to the preparation of periodic progress reports; and
- Undertake any other duties assigned by the NPC

### **Key Deliverables:**

- Propose draft template for quarterly progress reporting, to include sections on site-specific ESMPs, GRM, field visits, trainings, stakeholder engagement, and any compliance issues which need attention from the NPCU, PIUs, and/or the World Bank;
- Propose draft training plans, including identification of needs (outside trainers, training materials, etc.);
- Coordinate with FGS environmental specialists, gender/GBV specialist and security specialist for consolidating Quarterly Progress Report’s content as part of PCU’s quarterly progress report and presentations at Implementation Support Missions
- Report on trainings conducted (total 10 days training to Engineers) within 60 days of commencement of assignment; and
- Document and share lessons on E&S implementation with other World Bank projects and beyond and promote synergy and capacity building across government.
- increase their capacity building and support local initiatives to be driven in their programme management;
- Work to expand partnership and cooperation between target communities, CSOs and relevant government institutions;

### **Qualification and Experience:**

- Master in Environmental science, Environmental management, Project management, Geography, or any other related discipline from a recognized university
- At least ten (10) years and documented experience in similar assignments of environmental safeguards compliance, at least 3 in a World Bank-funded project with broad knowledge of environmental conservation and management, including in the area of solid waste management;
- Competence in information technology and knowledge in multi-sectoral community natural resources and environmental planning, GIS, climate change, as well as current policy on natural resource and environmental management policy issues is a mandatory requirement;
- Postgraduate training in EIA/EA will be an added advantage
- Good understanding of environmental safeguards guidelines of the Federal Government of Somalia and the World Bank.
- Working experience in environmental safeguards of World Bank-funded projects will be an added advantage;
- Membership in a relevant professional body will be an added advantage

### **Other Competencies and Requirements**

- Excellent leadership, technical competence, and professional skills for timely implementation, coordination, and management of activities;
- Proven ability to effectively coordinate activities involving multiple disciplines and organizational units, as well as to maintain high service standards under pressure and meet deadlines;
- Proven track record of leadership and networking at the senior level
- Excellent knowledge of Somali and full English fluency, including report-writing skills;
- Computer literacy.
- Excellent analytical and administrative skills, as well as solid writing and communication abilities;
- Demonstrated interpersonal skills and ability to work in a team environment;

## **19. National Social Safeguards Specialist (NSSS)**



**Purpose:** Reporting to the National Project Coordinator (NPC), the National social safeguards specialist will ensure that all FSRP activities are implemented per the Social Safeguard Frameworks laid out for the Project. He/she will be the main focal point for the implementation of the social risk management of the Project and will provide technical expertise and capacity building support to social risk management at FGS and FMS levels.

The senior social safeguards specialist will oversee the implementation of the Environment and Social Management Framework, the Stakeholder Engagement Plan, the Labour Management Procedures, and Resettlement Planning Framework and train and guide the FMS social specialists. The senior social safeguards specialist will be responsible among other things for ensuring full implementation of the ESMF and ensure inclusive and genuine stakeholder engagement and a project wide grievance redress mechanism that is accessible to all communities, workers and stakeholders and ensure synergy with RCRF/Barwaaqo and other ongoing World Bank projects.

More generally, the senior social safeguards specialist will be responsible to ensure that all social risks and impacts are monitored and mitigated and social safeguards instruments and the ESCP are implemented on time.

### **Duties and Responsibilities**

The roles and responsibilities of the NSSS include but are not limited to the following: -

- Support and backstop Federal States to ensure that their project implementation activities are compliant with project safeguards
- Review safeguards instruments (e.g., Environmental and Social Impact Assessment/ESIA, Environmental and Social Management Plan/ESMP, Integrated Pest Management Plan/IPMP, Resettlement policy framework, Vulnerable and Marginalized Groups framework, etc.) and ensures all safeguard issues are accurately addressed.
- Ensure that project activities are carried out in line with WB safeguards instruments (i.e., ESMF, RPF, VMGF, PF) prepared for the Project and national legislation; more specifically, enforce social safeguards measures of the Project as stipulated in the VMGF, RPF, and ESMP;
- Oversee community engagement, including with IPs, IUWAs, CIGs/VMGs, and regularly liaise with Counties and communities that are benefiting from the Project to facilitate communities' access to economic opportunities resulting from project activities;
- Oversee preparation and execution of National and State stakeholder engagement plans
- Prepare training materials and carry out technical training on social safeguards with NPCU staff, federal states staff, and other relevant stakeholders;
- Develop a grievance redress mechanism
- Develop mechanisms to tackle technical, logistical, and attitudinal constraints facing the service providers in supporting men and women farmers;
- Develop the relevant training materials for farmers, CIGs, farmer fora, producer organizations, researchers, extension agents, and other relevant service providers;
- Prepare quarterly reports and work plans for project activities;
- Contribute to the preparation of periodic progress reports;
- Undertake any other duties as may be assigned by the NPC

### **Key Deliverables**



- Promote informed demand and increase community ownership and sustainable management of natural and physical assets;
- Enhance the capacity for community governance by ensuring inclusion and participation, conflict resolution, decision making etc.;
- Develop Village profiles and Community Investment and Adaptation Plans (CIAPs) to identify priority needs that can be met by collective action and supported by specific project interventions;
- Ensure gender representation and involvement of marginalized groups in the development of plans, considerations and implementations of interventions;
- Increase awareness for the ‘rules of the game’ for effective participation and promote coordinated approach to community development and livelihood initiatives;
- Develop Agricultural support guidelines, micro-irrigation systems and trainings on climate smart agriculture;
- Conduct/contribute to community level training workshops on CBNRM, climate smart agriculture, GAP and introduction of micro-irrigation systems.
- Develop community operational manuals for maintenance and management of established structures;
- Support identification/strengthening of resource centers such as agricultural demonstration plots, relevant existing community centers and storage rooms for rehabilitation;
- Provide technical support for establishment of Common Interest Groups (CIGs) for enhanced sustainable land management and agricultural development of project areas;
- Support establishment and design appropriate training modules for community level committees (e.g. Water User Committees, Site Management Committees) for sustainability of the project structures;
- Support knowledge and skills transfer and internalization/replication of the successful practices including advocating for future development fund;
- Provide technical support for CSOs to increase their capacity building and support local initiatives to be driven in their programme management;
- Work to expand partnership and cooperation between target communities, CSOs and relevant government institutions;

### **Required Qualifications and Experience**

- Master's Degree in Social Sciences, Community Development, Project Management, Gender Studies, or other relevant social disciplines from a recognized university with a bias in gender-related issues.
- 10 years of working experience in managing social safeguards and gender-related matters in the agricultural sector with a substantial understanding of and commitment to gender equity and combating gender violence, all of which in senior management positions
- Experience with social safeguards issues in development projects, including gender mainstreaming, involuntary resettlement, social inclusion and community development, the inclusion of VMGs, stakeholder consultation, citizen engagement, and grievance redress;
- Knowledge of policies, legislation, and experience of human rights and gender
- Possess analytical skills in gender inequalities in access to resources and benefits;
- Understanding of gender/youth/VMG dynamics and complexities in Somalia;
- Membership in a relevant professional body will be an added advantage

### **Other Competencies and Requirements**

- Proven track record of leadership and networking at a senior level
- Excellent knowledge of Somali and English
- Computer literacy
- Excellent analytical and administrative skills, as well as solid writing and communication abilities;
- Demonstrated interpersonal skills and ability to work in a team environment;
- Strong presentation and communication skills (both written and oral)

### **20. National GBV Specialist (NGBVS)**

**Purpose:** Reporting to the National Project Coordinator (NPC), The National GBV Specialist will ensure that all FSRP activities are implemented per the Social Safeguard Frameworks laid out for the Project. The general objective of this position will be to support GBV Risk Management Requirements including additional identification, prevention, risk mitigation, and response to GBV risks, including SEA/SH, related to project implementation.

The specific objectives of the GBV Expert's mandate are as follows:

- Help the project to identify any additional GBV / SEA/SH risks linked to the implementation of the project and to develop risk mitigation strategies through the integration of risks and related mitigation measures in key safeguard instruments, such as the project Environmental and Social Management Framework;
- Support the project in the implementation and coordination of prevention, risk mitigation and response activities, by supervising the contracts of service providers and services of any additional GBV specialist consultants, ensuring the ethical and appropriate implementation of the Grievance Mechanisms (GM), by collaborating with the other members of the National Project Coordination Unit (NPCU), especially the Environmental and Social Safeguard Specialists, and by coordinating the actions planned with the project partners and the government structures involved in its implementation; and
- Support the NPCU in the monitoring and evaluation of activities related to prevention, response, and mitigation of GBV risks, by ensuring the ethical monitoring of key indicators related to prevention and response activities and the operation of GM, and contributing to the periodic reports and to the SEA/SH Prevention and Response Action Plan.

### **Duties and Responsibilities**

The roles and responsibilities of the NGBVS include but are not limited to the following: -

#### **1. Identification of GBV / SEA/H risks and design of risk mitigation strategies for the project:**

- Contribute where relevant/needed to the development of GBV aspects of key safeguard requirements, and ensure the integration and implementation of risk mitigation measures for GBV/SEA/H in key instruments, including any updates to the Environmental and Social Management Framework (ESMF), which also includes the GBV Action Plan; the Environmental and Social Management Plan (ESMP); the Labor Management Plan (LMP); the Security Management Plan (SMP); and the Stakeholder Engagement Plan (SEP);
- Ensure that the GBV risk assessment is integrated into the social assessment that is part of the C / ESMP which will be carried out during the preparatory phase of the project and is also updated throughout the implementation of the project and in developing or adapting the GBV Action Plan; and
- Contribute to the monitoring and evaluation of the GBV elements of the environmental and social safeguard documents prepared within the framework of the project.

#### **2. Implementation and coordination of prevention and response activities as well as risk mitigation:**

a) Supervision of service provider contracts:

- Contribute to the integration of specific GBV clauses in the Bidding Documents (SBD) and / or Quotation Request Files, as well as in the contracts, in the terms of reference and in the service, provider codes of conduct (companies, control missions, etc.); and
- Contribute to the evaluation of the providers' bidding documents in order to ensure that the effectiveness of the contractor's GBV risk mitigation plan is considered.
- Develop and conduct training activities for all project workers to raise awareness of GBV/SEA/H, expectations for behaviour under Codes of Conduct and sanctions for breach of CoCs related to GBV/SEA/H

b) Support for the implementation of the grievance mechanism (GM):

- Ensure coordination and implementation of the GM on GBV-related issues within the framework of the project, including identification of dedicated channels for safe, confidential reporting cases of SEA/SH, development of a response protocol for GBV cases, ensuring a “survivor-centered” approach” in the project to ensure that survivors of GBV incidence receive medical, psychosocial and legal assistance in accordance with their needs, subject to the consent of the survivor, while respecting their right to confidentiality and safety (this will include regular monitoring in the field to verify the proper functioning of the GM, the appropriate entry leads, and the quality of services in the referral circuit); and
- Ensure compliance with the guiding principles regarding confidentiality and safety in the ethical collection, storage, and sharing of data related to GBV complaints.

c) Coordination and collaboration:

- Collaborate with the other experts of the PCU, in particular the environmental and social safeguard specialists, within the framework of their activities;
- Participate in periodic project coordination meetings and, if necessary, on site, in order to collect feedback from companies and providers on the implementation of the GM, in order to be able to adapt the mechanism using lessons learned; and
- Inform and involve, where appropriate, government structures at the level of intervention on GBV risk mitigation activities and measures carried out within the framework of PCU.

### 3. Monitoring and evaluation:

a) Monitoring of various activities and indicators:

- Put in place the monitoring and evaluation plan for activities relating to the prevention and management of GBV cases, in coordination and with the support of the monitoring and evaluation specialist from the World Bank, together with performance indicators and their target values, which will allow the GBV Expert to systematically and in accordance with the guiding principles and good practices, collect feedback from the community on the functioning of the GM and other survivor-related care;
- Support the monitoring of indicators relating to the functioning of the GM, in particular concerning the reporting and follow-up of GBV complaints related to the project (this must be done while respecting the response protocol for GBV cases and the guiding principles for case management of GBV);
- On the basis of the information collected directly and provided by the supervision consultants, keep up to date and share periodically a monitoring tool (e.g., table) summarizing the information relating to the contracts of service providers or consultants relating to GBV, signing of Code of Conduct (CoCs) and training dates for workers in the companies and also for project staff; and
- Document the good practices or success stories experienced following the implementation of GBV risk mitigation measures.

b) Analysis of data and activities:

- Evaluate project activities to assess the adequacy with national and World Bank requirements in terms of prevention and management of GBV cases;
- Analyze key gaps between achievements and targets and make any appropriate recommendations to improve performance in terms of prevention and management of GBV cases; and
- Propose adjustments to program activities for the prevention and management of GBV cases and the appropriate measures to ensure their proper execution.

c) Reporting:

- The GBV Expert will prepare monthly, quarterly and annual activity reports summarizing progress of the implementation of GBV risk mitigation measures for the project and the services of the companies and support consultants to be integrated into the preparation of monthly, quarterly and annual activity progress reports of the project's environmental and social safeguarding aspects. These reports will take stock of the achievements of the month, quarter or year, will present the main issues raised and the solutions provided, together with the strengths and weaknesses of the actions carried out. Said reports will be due no later than seven (7) days, fifteen (15) days and one month respectively after the end of each period concerned.
- Contribute to the preparation of annual action plans, as well as to the drafting of periodic project reports (monthly, quarterly and annual) and ensure that GBV aspects are adequately considered in said reports.

### **Required Qualifications and Experience**

- Post-secondary university degree, in social sciences, law, project management, or any other similar discipline;
- At least 5-8 years of overall professional experience;
- At least three years of experience in supervising GBV prevention and response activities;
- At least three years' experience in conducting awareness campaigns on women's rights, gender equality, GBV, and / or reproductive health considered an asset;
- Excellent knowledge of the guiding and ethical principles that govern work with survivors of GBV and good practices in the implementation of activities to prevent and address GBV;
- Basic knowledge of the World Bank's environmental and social safeguard policies;
- Excellent command of Somali and strong ability to write reports;
- Knowledge of an additional language (English) would be an asset; and
- A good command of IT tools (word processing, spreadsheets, Internet and Intranet, etc.).

### **Other Competencies and Requirements**

- Proven track record of leadership and networking at a senior level
- Excellent knowledge of Somali and English
- Computer literacy
- Excellent analytical and administrative skills, as well as solid writing and communication abilities;
- Demonstrated interpersonal skills and ability to work in a team environment;
- Strong presentation and communication skills (both written and oral)

## **21. National Project Administrative Assistants (NPAA) – 1 Positions**

**Reporting to:** National Project Coordinator

**Purpose:** PAAs will provide administrative support to the NPCU. They shall be

### **Specific responsibilities:**

- General office administration, including the reception of persons and correspondence and the management of calls and appointments;
- Proper filing and retrieval of documents;

- Analytical and document preparation support to the NPC and other officers of the NPCU;
- Day-to-day administration of supplies, utilities, maintenance of office equipment and furniture, and other services;
- Undertaking any other duties assigned by the NPC.

### **Qualifications and Experience**

- Higher national diploma or higher in Secretarial, Office Administration, Business Administration, or other related field from a recognized learning institution;
- 5 years experience in a Project Assistant or similar position in a government or donor-funded Project;
- Strong computer and communications skills (oral, written, presentation);
- Fluency in English and Somali.

## **22. National Security Advisor (NSA)**

**Purpose:** Somalia ranks second on the Fragile State Index from 2019 with a total score of 112.3, only topped by Yemen with a score of 113.5. Somalia’s indicators on factionalized elites, and demographic pressures score the highest. Due to the nature of the environment, humanitarian and development approaches must ensure detailed security risk management (SRM) strategies that appreciate and mitigate to the extent possible threats to persons associated with operational deployments. Ensuring that Project contractors and staff as well as communities are safe, that project assets are secured, and that the project interventions are delivered securely in the relatively high-risk geographical context is a core priority. The Security Advisor will play a direct role in support of the NPCU in ensuring this.

Reporting to the Project Coordinator in the NPCU, and working closely with the FMS PIU Coordinators, the Security Advisor is responsible for providing security risk management (SRM) support in accordance with the provisions of the World Bank Environmental and Social Framework (ESF)<sup>6</sup> as well as ISO 31000<sup>7</sup>.

Specifically, the Security consultant will be responsible for ensuring implementation of a comprehensive security risk management (SRM) approach under the Project as detailed below, including (i) development and supervision of security risk assessments and management plans (SMP), (ii) ensuring that SMP provisions are adequately included in bidding documents and proposals and conducting due diligence on security arrangements of all contractors; (iii) orienting all workers and contractors on the security management approach and ensuring the security management system is robust and closely monitored; (iv) maintenance of a security community of practice (CoP) across the project, (v) crisis management contingency planning, (vi) managing a project travel policy; and (vii) security reporting within a robust information management framework including serious incidents in line with the World Bank’s ESIRT procedures.

### **Security Risk Management**

As part of its security-related safeguards requirements, the S-FSRP Project is supported by Security Management Plans (SMPs) that will govern security management and responsibilities at the federal and field levels.

The NPCU will remain responsible for all aspects of security risk management under the Project. To assist the NPCU, SMPs for site level activity will be managed by FMS PIUs that shall be directly accountable to the NPCU for security risk management in their respective areas of operation.

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<sup>6</sup> World Bank. 2017. *The World Bank Environmental and Social Framework*. Washington, DC: World Bank <http://pubdocs.worldbank.org/en/837721522762050108/Environmental-and-Social-Framework.pdf>

<sup>7</sup> International Standards Organisation (ANSI/ASSP/ISO 31000 – 2018), Standard 31000, Risk Management - Guidelines.

Given the project’s broad geographical territory concrete risks will accrue in areas traditionally susceptible to armed conflict and other forms of violence. These risks impact on not only Government interests in project areas, but also on local communities and beneficiaries under the Project.

Managing potential security risks and their impact on the Project is imperative to ensure security for project operations including: (i) the protection of project workers, beneficiaries and other project-affected persons; (ii) reducing access challenges to beneficiaries for meaningful stakeholder and community engagements as well as grievance redressal and monitoring; (iii) compensating for systemic Government inability to provide security through its security apparatus; and (iv) mitigation and treatment of risks emanating from the deployment of armed security guards in project interventions.

Given the complexities of managing security risks in Somalia, the NPCU has engaged the services of an internationally accredited<sup>8</sup> Security Risk Management Company (SRMC) to assist in the development of SRAs and SMPs at the Project-site levels. This Company will also provide technical support to the NPCU in the form of periodic security auditing, coaching and development of PCU staff, and ad hoc contingency and crisis support. The SRMC will ensure implementation of a plan to develop the NPCU’s capacities in project SRM.

The Security Advisor will be the focal point of management for the SRMC. With the support of the SRMC, the Security Advisor will build the NPCU and FMS PIUs’ in-house capacity to professionally manage all Project security-related matters, including security information management, travel approvals, crisis and contingency preparation and management, SITREP reporting, weekly community of practice meetings with IP security focal points, and security risk analysis (SecRA). Details will be provided in the Project SMP.

### **Roles and responsibilities**

- Support the NPCU in managing the Project SRAs and SMPs tasks of an internationally accredited Security Risk Management Company;
- Ensure sub-project security risk assessments and security management plans are submitted and cleared by the World Bank before any project implementation;
- Ensure the qualitative functionality of all Project SRAs and SMPs, including iterative development of all Project risk tables and SMPs;
- Assume a direct leadership role as the point of contact for all FMS PIU SFPs, ensuring a harmonization of SRM approaches across the Project sites;
- Supervising the development and adherence by all Project Workers and contractors to SMPs;
- Ensure communication and integration of security risk assessment results to the FMS PIUs and contractors;
- Manage the process of seeking relevant World Bank no objections on SMPs;
- Managing the Project Travel Policy;
- Develop and manage a daily security information briefing to NPCU, FMS PIUs: see INSO format;
- Monitor the implementation of SMPs by implementing partners and FMS PIUs;
- Ensure that the Security Risk Management Company conforms its implementation activities with the provisions of the World Bank’s Environmental and Social Standard 2 (ESS 2) on Labor and Working Conditions and ESS4 on Community Health and Safety, in close cooperation with the NPCU Environmental and Social Safeguards Team;
- Support NPCU decision-making processes to disengage project activities due to security considerations;
- Maintain appropriate information management for all Project security related communications, including travel approvals, weekly SITREPs, SMPs and security bulletins;
- Prepare a monthly and Quarterly Security Report for the PCIU and the World Bank Task Team;
- Ensure the internal reporting for all relevant security incidents within the project, logging these in a traceable manner for security audit purposes (all incidents must be reported by the NPCU Coordinator to the World Bank Task Team Leader within five days);
- Ensure and maintain adequate networking with other risk management entities, including military and security forces, the UN and INSO, on security risk management and related developments; and

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<sup>8</sup> Internationally accredited shall mean a registered Security Risk Management Company – preferably Somali – that has a longstanding membership of the International Code of Conduct Association for Private Security Companies.

- Ensure appropriate internal training and development on security risk management for relevant Project team members;
- Investigation of incidents, coming with corrective actions etc.

### **Qualifications and experience**

The Advisor should have the following qualifications and experience:

- A Bachelor's degree in Security Studies, Social or Political Science, Public Administration, Security management, and/or other relevant fields. Having a Master's Degree is an added advantage.
- Minimum of eight (8) years of relevant working experience in the security sector, security risk management, or similar fields;
- A minimum of five (5) years of operational field experience in Somalia; □ ability to travel widely in Somalia to Regional Project sites;
- Proven ability to work simultaneously at the FGS and Federal levels of Government;
- Demonstrated Team Leadership experience;
- Proven experience in analyzing and reporting security risks and developing security planning for large-scale field operations;
- Experience in providing security risk management training and individual development programmes;
- Detailed experience and understanding of ISO 31000, Risk Management – Principles and Guidelines;
- Strong interpersonal skills and ability to work within and build a team environment, excellent communication and negotiation skills, ability to work effectively and harmoniously within a diverse work environment;
- Ability to adapt and cope with changes and work-related pressure;
- Excellent computer skills, including website content management;
- Experience in working on World Bank-funded projects would be an asset
- Excellent command of Somali and English language (oral and written)

### **Other Key Competencies and Requirements**

- Proven track record of leadership and networking at a senior level
- Excellent knowledge of Somali and English
- Computer literacy
- Excellent analytical and administrative skills, as well as solid writing and communication abilities;
- Demonstrated interpersonal skills and ability to work in a team environment;
- Strong presentation and communication skills (both written and oral)



## Annex IV: Terms of reference for Federal State Project Coordination Units staff

### 1. State Project Coordinator (SPC)

**Reporting to:** Directors General in charge of State Ministries of Agriculture and Irrigation and Livestock, Forestry and Range.

**Purpose:** The SPC will be the head of the SPCU and shall be responsible for the overall coordination and management of FSRP activities within the State. For the day-to-day implementation of activities and strategic guidance, the SPC will, however, also maintain a direct reporting line to the National Project Coordinator (NPC).

#### **Specific Responsibilities:**

- Provide effective leadership to the SPCU;
- Serve as the secretary to the State Project Steering Committee (SPSC), co-chaired by the Director Generals in charge of the State Ministry responsible for agriculture and Livestock,
- Act as a liaison between the State Government, the National Government, and other national-level project-executing agencies on matters related to the implementation of the project within the State;
- Lead the preparation of state-level project Annual Work Plan and Budgets (AWPBs) and associated Procurement Plans for timely submission to the NPCU for consolidation;
- Coordinate and facilitate the preparation and signing of Memorandum of Understanding (MoUs) between the Federal State and all participating Beneficiary Communities in the State for implementation of FSRP activities in their respective communities;
- Ensure the effective utilization of project funds and other resources within the State according to the approved AWPB and Procurement Plan through supervision and monitoring. This will include supervision of a staff of the SPCU (including conducting annual performance reviews) and, in collaboration with the Community-Driven Development Committees (CDDCs), oversee the implementation of community sub-projects in all participating Beneficiary Communities;
- Coordinate timely preparation and submission of State progress, financial and other reports to the NPCU;
- Ensure compliance of the project within the State to all laid down World Bank/FGS guidelines, including fiduciary (procurement and financial management), environmental and social safeguards (environmental assessment, natural habitat, pest management, resettlement policy, and indigenous peoples);
- Ensure the timely dissemination of project experience and results to relevant stakeholders within the learning community within the State;
- Ensure adequate liaison, synergies, and networking with other agencies either working in the project area or potentially concerned with project activities within the State.
- To fast-track, the implementation of the projects' investments, assign thematic leads the responsibility of constituting a panel of experts as and when the need arises. Their role will be to support the SPCU in giving technical guidance, capacity building, and participating in monitoring and evaluation activities.
- Ensure that an effective communication channel with the Federal Government, other participating counties (where such coordination/collaboration is applicable), State stakeholders, and participating beneficiary communities are established;
- Represent the project at relevant functions and meetings within the State;



- Secretary to the SPSC and any of its sub-committees which may be constituted in accordance with the PIM;
- Implement the decisions of the SPSC within the State;
- Undertake project completion and financing closing activities within the State when due; and
- Perform any other duties relevant to the project as may be assigned by the NPC.

### **Qualifications and Experience:**

- Bachelor's degree or higher in agricultural sciences (e.g., Agriculture, Agricultural Economics, Agricultural Engineering, Animal Production, etc.), Rural Development, Economics, Business Studies, or other relevant fields, a Master's degree will be an added advantage;
- At least 10 years of management experience in agricultural production, marketing, or business development with government institutions, international organizations, or the private sector. Experience in donor-funded project coordination and management, preferably the World Bank or other development partners, will be an added advantage;
- Demonstrable knowledge and proven experience in agricultural and Livestock value chains development and livelihood diversification interventions;

### **Other Competencies and Requirements**

- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the Federal States;
- Strong computer and communication skills (oral, written, presentation) with proficient working knowledge of relevant software for technical analysis and reporting;
- Strong interpersonal skills with evidence of ability to interact productively with a wide range of stakeholders.
- Fluency in written and oral English and Somali.

## **2. State Community Institutions Development Officer (SCIDO)**

**Report to:** The State Project Coordinator.

**Purpose:** The State Community Institutions Development Officer (SCIDO) will play a key role in strengthening value chain organizations' capacity development program at the State level.

### **Specific Responsibilities:**

- Support the establishment of Community institutions and strengthening of existing ones.
- Take the lead in linking farmers/CIGs/VMGs to high-capacity producer organizations along priority value chains in the states.
- Preparing guidelines on the federation of FPOs from the level of society, to unions and towards engaging with Aggregation Business Centres (ABCs).
- Build an effective institutional regime to steer the value chain organizations as economically viable commercial vehicles.
- Explore the most optimal governance and tier system the State can utilize to have viable

organizations as vehicles in marketing commodities.

- Liaise with the project M&E team to develop a performance-monitoring framework around Project key indicators to evaluate the performance of the value chain organizations.
- Participate in Annual Work plans and Budgets preparations, and implementation
- Compile routines and periodic reports and submit them to SPC for onward transmission to the NPCU.
- Perform any other duties relevant to the project as may be assigned by the SPC.

### **Qualifications and Experience**

- University degree in Agriculture, social sciences, cooperative entrepreneurship, business management, or other relevant agribusiness-related degrees
- At least 5 years of experience in organization development, cooperatives business operations, management, and agricultural development
- Having 2 or more years of experience in World Bank-funded projects is an added advantage

### **Other Competencies and Requirements**

- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the state governments;
- Strong computer and communication skills (oral, written, presentation) with proficient working knowledge of relevant software for technical analysis and reporting;
- Strong interpersonal skills with evidence of ability to interact productively with a wide range of stakeholders.
- Fluency in written and oral English and Somali

## **3. State Agriculture Extension Officer (SCEO)**

**Report to:** The State Project Coordinator.

**Purpose:** The State Community Extension Officer (SCEO) will play a key role in Supporting value chain organizations with agricultural extension and advisory services and capacity development programmes at the state level.

### **Specific Responsibilities:**

- Support delivery of agricultural and Livestock extension and advisory services to communities through the CIGs/CDDC and Producer organizations
- Provide technical support to the SPCU in the development of its capacity-building-related programs.
- Facilitate dissemination and adoption of Livestock and Agriculture TIMPs to community institutions and FPOs
- Develop a capacity-building program including training materials for the organization's commercial-led model, determining the required framework for skilled capacity development,
- Support the development of a five-year capacity development program for Organizations leadership. Provide effective leadership to state staff and other partners involved in the implementation of activities related to community-driven development institutions under the thematic area;
- Facilitate contracting and training value chain organizations management who will be responsible for operationalizing and maintaining up-to-date Best Management Practices for their organizations,

- including financial and operational records,
- Support Service providers and lead farmers’ recruitment process and their subsequent capacity building.
- Liaise with the project M&E team to develop a performance-monitoring framework around Project key indicators to evaluate the performance of the value chain organizations.
- Participate in Annual Work plans, Budget preparations, and implementation.
- Compile routines and periodic reports and submit them to SPC for onward transmission to the NPCU.
- Perform any other duties relevant to the project as may be assigned by the SPC.

### **Qualifications and Experience**

- University degree in Agriculture, Agricultural extension, Animal husbandry, social sciences, cooperative entrepreneurship, business management, or other relevant agribusiness-related degrees
- At least 5 years of experience in organization development, cooperatives business operations, and management and agricultural extension and advisory services.
- Experience in World Bank-funded projects will be an added advantage.

### **Other Competencies and Requirements**

- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the state governments;
- Strong computer and communication skills (oral, written, presentation) with proficient working knowledge of relevant software for technical analysis and reporting;
- Strong interpersonal skills with evidence of ability to interact productively with a wide range of stakeholders.
- Fluency in written and oral English and Somali

## **4. State Agriculture Infrastructure Officer (SAIO)**

**Report to:** The State Project Coordinator.

**Purpose:** Support and advise on using small-scale irrigation technologies and physical Infrastructure in the states. They will coordinate and integrate such technology activities with other implementers, Farmer Groups, and other community-based organizations to promote the expanded use of those technologies.

### **Specific Responsibilities:**

- Coordinate and integrate small-scale irrigation technology activities with other implementers, Farmer Groups, and other community-based organizations;
- Coordinate the designs, supervision, and construction of agricultural Infrastructure funded under the project;
- Facilitate the acquisition of relevant permits and other regulatory requirements.
- Promote expanded use of technologies which could include small-scale Irrigation, water harvesting, runoff, roof catchments, and other new technologies, to increase agricultural and nutritious food production in project areas;
- Support and facilitate the planning and implementation of technical innovations in small-scale

- Irrigation and water supply through the integration of smallholders' land use systems in target areas;
- Provide technical support and advice support the adoption of new irrigation technologies at the State and District levels;
- Advise State governments counterparts from the agriculture, health, and nutrition sectors in appropriate technologies for the promotion and adoption of small-scale irrigation technologies by smallholder households;
- Regularly organize training workshops at State and district levels in the fields on small-scale Irrigation and water harvesting techniques;
- Provide technical support and backstopping to state project implementers.
- Perform any other tasks as assigned by the SPC.

### **Qualifications and Experience**

- A minimum of 8 years of professional experience in fields related to agricultural technologies;
- A Bachelor's degree in a related field of study preferred, e.g., Irrigation or agricultural engineering, civil engineering, etc.;
- Experience and knowledge of working in the Kenyan small-scale irrigation sub-sector;
- Experience in the Design, construction, and Operation of small-scale Irrigation (as listed above);
- Field-based experience at the farmer level and working with farmer groups and NGOs/ Associations;
- Knowledge of Kenyan environmental and agriculture legislation and issues preferred;
- Familiarity with the Federal Government of Somalia structures and reporting systems is desirable;

### **Other Competencies and Requirements**

- Meet provisions of chapter six of the Constitution of Kenya
- Proven track record of leadership and networking at a senior level
- Self-motivated and have good interpersonal skills;
- A good communicator and presenter both orally and in writing;
- Fluency in written and oral English and Somali

## **5. State Project Accountant (CPA)**

**Report to:** The State Project Coordinator.

**Purpose:** Responsible for managing State project finances in accordance with the requirements of the Financing Agreement and related documents (Project Implementation Manual, Procurement and Financial Management Manual, etc.), including verifying the availability of funds against approved State work plans and budgets (AWPBs) and all expenditure requests before payments are made.

### **Specific Responsibilities:**

- In close liaison with the FMS and State Finance Departments, develop and put into operation the project financial and procurement system within the State;
- Process accurately and promptly all State accounting transactions, including project payments for planned activities, operating expenses, travel, consultant /vendor payments, and other office running expenses;
- Prepare timely periodic state statements of expenditure (SOE) reports and fund replenishment requests, carefully checking and inspecting all supporting documents;

- Prepare, implement, and review state funding of budgeted and actual annual cash flows and ensure adequate follow-up on matters needing clarification;
- Prepare quarterly and annual state financial reports in agreed formats in line with the Financial Management Manual;
- Maintain State accounts reconciled at any given point in the Project period and avail them, including supporting documentation for auditing;
- Facilitate external financial audits of the project in the State, e.g., OAG, IAD, or the World Bank;
- Contribute to the planning and preparation of state annual budget and work plans as well as monitoring of the budgeted expenses;
- Ensure government internal control procedures are adhered to in the management of the project in the State; and
- Perform other duties as may be assigned by the SPC or the FMS.

### **Qualifications and Experience**

- Bachelor's degree in Accounting, Finance, Business Administration, Economics, or a related field from a recognized university plus professional accounting qualification (CPA II);
- 5 years of working experience in Accounting and Finance;
- Familiarity with financial management/accounting in a government ministry/department and donor-funded projects. Familiarity with the World Bank Accounting Guidelines will be an added advantage;
- Good working knowledge of accounting, financial control, banking, procurement, and personnel policies and procedures;

### **Other Competencies and Requirements**

- Ready for flexible working hours and extensive workload, as well as frequent domestic travel to support the SPCUs embedded in the Federal States; and
- Ability to work under pressure and meet crucial deadlines;
- High level of personal and professional integrity with strong analytical skills and ability to function well in a multi-cultural and inter-disciplinary environment;
- Strong computer and communications skills (oral, written, presentation) with proficient working knowledge of relevant software for technical analysis and reporting;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of stakeholders (Government, private sector, NGOs, and community organizations);
- Proven track record of leadership and networking at a senior level
- Excellent knowledge of Somali and English fluency;
- Excellent analytical and administrative skills, as well as solid writing

## **6. State Procurement Assistant (SPRA)**

**Report to:** The State Project Coordinator.

Purpose: working closely with the National Project Procurement Officer (NPRO), the SPRA will be a member of the SPCU fiduciary team responsible for overseeing the preparation and execution of state procurement plans to effectively support the project operations, ensuring strict adherence to World Bank and FGS procurement guidelines.

### **Specific Responsibilities:**

- Preparation of annual State project procurement plans in collaboration with other members of the SPCU, participating beneficiary communities, and other partners within the State in accordance with the Project Procurement Manual;
- Support in guidance and capacity building of participating communities, SPs, and partner institutions within the State on procurement policies and procedures of the project;
- Procurement of Project works, goods, and services at the State level and guidance to beneficiary communities for eligible procurements at community-level;
- Preparation and advertisement of TORs, tender, and contract documents for state-specific procurements according to FGS and World Bank guidelines;
- Participation in relevant state tender committee meetings and assisting with the preparation of committee reports;
- Maintenance of high-quality State procurement files and contract registers for review by supervision missions and auditors;
- Preparation of regular State procurement progress and contracts management reports; and
- Undertake any other duties assigned by the SPC or the NPRO.

### **Qualification and Experience:**

- Diploma or higher in Supplies Management or any other procurement-related field from a recognized learning institution plus professional qualification/ accreditation in Procurement/Supplies Management (Institute of Supplies Management).
- 3 years experience with procurement of civil works, goods, and services for FGS/donor-funded projects;
- Experience in preparing tender and contract documents for State and national competitive bidding will be an added advantage;
- Comprehensive knowledge of Public Procurement Laws and Regulations;

### **Other Competencies and Requirements**

- Ready for flexible working hours and extensive workload as well as frequent domestic travel to support the SPCUs embedded in the Federal States governments; and
- Ability to work under pressure, meet crucial deadlines and work with minimal supervision;
- High level of personal and professional integrity with strong analytical skills and ability to function well in a multi-cultural and inter-disciplinary environment;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of stakeholders (Government, private sector, NGOs, and community organizations);
- Proven track record of leadership and networking at the senior level
- Excellent knowledge of Somali and English fluency;
- Excellent analytical and administrative skills

## **7. State Monitoring and Evaluation Officer (SM&EO)**

**Report to:** The State Project Coordinator on administrative matters and functionally to the National Planning, Monitoring, and Evaluation Lead (NPM&EL).



Purpose: The SM&EO will coordinate the establishment and operation of an integrated project M&E system in the State. They will provide feedback and advice to the SPC on the effectiveness of project implementation in the states and the steps needed to achieve anticipated project outputs and outcomes.

**Specific Responsibilities;**

- Coordinate establishment and operation of an effective M&E system in the State, including training and capacity building of relevant State project staff, SPs, participating beneficiary communities, and other stakeholders on the use of the project M&E system;
- Organization and supervision of baseline, impact, and other surveys at the State –level as set out in the project M&E framework;
- Coordinate the preparation state AWPB;
- Ensure that all state-level partner institutions, SPs, and communities keep records of their activities and feed this information into the project M&E system;
- Prepare regular state reports on implementation progress, performance, and impact of operations in line with the Project M&E Manual;
- Undertake any other duties assigned by the SPC or the NPM&EC.

**Qualifications and Experience**

- Bachelor's degree in Agricultural Economics, Statistics, Economics, Planning, or a related field from a recognized university plus specialized training in M&E;
- 5 years relevant working experience, at least 1 of which must be in M&E of FGS or donor-funded projects;
- Having experience in World Bank funded is an added advantage
- Ability to use advanced computer packages for quantitative and qualitative analysis and database management;

**Other Competencies and Requirements**

- Good knowledge and experience in project cycle-related activities and developments in the agricultural sector in Kenya;
- Strong computer and communications skills (oral, written, presentation); and
- Fluency in English and Somali.

**8. State Environmental and Social Safeguards Compliance Officer (SESSCO)**

Reporting to the SPC, the SESSCO will be responsible for ensuring that all FSRP activities are implemented in accordance with the Environmental and Social Safeguard Frameworks laid out for the project.

**Responsibilities:**

- Provide technical advice to project staff, State and implementing partners on issues of environmental and social safeguards, natural resources management, and environmental sustainability;
- Develop public education and awareness materials on environmental and social safeguards;
- Coordinate capacity-building activities on environmental and social safeguards, gender mainstreaming and social inclusion, and nutrition mainstreaming at State, district, and village levels;
- Review and update screening checklists, proposal formats, and reporting systems in relation to safeguards, natural resources, and environment management where necessary to improve the project

implementation process in consultation with the relevant stakeholders;

- Ensure compliance of project interventions with the requirements set out in the safeguard documents (ESMF, VMG, RPF) specific to FSRP;
- Prepare and submit quarterly and annual reports on environmental and social safeguards to the CPC in consultation with the implementing partners;
- Undertake any other duties assigned by the CPC.

#### **Qualifications:**

- A Bachelor of Science degree in - Environmental Studies, Agricultural sciences, Geography, or any other related Degree from a recognized University;
- Accredited Environmental Impact Assessment (EIA) expert;
- 3 years of working experience in environmental and social safeguards compliance;
- Good understanding of environmental and social compliance guidelines of the FGS. Working experience in environmental and social safeguards of World Bank-funded projects will be an added advantage;
- Basic knowledge of gender mainstreaming and social inclusion;
- Knowledge in multi-sectoral community or agricultural development projects or related fields;
- Have excellent analytical skills as well as solid writing and communication abilities;
- Demonstrated interpersonal skills and ability to work in a team environment;
- Experience in managing environmental or agricultural-related projects will be an added advantage;
- Fluency in English and Somali.

### **9. State Gender/GBV/SEAH Officer**

**Report to:** The State Project Coordinator

**Purpose:** The FGS FSRP Gender/GBV/SEAH Officer will ensure that all State activities are implemented per the Social Safeguard Frameworks laid out for the project.

#### **Specific Responsibilities**

- Support and backstop the States to ensure that their project implementation activities comply with project safeguards.
- Review safeguards instruments (e.g., GBV/SEAH/P, Environmental and Social Impact Assessment/ESIA, Environmental and Social Management Plan/ESMP, Integrated Pest Management Plan/IPMP, Resettlement policy framework, Vulnerable and Marginalized Groups framework, etc.) and ensure all safeguards issues are accurately addressed.
- Ensure that project activities are carried out in line with WB safeguards instruments (i.e., ESMF, RPF, VMGF, PF) prepared for the Project and FGS/FMS legislation; more specifically, enforce social safeguards measures of the project as stipulated in the VMGF, RPF, and ESMP;
- Oversee community engagement, including with vulnerable groups and CIGs, and regularly liaise with Counties and communities that are benefiting from the project to facilitate communities' access to economic opportunities resulting from project activities;
- Oversee preparation and execution of FMS stakeholder engagement plans
- Prepare training materials and carry out technical training on social safeguards with FMS staff and other relevant stakeholders;
- Ensure compliance with gender mainstreaming and social inclusion per the project's key performance indicators in the Somalia-FSRP.



- Facilitate Identification and documentation of the major agricultural activities of men and women, with reference to the investment projects.
- Design tools and mechanisms to ensure that agricultural services are gender-sensitive, including the focus of extension for women as farm managers or partners;
- Develop a grievance redress mechanism.
- Develop mechanisms to tackle technical, logistical, and attitudinal constraints facing the service providers in supporting men and women farmers;
- Develop the relevant training materials for farmers, CIGs, vulnerable groups, minority communities, farmer fora, producer organizations, researchers, extension agents, and other relevant service providers;
- Prepare quarterly reports and work plans for project activities;
- Undertake any other duties as may be assigned by the SPC

### **Required Qualifications and Experience**

- Degree in Social Sciences, Community Development, Project Management, Gender Studies, or other relevant social disciplines from a recognized university with a bias in gender-related issues.
- 5 years of working experience in managing social safeguards and gender-related matters in the agricultural sector with a substantial understanding of and commitment to gender equity, combating gender violence
- Experience with social safeguards issues in development projects, including gender mainstreaming, involuntary resettlement, social inclusion, and community development, the inclusion of VMGs, stakeholder consultation, citizen engagement, and grievance redress;
- Knowledge of policies, legislation, and experience of human rights and gender
- Possess analytical skills in gender inequalities in access to resources and benefits;
- Understanding of gender/youth/VMG dynamics and complexities in Somalia;
- Membership in a relevant professional body will be an added advantage

### **Other Competencies and Requirements**

- Proven track record of leadership and networking at the senior level
- Excellent knowledge of Somali and English
- Computer literacy
- Excellent analytical and administrative skills, as well as solid writing and communication abilities;
- Demonstrated interpersonal skills and ability to work in a team environment;
- Strong presentation and communication skills (both written and oral)

## **10. State Project Administrative Assistant (SPAA)**

**Reporting to:** The State Project Coordinator (SPC)

Purpose: Working closely with the SPAAs will provide administrative support to the SPCU.

### **Specific Responsibilities**

- General office administration, including the reception of persons and correspondence and the management of calls and appointments;
- Proper filing and retrieval of documents;
- Analytical and document preparation support to the SPC and other officers of the SPCU;

- Day-to-day administration of supplies, utilities, maintenance of office equipment and furniture, and other services;
- Coordination of work of State project drivers; and
- Undertake any other duties assigned by the SPC.

**Qualifications and Experience**

- Higher national diploma in Secretarial, Office Administration, Business Administration, or other related fields from a recognized learning institution;
- 3 years of working experience in a Secretarial or Project Assistant position in a busy public or private sector institution;
- Strong computer and communications skills (oral, written, presentation);
- Fluency in English and Somali.

## Annex V: Terms of reference for the national project steering committee (NPSC)

### Role and Responsibilities of NPSC

The NPSC is the supreme body of SFSRP and is responsible for the project's overall oversight and policy guidance. The Committee will ensure that it operates within the principles and framework of the Somalia National Development Plan, The Livestock Sector Development Strategic Action Plan, and any other ministry of agriculture and Livestock government-approved documents and the Financing Agreement for the project signed between the Somalia Government Ministry of Finance and the World Bank. The Committee will take overall responsibility for ensuring that the project remains within the project development objective and that project resources are utilized efficiently and effectively to achieve agreed targets. The following are the specific Terms of Reference for the Committee:

- Review and approval of membership and terms of reference for the NTAC and any other sub-committees of the NPSC
- Review and approval of the project's annual work plans and budgets based on recommendations of the NTAC
- Review and approval of project semi-annual and annual progress and financial reports
- Consideration and approval of recommendations for replacement of participating States in the event this need arises.
- Coordination between all institutions and stakeholder groups involved in the implementation of the project
- Management of project risks
- Vetting of project process gaps, integrity, and contingency development
- Project team monitoring & project performance improvement; and tracking of project implementation milestones/Schedules of work plan activities
- Review and approval of any changes in project policies and procedures governing the implementation of the project based on recommendations of the NTAC
- Consideration and guidance on any other matters related to the project that may be brought to the Committee by the NPCU or any member for deliberations

### I. Membership of NPSC

The NPSC will be Chaired by the Minister for the Ministry of Agriculture and Irrigation and co-chaired Minister of Livestock, Forestry, and Range. The following are the members of the NPSC:

- i. Minister of Agriculture and Irrigation- Chair
- ii. The Minister of Livestock, Forestry, and Range – Co-Chair
- iii. Principal Secretary, the Ministry of Finance
- iv. Principal Secretary, Ministry of Agriculture and Irrigation
- v. Principal Secretary, Ministry of Planning
- vi. Principal Secretary, Ministry of Environment
- vii. Secretariat services for the NPSC will be provided by the NPCU, with National Project Coordinator (NPC) acting as the Committee's Secretary.

## **II. Policies and Procedures for NPSC**

The NPSC will operate according to policies and procedures in the Project Implementation Manual as follows:

- (i) **Committee constitution:** The NPSC will be constituted by the Minister, Ministry of Livestock, Forestry, and Range, through formal written invitations to members. The Committee will stand constituted once at least half its members formally write back accepting membership (and an inaugural meeting is held to brief the Committee on its mandate).
- (ii) **Chairing of the Committee:** The NPSC will be co-chaired on a rotational basis by the Minister, Ministry of Livestock, Forestry, and Range, and the Minister in the Ministry of Agriculture and Irrigation.
- (iii) **A quorum for meetings:** The quorum for NPCU meetings shall be at least Six (6) members.
- (iv) **Frequency of meetings:** The NPSC shall meet at least 2 times per financial year (January – December). Special purpose meetings of the full Committee (or sub-committees thereof) may be called from time to time to deliberate on matters requiring urgent attention.
- (v) **Representation of members in committee meetings:** To maintain institutional memory and continuity, members of the Committee will, to the extent possible, personally participate in committee meetings or have only one alternate member from their respective institutions. Nominated alternate members shall be senior officers of at least the Director-General level.
- (vi) **Convening of meetings:** Committee meetings shall be convened by the Minister- Ministry of Livestock, Forestry, and Range, giving members advance notice of at least 7 calendar days to the day of the meeting.
- (vii) **Documents to be considered by the Committee:** All documents to be considered by the Committee, including Minutes of the previous committee meeting, shall be circulated to members at least 5 calendar days before the day of the meeting.

## Annex VI: Terms of reference for national technical advisory committee (NTAC)

### I. Role and Responsibilities

The NTAC is responsible for providing technical support to overall project implementation and Approving National and State investments. It will ensure proper linkages and coordination with the following specific functions:

- Carry out a detailed review of project annual work plans and budgets, and make recommendations to the NPSC for approval
- Monitor project implementation progress and participate in periodic project implementation support missions
- Review and approve proposals from counties for State-level Multi Community Investments
- Review and approve national-level research proposals
- 
- Review and approve State requests for recruitment of SPCU staff for positions that States cannot fill through secondment as described in this document.
- Review and make recommendations to the NPSC on any proposed policy changes to the project.
- Consider and provide technical guidance on technical matters which may be referred to the Committee by the NPCU or the NPSC for advice.

### II. Membership

The NTAC will be chaired by the Director General (on behalf of the PS) in the Ministry of Agriculture and Irrigation and Co-chaired by the Director General in the Ministry of Agriculture and Irrigation. The following are the members of the NTAC:

- i. Director General in the Ministry of Agriculture and Irrigation - Chair
- ii. Director General – Ministry of Livestock, Forestry, and Range – Co-Chair
- iii. Director General -Ministry of Finance
- iv. Director General Ministry of Planning
- v. Director Generals of member states from the ministries responsible for Agriculture and Livestock matters (In total 10).
- vi. Director General Ministry of Environment

Secretariat services for the NTAC will be provided by the NPCU, with National Project Coordinator (NPC) acting as the Committee's Secretary. Representatives of the following organizations will be invited to attend the National Technical Advisory Committee meetings on a need basis to offer specialist technical advice:

- i. Director in charge of Veterinary Services
- ii. Director in charge of Livestock
- iii. Director in charge of Forestry
- iv. Director in charge of Range
- v. Director in charge of Public Health, Ministry of Health

- vi. Representation from treasury

### III. Committee Policies and Procedures

The NTAC will operate in accordance with policies and procedures laid out for the Committee in the Project Implementation Manual. These include the following:

- (i) Committee constitution: The NTAC will be constituted by the Permanent Secretary, MoLF, through formal written invitations to members. The Committee will stand constituted once at least half of the invited members formally write back accepting membership (and an inaugural meeting is held to brief the Committee on its mandate)
- (ii) Chairing of the Committee: The NTAC will be co-chaired on a rotational basis by the Director General Ministry of Agriculture and the Director General Ministry of Livestock, Forestry and Range.
- (iii) The quorum for meetings: The number of members of NTAC attending each meeting will depend on the agenda or technical advice sought by the NPCU and will be managed not to exceed 12 at any one time. The quorum for Committee meetings shall, however, always be at least 5 members.
- (iv) Frequency of meetings: The NTAC shall meet quarterly in accordance with a calendar to be established by the Committee during its inaugural meeting. Special purpose meetings of the full Committee or sub-committees may be called from time to time to deliberate on matters that may require urgent attention.
- (v) Representation of members in committee meetings: To maintain institutional memory, members of the Committee will, to the extent possible, personally participate in committee meetings or have only one alternate member from their respective institutions
- (vi) Convening of meetings: Committee meetings shall be convened by the Director General Ministry of Agriculture on behalf of the DG Ministry of Agriculture and Irrigation and the Director General Ministry of Livestock, Forestry and Range. Giving members advance notice of at least 7 calendar days before the day of the meeting.
- (vii) Documents to be considered by Committee during meetings: All documents to be considered by the Committee, including Minutes of the previous committee meeting, shall be circulated to members at least 5 calendar days before the day of the meeting.

## Annex VII: Terms of reference for the state project steering committee (SPSC)

### A. Role and Responsibilities

The SPSC is the top coordinating body of SFRSP at the State level and is responsible for the project's overall oversight and policy guidance. The Committee will ensure that it operates within the principles and framework of the Somalia National Development Plan, The Livestock Sector Development Strategic Action Plan, and any other ministry of agriculture and Livestock government-approved documents and the Financing Agreement for the project signed between the Somalia Government Ministry of Finance and the World Bank. The Committee will take overall responsibility for ensuring that the project remains within the project development objective and that project resources are utilized efficiently and effectively to achieve agreed targets. The following are the specific Terms of Reference for the Committee:

- (i) Review and approval of membership and terms of reference for the STAC and any other sub-committees of the SPSC
- (ii) Review and approval of the project's annual work plans and budgets based on recommendations of the STAC
- (iii) Review and approval of project semi-annual and annual progress and financial reports
- (iv) Consideration and approval of recommendations for replacement of participating wards in the event this need arises.
- (v) Coordination between all institutions and stakeholder groups involved in the implementation of the project
- (vi) Review and approval of any changes in project policies and procedures governing the implementation of the project based on recommendations of the STAC
- (vii) Consideration and guidance on any other matters related to the project that may be brought to the Committee by the SPCU or any member for deliberations
- (viii) Approve/ratify community micro-project proposals in order to harmonize activities and programs/projects in the Districts and Villages.
- (ix) Resolve conflicts that may emerge within/between communities, stakeholders, and cross-border communities.
- (x) Ensure that CDD micro-projects are socially inclusive, economically viable, and environmentally friendly.
- (xi) Ensure an adequate gender balance and advocate for marginalized and disadvantaged groups in participating communities.
- (xii) Define State-specific criteria for identifying CDD focal areas and monitor the distribution of CDD activities in the State.

### B. Membership

The SPSC will be chaired by the Minister for Livestock, Forestry, and Range at the State level and comprising of Director Generals of the relevant State departments as follows:

- i. Director General in Charge of Agriculture and Irrigation
- ii. Director General in charge of Livestock, Forestry, and Range.

- iii. Director General -Ministry of Finance
- iv. Director General Ministry of Planning
- v. Director General Ministry of Environment
- vi. Can co-opt any other relevant technical departments

Secretariat services for the SPSC will be provided by the SPCU, with State Project Coordinator (SPC) acting as the Committee's Secretary.

### **C. Policies and Procedures**

2. The SPSC will operate according to policies and procedures in the Project Implementation Manual. These include the following:
  - a. Committee constitution: The SPSC will be constituted by the State Minister in charge of Agriculture and Irrigation and State Minister in charge of Livestock, forestry and range through formal written invitations to members. The Committee will stand constituted once at least half of its members formally write back accepting membership (and an inaugural meeting is held to brief the Committee on its mandate)
  - b. Chairing of the Committee: The SPSC will be chaired by Minister in charge of Agriculture and co-chaired by the Minister in charge of livestock, forestry and range
  - c. The quorum for meetings: The quorum for SPSC meetings shall be at least six (6) of the members
  - d. Frequency of meetings: The SPSC shall meet 2 times per financial year. Special purpose meetings of the full Committee (or sub-committees thereof) may be called from time to time to deliberate on matters requiring urgent attention.
  - e. Representation of members in committee meetings: To maintain institutional memory and continuity, members of the Committee will, to the extent possible, personally participate in committee meetings or have only one alternate member from their respective institutions. Nominated alternate members shall be senior officers of at least Director-level.
  - f. Convening of meetings: Committee meetings shall be convened by the Minister in charge of Agriculture and Irrigation and Minister of in charge of livestock, forestry and range, giving members advance notice of at least 7 calendar days before the day of the meeting
  - g. Documents to be considered by the Committee: All documents to be considered by the Committee, including Minutes of the previous committee meeting, shall be circulated to members at least 5 calendar days before the day of the meeting.



## **Annex VIII: Terms of reference for the state technical advisory committee**

### **A. Role of State Technical Advisory Committee (STAC)**

The State Technical Advisory Committee (STAC) will provide technical support to overall project implementation, approval of State level investments, coordination, and selection of implementation wards. The Directors General of state ministries of agriculture and livestock will appoint the chair of this Committee, and it will be responsible for constituting the Agriculture District Officer Technical Teams (ADOTT). It will ensure proper linkages coordination with the following specific functions:

- i. Carry out a detailed review of project annual work plans and budgets, and make recommendations to the SPSC for approval.
- ii. Monitor project implementation progress by reviewing and approving quarterly progress and financial reports and participating in periodic project implementation support missions.
- iii. Review and recommend to the SPSC approval of micro-project proposals.
  
- iv. Provide technical guidance on technical matters which may be referred to the Committee by the SPCU or SPSC for advice.
- v. Consider and provide technical guidance on technical matters which may be referred to the Committee by the NPCU or the NPSC for advice.

### **B. Membership**

The Directors General of state ministries of agriculture and livestock will chair rotationally the State Technical Advisory Committee (STAC) in the Ministry of Agricultural and Irrigation in each State. Members of the STAC will include departmental directors as follows:

- a. Director for crop production and research
- b. Director for Irrigation and agro-meteorology
- c. Director crop protection
- d. Director for Animal Health
- e. Director of animal production and research
- f. Director of Forestry and range
- g. Director for Environment
- h. Director of Finance
- i. Director for Planning
- j. SPCU Coordinator - Secretary

### **C. Committee Policies and Procedures**

The STAC will operate in accordance with policies and procedures laid out for the Committee in the Project Implementation Manual. These include the following:

3. Documents to be considered by Committee during meetings: All documents to be considered by the Committee, including Minutes of the previous committee meeting, shall be circulated to members at least 5 calendar days before the day of the meeting

## Annex IX: TA ESS procurement plan and costings

		<b>TA Engagement Plan Costs in USD</b>											
<b>S/No</b>	<b>Activities</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>						<b>Total Cost</b>	
1	Social Assessment	200,000											<b>200,000</b>
2	Gender Analysis	200,000											<b>200,000</b>
3	Project Environmental Assessment												
	a) Baseline	200,000											<b>200,000</b>
	b) Midline			150,000									<b>150,000</b>
	c) Endline									200,000			<b>200,000</b>
4	Staff Performance Appraisal/Quality Assurance		50,000			50,000							<b>100,000</b>
5	ESS Staff allowances												
	a) Environmental Specialist	12,000	12,000	12,000	12,000	12,000							<b>60,000</b>
	b) Social Specialist	12,000	12,000	12,000	12,000	12,000							<b>60,000</b>
	c) GBV/SEAH Specialist	12,000	12,000	12,000	12,000	12,000							<b>60,000</b>
	d) Security expert	12,000	12,000	12,000	12,000	12,000							<b>60,000</b>
	e) Security surveillance part-time firm	24,000	24,000	24,000	24,000	24,000							<b>120,000</b>
	f) ESS Specialized training experts on a need basis, e.g., global Gap. Certifications, Registration of FPOs	15,000	15,000	15,000	15,000	15,000							<b>75,000</b>

## **Annex X: Simplified procurement plan**

### **A. General**

#### **1. Project Information**

- a) **Country:** Federal Republic of Somalia
- b) **Project Name:** Somalia Food Systems Resilience Project
- c) **Project Number:** P178566
- d) **Total Finance:** USD150 Million

**2. Project Implementation Agency(i.e.):** Ministry of Agriculture and Irrigation (MoAI), Ministry of Forestry, Livestock, and Range (MoLFR)

**3.Date of the Procurement Plan:** January 2023

**4.Period covered by this Procurement Plan:** August 2023 to January 2025 (first 18 months)

### **B. Preamble**

In accordance with paragraph 5.9 of the "World Bank Procurement Regulations for IPF Borrowers" (July 2016, Revised in November 2017 and August 2018, November 2020) ("Procurement Regulations"), the Bank's Systematic Tracking and Exchanges in Procurement (STEP) system will be used to prepare, clear and update Procurement Plans and conduct all procurement transactions for the project.

This textual part, along with the Procurement Plan tables in STEP, constitutes the Procurement Plan for the project. The following conditions apply to all procurement activities in the Procurement Plan. The other elements of the Procurement Plan, as required under paragraph 4.4 of the Procurement Regulations, are set forth in STEP.

**C. The Bank's Standard Procurement Documents (SBP):** shall be used for all contracts subject to international competitive procurement and those contracts as specified in the Procurement Plan tables in STEP.

**D. National Procurement Arrangements:** In accordance with paragraph 5.3 of the Procurement Regulations, the country's procurement procedures may be used when approaching the national market (as specified in the Procurement Plan tables in STEP). Open National competition for the procurement of goods, works, and non-consulting services according to the established thresholds will be conducted in accordance with paragraphs 5.3 – 5.6 of Section V of the Regulations and the following provisions:

- i. Only the Modified Procurement documents for National Competitive Procurement agreed with the World Bank shall be used for bidding.
- ii. Invitations to bid shall be advertised on a widely used website or electronic portal with free open access at least 30 days prior to the deadline for the submission of bids unless otherwise agreed in the approved procurement plan.

- iii. No special preference will be accorded to any bidder for price or other terms and conditions when competing with foreign bidders or state-owned enterprises.
  - iv. Except with the prior concurrence of the Bank, there shall be no negotiation of price with the bidders, even with the lowest evaluated bidder.
  - v. Procurement will be open to eligible firms from any country. This eligibility shall be as defined under Section III of the Procurement Regulations. Accordingly, no bidder or potential bidder shall be declared ineligible for contracts financed by the Bank for reasons other than those provided in Section III of the Procurement Regulations.
  - vi. The Request for Bids/Request for Proposals shall require that Bidders/Proposers submitting Bids/Proposals include a signed acceptance in the bid to be incorporated in any resulting contracts, confirming the application of, and compliance with, the Bank's Anti-Corruption Guidelines, including without limitation the Bank's right to sanction and the Bank's inspection and audit rights.
  - vii. The Borrower shall use an effective complaints mechanism for handling procurement-related complaints in a timely manner.
  - viii. Procurement Documents will include provisions, as agreed with the Bank, intended to adequately mitigate against environmental, social (including sexual exploitation and abuse and gender-based violence), health, and safety risks and impacts.
- E. Leased Assets as specified under paragraph 5.10 of the Procurement Regulations:**  
*Not Applicable*
- F. Procurement of Second-hand Goods as specified under paragraph 5.11 of the Procurement Regulations:** *Not Applicable*
- G. Domestic preference as specified under paragraph 5.51 of the Procurement Regulations (Goods and Works).** *Specify for each*  
**Goods:** applicable for those contracts identified in the Procurement Plan tables;  
**Works:** is not applicable.
- H. Other Relevant Procurement Information.** All contracts not subject to prior review by the World Bank will be subject to post-review during the Project's Implementation Support Missions and/or special post-review missions, including missions by consultants hired by the Bank. The World Bank may conduct, at any time, independent procurement reviews of all the contracts financed under the loan. Additionally, suppose there are internal audits carried out for sample procurements. In that case, the Borrower may consult with the World Bank to include the Bank's requirements under the terms of reference for such audits, in which case the Bank will review the internal audit reports.
- I. Forced Labor Risk in the Procurement of Solar Panels/Components.** There is a significant risk of forced labor in the global supply chain for solar panels and components. To support forced labor risk mitigation, the Bank requires Borrowers to strengthen procurement documents that include solar panels/components for the "core functions of a project" as defined in the World Bank Environmental and Social Framework. These strengthened measures include forced labor bidder declarations, qualification requirements, strengthened forced labor contractual provisions, and

mandatory prior review/No Objection by the Bank. The new requirements apply to international and national competitive procurement and any direct selection/direct contracting within the scope of the application.

- J. Fiduciary oversight and Procurement Review by the World Bank.** The World Bank shall PRIOR REVIEW all contracts set in the Procurement Plan regardless of the nature and value, according to prior review thresholds (All contracts for Somalia) set in the Procurement Plan.

**The table on Packages for Goods, Works, and Non-Consulting Services (At Design – to be entered in STEP)**

Ref. No.	Description	Estimated Cost (US\$ m)	Bank Oversight	Procurement Approach (Open National/ Limited etc.)	Selection Method (RFP, RFB, RFQ, etc.)	Evaluation Method	Expected date of Bid/ proposal opening	Expected date of signing of the contract
<b>GOODS</b>								
G1	Supply of office vehicles	0.3	Prior	Open International	RFB	Most advantageous bid	TBD	TBD
G2	Supply of field Motorcycles	0.2	Prior	Open National	RFB	Most advantageous bid	TBD	TBD
G3	Supply of foundation seeds for priority value chains	0.5	Prior	Open International	RFB	Most advantageous bid	TBD	TBD
G4	Supply of Solar Water pumps	1.5	Prior	Open International	RFB	Most advantageous bid	TBD	TBD
G5	Supply of Animal Vaccines	0.3	Prior	Open National	RFB	Most advantageous bid	TBD	TBD
G6	Supply of Equipment for the National Referral Veterinary Lab	0.2	Prior	Open National	RFB	Most advantageous bid	TBD	TBD
G7	Supply of ICT Equipment (Computer, Laptops, Printers)	0.2	Prior	Open National	RFB	Most advantageous bid	TBD	TBD
G8	Supply of Office Furniture	0.2	Prior	Open National	RFB	Most advantageous bid	TBD	TBD
<b>Sub-total</b>		<b>3.4</b>						
<b>WORKS</b>								
W1	Rehabilitation of Water points in project areas	0.8	Prior	Open National	RFB	Most advantageous bid	TBD	TBD
W2	Rehabilitation of barrages, water gates, and canals	7.0	Prior	Open International	RFB	Most advantageous bid	TBD	TBD
W3	Construction of 28No new water points in strategic livestock routes, markets, holding grounds, and veterinary centers	1.5	Prior	Open National	RFB	Most advantageous bid	TBD	TBD
W4	Construction of the Federal National Research	1.0	Prior	Open National	RFB	Most advantageous bid	TBD	TBD

	Institution for Agriculture							
W5	Construction of the Federal National Research Institution for Livestock	1.0	Prior	Open National	RFB	Most advantageous bid	TBD	TBD
<b>Sub-total</b>		<b>11.3</b>						
<b>Non-Consulting Services – None</b>								

<b>Consulting Services</b>							
Ref. No.	Contract Description	Estimated Cost (US\$ m)	Review by Bank (Prior/Post)	Market Approach (Open-National/Limited etc.)	Method (QCBS, LCBCS, QBS, DS)	Expected date of Bid/proposal opening	Expected date of signing of the contract
C1	Backstopping Engineering Firm	2.0	Prior	Open International	QCBS	TBD	TBD
C2	Selection of Consulting Firm for Development of Community Investment Plans (CIPs)	0.7	Prior	Open International	QCBS	TBD	TBD
C3	Consultancy services to review the Project Monitoring and Evaluation – Management Information System (M&E-MIS) to conform to the new Project Results Framework.	0.5	Prior	Open International	QCBS	TBD	TBD
C4	Consultancy for the project baseline survey	0.8	Prior	Open International	QCBS	TBD	TBD
C5	Consultancy to establish Farmer Registry	0.8	Prior	Open International	QCBS	TBD	TBD
C6	Selection of a Consultant for Updating soil maps and soil testing systems	0.3	Prior	Open International	QCBS	TBD	TBD
C7	Selection of Consulting firm as Third-party monitoring agency (TPMA) Services	1.5	Prior	Open International	QCBS	TBD	TBD
C8	Selection of consultant for Mapping of Ag-tech innovations within Somalia	0.1	Prior	Open National	CQS	TBD	TBD
C9	Selection of consultant for Development of DAT platforms post vetting of identified solutions	0.1	Prior	Open National	CQS	TBD	TBD
C10	Security Risk Management Firm	1.0	Prior	Open International	QCBS	TBD	TBD
C11	Project Coordinator FGS	0.15	Prior	Open International	INDV	TBD	TBD
C12	Procurement Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C13	FM Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C14	Crop Production Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C15	Environmental Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C16	Social Safeguards Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C17	Security Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C18	Community Development/Social Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C19	Monitoring and Evaluation Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C20	Communications Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C21	Animal Health Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C22	Financial Inclusion Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C23	Digital Agriculture Specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C24	Private sector specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
C25	Gender specialist FGS	0.12	Prior	Open International	INDV	TBD	TBD
<b>Sub-total</b>		<b>9.63</b>					

<b>GRAND TOTAL</b>	<b>24.33</b>					
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### **Annex XI: Guidelines on the number of training and participants and estimated cost for TIMPs training**

<b>Tier</b>	<b>NO. of Training</b>	<b>No. of Participants</b>	<b>UNIT COST(USD)</b>	<b>Estimated Cost (USD)</b>
Tier 1	6 for all the Value chains	6 *10participants=60	1300	78,000
Tier 2	6 VC * 3 (Clustered training) = 18	18 Training * 10 participants= 180	1300	234,000
Tier 3	144 (6VC *24 district)	144 * 10 participants=1440	1000	1,440,000
Tier 4	24 Districts* 3 Villages *100 Lead farmers	7,200 Lead Farmers	500	3,600,000.00

**NB. The project will fund 7,200 Micro projects (CIGS) at 5,281,800 USD.**

## Annex XII: Targeted community training on governance

<b>Training</b>	<b>Target group</b>	<b>Responsible</b>	<b>When</b>
PICD	STAC, TDs	SPCU, in collaboration with NPCU	Community Entry
Social Accountability and Integrity Training	SAIC, Integrity Committee	SPCU to facilitate SPs	After PICD
Training	Target group	Responsible	When
Basics of Leadership, project management, group dynamics, conflict management, Social Accountability, and complaint handling	CIG/VMG, LEAD FARMERS/ CVCDC, PMC, CDDC, FPO	SPCU to facilitate SPs	Contract signing
Resources mobilization and proposal writing	CIG/VMG, LEAD FARMERS/ CVCDC, PMC, CDDC, FPO	SPCU to facilitate SPs/STAC	One week after leadership training
Value chain upgrading opportunities	CIG/VMG, LEAD FARMERS/ CVCDC, PMC, CDDC, FPO	SPCU to facilitate SPs/STAC	After proposal training
Procurement and Financial Management	CIG/VMG, LEAD FARMERS/ CVCDC, PMC, CDDC, FPO	SPCU to facilitate SPs/CTAC	One week after resource mobilization
Participatory Monitoring and Evaluation	CIG/VMG, LEAD FARMERS/ CVCDC, PMC, CDDC, FPO	SPCU to facilitate SPs/CTAC	One week after Procurement & financial management training
Report writing and documentation	CIG/VMG, LEAD FARMERS/, PMC, CDDC, FPO	SPCU to facilitate SPs/STAC	Two weeks after PM&E Training
Cross-cutting issues on Gender, Environment and Social safeguards, HIV & AIDs, Social inclusion	All committees	SPCU to facilitate SPs/STAC	After report writing training

Exchange Visits	CIG/VMG, LEAD FARMERS/ CVDC, PMC, CDDC, FPO	SPCU to facilitate SPs/STA C	Within Implementation period
Risk Management, public disclosures, and Sustainability	All committees	SPCU to facilitate SPs/STA C	Within implementation period
Establishment and Training of FFBS/PFS	CIGS, VMGS	SPCU to Facilitate FFBS/PFS	Within implementation period
Establishment of WUAs	WUAs, PMC, CIGS	SPCU to Facilitate WUAs	Within implementation period

## Annex XIII: Water resources development activities

<p><b>Responsible Organization/Department:</b></p> <ul style="list-style-type: none"> <li>• <b>Lead Organization:</b> MAL</li> <li>• <b>Supporting Organizations:</b> State Department of Water</li> </ul>
<p><b>Budget Allocated:</b></p>
<p><b>Sub-component Objectives:</b> Access to sustainably managed water resources for pastoral and agro-pastoral communities increased</p> <p><b>Main Activities:</b></p> <ul style="list-style-type: none"> <li>• Refine available regional/national mapping of water resources and Irrigation infrastructure</li> <li>• Mobilize Community</li> <li>• Develop a legal framework for data and map sharing</li> <li>• Identify and design water resources access facilities</li> <li>• Rehabilitate water resource access facilities-Irrigation, canals, water pans, earth dams, and boreholes</li> <li>• Construct new water resource facilities- Irrigation canals, water pans, earth dams, rock catchment, and boreholes.</li> <li>• Set up integrated information system;</li> <li>• Hold Knowledge sharing workshop to share best practices</li> <li>• Build capacity for water user association. (Community)</li> <li>• Build capacity for staff;</li> <li>• Purchase GIS software, Computers, Printers/scanners/photocopiers, Cameras</li> <li>• Study on pastoral movement</li> </ul> <p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• 61 k of canals rehabilitated.</li> <li>• 20 No. of Water user association established and trained</li> <li>• 20 Project Management committees established and trained</li> <li>• 4 Earth Dams 10 water pans constructed/de-silted</li> <li>• 10 Boreholes and Shallow wells rehabilitated</li> <li>• 10No of Knowledge sharing workshop held</li> <li>• 6No of Exchange visits across states</li> <li>• 3 No. regions for experience sharing organized</li> <li>• 10No of persons sponsored for short courses in NR sponsored</li> </ul>

- 10 No of persons sponsored for study tours in the regions.
- 10No. of persons sponsored for study tours within states
- 1000KM of contour bunds laid
- 500 No of semi-circular bunds constructed
- 500 No. of Zaipits laid

**Outcome Indicators, disaggregated by gender when possible:**

- Number of canals constructed
- Number of canals rehabilitated
- Number of water resources constructed
- Number of water resources rehabilitated
- Number of water user associations formed and their membership disaggregated by gender
- Number of exchange visits, experience-sharing workshops, and cross-visits conducted/held
- Number of demonstrations conducted on improved water management
- Number of equipment purchased
- Number of male and female beneficiaries in the different activities
- No soil and water conservation structures constructed
- KM of contour bunds laid
- No of semi-circular bunds constructed
- No. of Zaipits laid

**Monitoring, Reporting, and Evaluation Arrangements.**

- Monthly, quarterly, and annual progress reports.
- Field verification by project personnel
- Joint Review and Implementation Support Missions

### Annex XIV: Water resource development implementation schedule

Activity	Responsible Organization	Implementation Schedule							
		Year 1				y e a r 2	y e a r 3	y e a r 4	y e a r 5
		Q 1	Q 2	Q 3	Q 4				
<b>Carry out a water resources mapping and water use/user profiling.</b>									
Study of the available data/maps (purchase of high-resolution images)	NSPCU								
Update profile of water resource and irrigation infrastructure	NSPCU								
Community mobilization meeting	SSPCU								
Ground truthing									
Training on the use of GIS software	NSPCU/FAO								
Study on pastoral movement	CONSULTANT								
<b>Facilitate integrated dissemination and management of the water information system.</b>									
Establish database system									
Documentation and production	NSPCU								
Dissemination (media, barazas, air time, mobile phones)	NSPCU								
Procure computers, Printers/scanners/photocopie	NSPCU								

Activity	Responsible Organization	Implementation Schedule							
		Year 1				y e a r 2	y e a r 3	y e a r 4	y e a r 5
		Q 1	Q 2	Q 3	Q 4				
rs, cameras, and GIS software.									
Identify and design irrigation and water resources access facilities	NSPCU								
<b>Rehabilitate irrigation infrastructures and water resources access facilities-water storage and harvesting.</b>	NPCU								
Undertake detailed feasibility study on barrages and pre-war irrigation infrastructures.	NSPCU								
Rehabilitation of irrigation canals and water gates.	NSPCU								
Rehabilitation Boreholes	NSPCU								
Rehabilitation Shallow wells	NSPCU								
<b>Capacity building for water user association</b>	SSPCU								
Establish/strengthen and train WUA and project management committees	SSPCU								
Knowledge Sharing workshop on best practices	NSPCU								
Exchange visit (best practices)	NSPCU								
<b>Capacity building for staff</b>									

Activity	Responsible Organization	Implementation Schedule							
		Year 1				y e a r 2	y e a r 3	y e a r 4	y e a r 5
		Q 1	Q 2	Q 3	Q 4				
Training on operation and maintenance of water and irrigation facilities	SSPCU								
Short courses on water access facilities management	NSPCU								
Study tours to areas that excel in Irrigation and water mgt. -Israel	NSPCU								
<b>Support development</b> <b>Policy</b>									
Facilitate stakeholder meetings and workshops.	NSPCU								
Production of a policy document	NSPCU								
Policy dissemination workshop	NSPCU								



## Annex XV: Subcomponent 2.2 implementation plan

<b>Sub COMPONENT 2.2.: Strengthening rangeland management for agriculture and Livestock</b>										
<b>No</b>	<b>Activity/ Task Name</b>	<b>Expected Duration (Months)</b>	<b>Est. Cost (Kshs) Million</b>	<b>Expected Outputs</b>	<b>Key Performance Indicator</b>	<b>FY 1</b>	<b>FY 2</b>	<b>FY 3</b>	<b>FY 4</b>	<b>FY 5</b>
1	Water Harvesting for Livestock and Irrigation	60		Water for Livestock and Irrigation was harvested.	Number of water harvesting structures rehabilitated or developed					
2	Rehabilitate degraded rangelands	60		Degraded rangelands rehabilitated	Number of hectares rehabilitated					
3	Upscale disease surveillance control.	60	1Million	Disease surveillance and control upscaled	Number of disease control and surveillance undertaken					
	Development of Training module on Rangeland management	12	0.5M							
4	Capacity building on	60	0.5M	The capacity of	Number of stakehold					

<b>Sub COMPONENT 2.2.: Strengthening rangeland management for agriculture and Livestock</b>										
<b>No</b>	<b>Activity/ Task Name</b>	<b>Expected Duration (Months)</b>	<b>Est. Cost (Kshs) Million</b>	<b>Expected Outputs</b>	<b>Key Performance Indicator</b>	<b>FY 1</b>	<b>FY 2</b>	<b>FY 3</b>	<b>FY4</b>	<b>FY5</b>
	Sustainable land Management Practices			stakeholders built.	ers trained on SLM					
	Capacity building on rangeland Management Practices		0.5M							
	Establishment of Densified Complete Feed Block facilities									
	Creation of climate change awareness	20	0.4M	climate change awareness created	Number of project beneficiaries aware of climate change	Creation of climate change awareness	20		climate change awareness create	Number of project beneficiaries aware of climate change
6	Livestock breeds improvement programs	60	1Million	Livestock breeds improved Livestock availed to farmers.	Number of metric tonnes of feed conserved and pasture seeds bulked.					
7										

Table xxx: Subcomponent 2.2 implementation plan

<b>No</b>	<b>Activity/Task Name</b>	<b>QTY/Length</b>	<b>Expected Duration (Months)</b>	<b>Est. Cost (Kshs) Million</b>	<b>Expected Outputs</b>	<b>Key Performance Indicator</b>	<b>Remarks</b>
1	Detailed feasibility studies of Barage on Rehabilitation \ (9 Barages) Pre-war Irrigation Infrasture Shabele Basin	1	3	1 Million	Complete Feasibility Report	Number of Feasibility Undertaken	The study will cover both environmental and social as Barages and their Auxiliaries are currently occupied as farmlands
2	Rehabilitation of Dilapidated Irrigation Canals	61KM (56NO.)	60	10Million	Length of Canals Rehabilitated	Number of hectares brought under Irrigation	Rehabilitation of existing dilapidated canals in Shabele Basin
3	Installation of Solar Pump systems for Irrigation	10	60	1Million	No. of pumps installed	Number of hectares brought under Irrigation	Number of hectares brought under Irrigation
3	Rehabilitation of Water gates	20	60	1Million	Number of water gates Repaired	Number of water brought under Irrigation	Rehabilitation of existing water gates in use.
4	Construction/Rehabilitation of animal watering Infrastructure (Overhead tanks, piping, water abstraction, and troughs	10	60	1Million	No of troughs rehabilitated	No. of animals accessing water	Livestock watering facilities rehabilitated
5	Construction/rehabilitation of earth dams	100,000 cm3	60	4Million	Availability of water for Livestock	No of animals accessing water	Earth dams constructed/rehabilitated

<b>No</b>	<b>Activity/Task Name</b>	<b>QTY/Length</b>	<b>Expected Duration (Months)</b>	<b>Est. Cost (Kshs) Million</b>	<b>Expected Outputs</b>	<b>Key Performance Indicator</b>	<b>Remarks</b>
6	Construction of Fodder storage	20	60	1 Million	No. hay store facilities repaired	No. of animals accessing animal feeds, No of bales stored	Hay stores facilities repaired along the stock routes
7	Feasibility studies on Camel Meat Development, Livestock Census.	3	3	1Million	Report on Camel Meat development, Livestock Census, and Fodder	NO of Reported prepared	Camel meat development, Livestock census, and Fodder production prepared
8	livestock feed, establishment, conservation, and pasture seed bulking,	5Tones of Fodder seeds	60	1.0M	Livestock feed conserve d, and pasture seeds bulked.	Number of metric tonnes of feed conserve d and pasture seeds bulked.	
9	Establishment of Densified Complete Feed Block facilities	5000Blocks		0.3M			
10	Livestock breeds improvement programs.		60	0.5M	Livestock breeds improved Livestock availed to farmers.	Number of metric tonnes of feed conserve d and pasture seeds bulked.	

1 1	Establishment of Agroforestry nurseries	50NO.	60	0.2M	Nurseries established	No, of nurseries established	50 No. of Nurseries established
1 2	Reseeding of Denuded rangelands	10 Tones Fodder seeds	60	1M	Hectares of denuded area reseeded	Hectares of Denuded area reseeded	10Tonnes of fodder seeds purchased for reseeded

Table xxx: Subcomponent 2.2

**WATER AND SOIL CONSERVATION STRUCTURES**

<b>No</b>	<b>Activity/Task Name</b>	<b>QTY/Length</b>	<b>Expected Duration (Months)</b>	<b>Est. Cost (Kshs) Million</b>	<b>Expected Outputs</b>	<b>Key Performance Indicator</b>	<b>Remarks</b>
13	Construction of Contour Bands	1000 No	60	2Million	Length of Contours bunds laid in KM	Areas brought under crop production in hectares	This targets the sorghum value chain under rain-fed agricultural production
14	Construction of Runoff conveyance channel	100KM	60	2million	Length of Channels constructed	Number of hectares brought under crop and production	Runoff Water consolidated and directed for farm production
15	Semi Circular Bands/Zai Pits	1000NO.	60	500,000	Number of semi Circular bands done for crop and fodder production	Area under crop and fodder production in hectares and metric tonnes of crop and	Runoff Water consolidated and directed for farm production and improved

<b>No</b>	<b>Activity/Task Name</b>	<b>QTY/Length</b>	<b>Expected Duration (Months)</b>	<b>Est. Cost (Kshs) Million</b>	<b>Expected Outputs</b>	<b>Key Performance Indicator</b>	<b>Remarks</b>
						fodder produced	infiltration .

## **Annex XVI. Procedures for travel-related payments**

Planning of trips shall be undertaken to minimize the cost of travel and, where appropriate, allow for sufficient time to process travel advances.

### **Request and Approval of Travel**

(1) Employee travel must be approved in advance by the National Project Coordination Unit (NPCU) Head and individual holding spending authority for the relevant Ministry, Department, and Agency (MDA). The request must include the itinerary, a budget, and the reason for the proposed travel.

(2) If approved in (1) above, then the NPCU Head submits a letter requesting a 'No Objection' to the Task Team Leader (TTL) via email, including the following:

- i. Traveler's name and position.
- ii. Itinerary.
- iii. Purpose of the travel.
- iv. Project subcomponent under which the travel is to be funded.
- v. Budget, including:
  - Flight costs for economy class travel, supported by cost quotation(s);
  - Daily Subsistence Allowance (DSA), which covers hotel, food, and incidentals (tips, laundry, toiletries, and so on). The DSA is available to travelers to a maximum of the applicable daily rate multiplied by the number of accommodation nights;
  - Visa fees;
  - Local transportation; and
  - Other.
  - Approval of SPCU Head and individual holding spending authority for the relevant MDA.

### **Requesting Travel Advances**

(1) Requests for travel advances may be submitted by the traveler to the NPCU Head when possible 14 days prior to travel. Advances may be provided up to 100 percent of the traveler's approved budget per the NOL, not including flight costs.

(2) Once the SPCU Head approves, a travel advance request will be submitted to the individual holding spending authority for the relevant MDA and forwarded to the respective Ministry of Finance for processing. Advances are to be paid to the traveler's bank account.

(3) Flights are to be booked by the NPCU and paid directly to the vendor through the Ministry of finance. Flights must be purchased from authorized **government vendors**.

### **Acquittal of Travel Advances**

#### **FSRP project travelers' expense claims when no advance is provided:**

**(1) Within 10 days of the end of the travel, the traveler must submit a travel expense claim package, including a schedule of the amount spent, supported by original receipts.**

**(2) The NPCU Finance Officer will prepare an expense voucher for the amount owed to the traveler, which will be processed via the Ministry of Finance.**

**Travel Payment Guidelines, Rates, and NOL Processes**

- Quarterly travel plans and budgets are to be developed and reviewed by the National Project Coordination Unit (NPCU) before submitting to the Bank team one week prior to the start of the quarter.
- Travel authorization form along with a Statement of Mission Objective (SMO) is to be submitted to the Authorizing officer for signature before the travel date.
- The Project will provide per diem and DSA for authorized travel time on the first day of travel and subsequent complete days.
- No per diem and accommodation is provided on the day of return.
- 20 percent of the total per diem rate is for breakfast, and 40 percent is for lunch and dinner.
- Accommodation amount should be accounted for with original receipts from a recognized hotel
- Official notice through email is to be sent by coordinators to the visiting State SPCUs and Director Generals prior to officially traveling to the sites.

**Table X. Project Travel Allowance Rates: Visits outside Federal Member States**

<b>Travel Destination</b>	<b>Accommodation Rate Per Day (US\$)</b>	<b>Per Diem Rate Per Day (US\$)</b>	<b>Total Rate Per Day (US\$)</b>
<b>Mogadishu</b>	80	40	120
<b>Hargeisa</b>	80	40	120
<b>Garowe</b>	80	40	120
<b>Dhusamareb</b>	80	40	120
<b>Baidoa</b>	80	40	120
<b>Kismayo</b>	80	40	120
<b>Jowhar</b>	80	40	120
<b>Other Cities</b>	80	40	120

**TableXX. Travel Allowance Rates: Site Visits inside Federal Member States**

<b>Travel Destination</b>	<b>Accommodation Rate Per Day (US\$)</b>	<b>Per Diem Rate Per Day (US\$)</b>	<b>Total Rate Per Day (US\$)</b>
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<b>Inside State: site visits</b>	<b>50</b>	<b>36</b>	<b>86</b>
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**Table XX. Project-Related Travel Payments’ Procedures**

<b>Advances against expenditure</b>	<p>Advances are to be requested by NPCUs and made two to three weeks before the travel date</p> <p>Prior advances are to be accounted for before any advances are requested</p> <p>Travel expense forms are to be completed within two weeks after the return date, and all supporting documents (invoices, boarding passes, signed travel form, travel authorization letter, tickets, and so on) are to be attached before processing payment</p> <p>Any unsupported expenses or the advance balances are to be paid back to Project Accounts within four weeks after the return date</p> <p>Any outstanding advances beyond 30 days after return from travel will be recovered from the advance holder's salary during the next payroll processing</p>
<b>Personal reimbursements</b>	<p>Travel expenses are claimed with the travel payment claim form</p> <p>All supporting documents (invoices, boarding passes, signed travel form, travel authorization letter, tickets, and so on) are to be attached</p>

**Procedures for Travel-Related Payments**

Planning of trips shall be undertaken to minimize the cost of travel and, where appropriate, allow for sufficient time to process travel advances.

**Request and Approval of Travel**

(1) Employee travel must be approved in advance by the National Project Coordination Unit (NPCU) Head and individual holding spending authority for the relevant Ministry, Department, and Agency (MDA). The request must include the itinerary, a budget, and the reason for the proposed travel.

(2) If approved in (1) above, then the NPCU Head submits a letter requesting a 'No Objection' to the Task Team Leader (TTL) via email, including the following:

- a) Traveler’s name and position.

- b) Itinerary.
- c) Purpose of the travel.
- d) Project subcomponent under which the travel is to be funded.
- e) Budget, including:
  - i. Flight costs for economy class travel, supported by cost quotation(s);
  - ii. Daily Subsistence Allowance (DSA) covers hotel, food, and incidentals (tips, laundry, toiletries, and so on). The DSA is available to travelers to a maximum of the applicable daily rate multiplied by the number of accommodation nights;
  - iii. Visa fees;
  - iv. Local transportation; and
  - v. Other.
- f) Approval of SPCU Head and individual holding spending authority for the relevant MDA.

### **Requesting Travel Advances**

(1) Requests for travel advances may be submitted by the traveler to the NPCU Head when possible 14 days prior to travel. Advances may be provided up to 100 percent of the traveler's approved budget per the NOL, not including flight costs.

(2) Once the SPCU Head approves, a travel advance request will be submitted to the individual holding spending authority for the relevant MDA and forwarded to the respective Ministry of Finance for processing. Advances are to be paid to the traveler's bank account.

(3) Flights are to be booked by the NPCU and paid directly to the vendor through the Ministry of finance. Flights must be purchased from authorized government vendors.

### **Acquittal of Travel Advances**

FSRP project travelers' expense claims when no advance is provided:

(1) Within 10 days of the end of the travel, the traveler must submit a travel expense claim package, including a schedule of the amount spent, supported by original receipts.

(2) The NPCU Finance Officer will prepare an expense voucher for the amount owed to the traveler, which will be processed via the Ministry of Finance.

### **Travel Payment Guidelines, Rates, and NOL Processes**

- **Quarterly** travel plans and budgets are to be developed and reviewed by the National Project Coordination Unit (NPCU) before submitting to the Bank team one week prior to the start of the quarter.
- Travel authorization form along with a Statement of Mission Objective (SMO) is to be submitted to the Authorizing officer for signature before the travel date.
- The Project will provide per diem and DSA for authorized travel time on the first day of travel and subsequent complete days.
- No per diem and accommodation are provided on the day of return.
- 20 percent of the total per diem rate is for breakfast, and 40 percent is for lunch and dinner.
- Accommodation amount should be accounted for with original receipts from a recognized

hotel

- Official notice through email is to be sent by coordinators to the visiting State SPCUs and Director Generals prior to officially traveling to the sites.

**Table XXX. Project Travel Allowance Rates: Visits outside Federal Member States**

Travel Destination	Accommodation Rate Per Day (US\$)	Per Diem Rate Per Day (US\$)	Total Rate Per Day (US\$)
Mogadishu	80	40	120
Hargeisa	80	40	120
Garowe	80	40	120
Dhusamareb	80	40	120
Baidoa	80	40	120
Kismayo	80	40	120
Jowhar	80	40	120
Other Cities	80	40	120

**TableXX. Travel Allowance Rates: Site Visits inside Federal Member States**

Travel Destination	Accommodation Rate Per Day (US\$)	Per Diem Rate Per Day (US\$)	Total Rate Per Day (US\$)
<b>Inside State: site visits</b>	<b>50</b>	<b>36</b>	<b>86</b>

**Table XX. Project-Related Travel Payments' Procedures**

<b>Advances against expenditure</b>	<ul style="list-style-type: none"> <li>• Advances are to be requested by NPCUs and made two to three weeks before the travel date</li> <li>• Prior advances are to be accounted for before any advances are requested</li> <li>• Travel expense forms are to be completed within two weeks after the return date, and all supporting documents (invoices, boarding passes, signed travel form, travel authorization letter, tickets, and so on) are to be attached before processing payment</li> <li>• Any unsupported expenses or the advance balances are to be paid back to Project Accounts within four weeks after the return date</li> <li>• Any outstanding advances beyond 30 days after return from travel will be recovered from the advance holder's salary during the next payroll processing</li> </ul>
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**Personal  
reimbursements**

- Travel expenses are claimed with the travel payment claim form
- All supporting documents (invoices, boarding passes, signed travel forms, travel authorization letters, tickets, and so on) are to be attached.