

**FEDERAL GOVERNMENT OF SOMALIA**



**Ministry of Labor & Social Affairs**

**PROJECT:  
SOMALIA SHOCK-RESPONSIVE SAFETY NET FOR HUMAN  
CAPITAL PROJECT**

**IIINTERIM STAKEHOLDER ENGAGEMENT PLAN (SEP)**

**June 2019**

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## Acronyms and abbreviations

CLO	-	Community liaison officer
DFID		Department for International Development
EU	-	European Union
NGO	-	Non- Governmental Organization
GRM	-	Grievance Redress Mechanism
MPED	-	Ministry of Planning and Economic Development
MOLSA	-	Ministry of Labour & Social Affairs
MoF	-	Ministry of Finance
OIPs	-	Other interested parties
PAPs	-	Project-affected parties
PDO	-	Project Development Objectives
PIU	-	Project Implementation Unit
SEP	-	Stakeholder Engagement Plan
USAID	-	United States Agency for International Development
UNICEF	-	United Nations Children's Fund
UN-FAO	-	United Nations Food and Agricultural Organization

## 1. INTRODUCTION

### a) Project background

Vulnerability in Somalia is multi-dimensional and poor households are more likely to be deprived beyond monetary poverty, including literacy and education attainment, labor force participation, access to quality housing and improved water and sanitation. This deprivation holds both within and across regions. For example, nearly half of the population does not reach average consumption of food items, confirming the dire living standards of most Somalis. While gender is not a predictor of monetary poverty in the Somali context, fewer women have access to education (55 percent of women have no education as compared to 40 percent of men) and social norms constrain their access to jobs and economic opportunities. Overall, 9 in 10 Somali households lack in at least one of these dimensions. Moreover, vulnerability is directly linked to poverty incidence: the population clustered above the poverty line is naturally vulnerable to falling into poverty in case of an unexpected decrease in consumption levels. Thus, in addition to 7 in 10 people being below the poverty line, a further 1 in 10 people are vulnerable to falling below the poverty line during a shock.

Somalis are vulnerable to various covariate (i.e. natural disasters and epidemics) and idiosyncratic (i.e. injury, death or unemployment) shocks, which threaten their well-being. Almost two in three Somali households (66 percent) reported experiencing at least one type of shock in the past 12 months. Due to the 2016/17 drought, most of the reported shocks were related to fluctuation in climate and its impact on livelihoods and the economy. Given the agro-pastoralist economy of Somalia, household welfare is closely linked with changes in rain patterns. Of those who experienced a shock, one in two households reported suffering from drought impacts, while one in four households reported loss of crops or livestock and shortage of water for farming or cattle. One in every five households experienced high food prices; and two out of five Somali households experienced multiple types of shocks within a year. The negative impact of each shock is greater if a household experiences multiple types of shocks simultaneously, as it leads to accumulation of vulnerabilities.

The proposed operation will seek to bridge the humanitarian-development divide by responding to the current drought, while laying foundation for a national social safety net system. The project will take advantage of the opportunities presented by existing humanitarian cash transfer (CT) interventions to respond quickly to the impending emergency. At the same time, it will support a gradual shift from the purely humanitarian approach to crisis response to instituting government capacity and systems for sustainable social protection, with the aim of building household, community and institutional resilience.

The SNHCP would provide poor and vulnerable households nutrition-linked cash transfers to meet their immediate consumption gaps and protect against food insecurity and malnutrition risks expected as a result of the current drought in 2019. With a view towards longer-term development, it would also support efforts by the FGS to strengthen institutional resilience and establish the basic delivery mechanisms of a national social safety net system. Further, the project would build on the experiences and lessons learned to date of partners in Somalia providing humanitarian assistance and safety net

support, taking into account the findings and recommendations of the numerous research work in the country to ensure a flexible and “learning-by-doing” approach. As such, it would gradually scale up what works, adjusting design during implementation, as needed.

The SNHCP is well aligned with the World Bank’s Systematic Country Diagnostics (SCD) undertaken in 2018 and Country Partnership Framework (CPF) approved in 2019. The SCD notes that “a well targeted and effective social protection program adaptable to local contexts is an over-arching objective to avoid famines and open a path to sustainable poverty reduction and shared prosperity. It would also help build trust in state-run programs, and ultimately in state authority.” The CPF also highlights scalable and reliable safety net system as a key contributor to one of its two objectives, i.e. to improve delivery systems for inclusive social services. As such, it notes the need for the “Bank team [to] start work, together with international donor and humanitarian partners, to build the systems of government necessary to leverage existing cash-transfers towards a more sustainable social safety net system able to respond to shocks.”

## b) Project Development Objectives

The Project Development Objectives (PDO) are to provide cash transfers to targeted poor and vulnerable households and establish the key building blocks of a national shock-responsive safety net system.

Shock responsiveness is defined and measured by the establishment of a social registry, which would support the scale up of future safety net programs during shocks.

The project is expected to measure achievement of the PDOs with the following outcome indicators:

- a) Nutrition-linked Unconditional Cash Transfers (UCT)
  - Beneficiaries of social safety net programs, of which female (core indicator)
- b) Delivery Systems and Institutional Capacity Building
  - National cash transfer program targeting methodology developed and endorsed by FGS
  - Operational manual of the national Social Registry developed and endorsed by FGS

## c) Project Components

The project will include three components

- Component 1: Nutrition-linked Unconditional Cash Transfer;
- Component 2: Delivery Systems and Institutional Capacity Building; and
- Component 3: Project management, Monitoring and Evaluation, and Knowledge Management

Component 1 will include transfers to beneficiaries and linkages of beneficiaries to nutrition interventions provided by the health sector and nutrition cluster of the humanitarian agencies.

Component 2 will cover policy development and systems development (unified social registry, MIS, ID system, development of operation procedures for registration, enrollment, targeting, grievance, payment, monitoring, accountability, information campaign, etc.) and will support integration of Federal Republic of Somalia (FRS) staff in the project implementation and their capacity building, and institutional development of the relevant government ministries. Systems and procedures developed under Component 2 – e.g. unified social registry – will form the foundation for a more comprehensive social protection system in Somalia.

Component 3 will establish a project implementation unit (PIU) at the federal level and provide capacity building to relevant staff in MoLSA and other ministries. As the delivery of cash transfers transitions to direct implementation by the government, antenna PIUs and/or focal points at the member state level can be created. The component will also support project management and administration costs, including monitoring, knowledge management and dissemination, evaluations, and audits. Finally, the component will support the design and preparation of a pilot productive safety net for future consideration, aiming to support Government capacity to test other forms interventions to address multiple vulnerabilities (e.g. youth).

#### d) Project Context and Target Population

The cash transfers will extend primarily to RURAL areas, which contain the high number of poor Somalis and which are generally underserved by basic social services. The project is designed to complement the humanitarian assistance as a means of the 2019 drought response. Humanitarian agencies focus on districts classified as integrated phase classification (IPC) levels 3 and 4, i.e. communities with the emergency and crisis levels of risk of famine. At the same time, districts classified as IPC2, which cannot fully meet livelihood protection needs and are at risk of falling to level 3 and 4, if not protected, are often excluded from humanitarian assistance due to resource limitations. This project will focus on rural districts areas which have been most often hit by climatic shocks over the past years and which are recurrently affected by malnutrition, and where therefore chronic vulnerability is the highest.

The SNHCP is expected to target 200,000 poor and vulnerable households (approximately 1.2 million individuals) in the six states of Somalia and provide them with nutrition-linked cash transfer. Targeting of beneficiaries will be conducted in three stages: (1) selection of districts, (2) selection of communities in the targeted districts, (3) community-based targeting (CBT) of households in selected communities based on the household eligibility criteria. Further details on the targeting methodology for Component 1 is presented below.

Selection of districts. Districts from each of the six states of Somalia would be selected that meet the following selection criteria: predominantly rural districts with high distress rating, which will take into account vulnerability in terms of malnutrition, and past impact and/or risk of drought. Poverty rates will not be considered in the distress rating given that the number of poor people per district seem to be heavily contested. Several other considerations will affect the final choice of districts, including: security, local capacity constraints, presence of implementing partners, and ability of the payment agencies to disburse payments in those districts.

Selection of communities. Even with a limited set of districts, not all communities may be covered due to the limited budget. The final list of communities will be based on the rates and caseload of severe acute

malnutrition and moderate acute malnutrition. These malnutrition data are available with WFP and UNICEF. The lowest level of disaggregation for these data are SAM/MAM treatment facilities and the corresponding “catchment areas” with multiple catchment areas per district. Catchment areas with highest rates and caseloads will be chosen up to the point allowed by the budget allocated to the state.

Selection of beneficiary households. Using the existing SCOPE database, WFP will produce lists of households with women and children under five years of age corresponding to the selected communities. The list of households in each community has been derived from community-based targeting (CBT) exercises conducted by WFP. All the households in the SCOPE database who meet the project eligibility criteria will be eligible for nutrition-linked cash transfer under Component 1. However, the beneficiaries will be able to update their data (e.g. changes in household composition) using the standard case management and grievance procedures under SCOPE. Eligible households in the targeted communities, who may not be in the SCOPE registry, will be able to register.

CBT is guided by a detailed CBT manual that specifies the parameters and procedures for identification of eligible households. The CBT procedures ensure that household selection process is fair and transparent. WFP relies on partner institutions (NFRS) to conduct CBT exercises. Partner institutions undergo vetting by WFP..

#### e) Purpose of the SEP

The Stakeholder Engagement Plan seeks to define a structured, purposeful and culturally appropriate approach to consultation and disclosure. The Federal Government of Somalia recognises the diverse and varied interests and expectations of project stakeholders and seeks to develop an approach for reaching each of the stakeholders in the different capacities at which they interface with the project. The aim is to create an atmosphere of understanding that actively involves project-affected people and other stakeholders leading to improved decision making.

Overall, this SEP will serve the following purposes:

- i. stakeholder identification and analysis;
- ii. planning engagement modalities through effective communication, consultations and disclosure;
- iii. enabling platforms for influencing decisions;
- iv. define roles and responsibilities for the implementation of the SEP;
- v. define reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings.
- vi. defining role and responsibilities of different actors in implementing the Plan; and
- vii. elaborating the role of grievance redress mechanism (GRM).

## 2. BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

### Key institutional stakeholder meetings and consultations

Engagements and consultation on the project design and the planned activities and implementation arrangements have been done with key institutional stakeholders including the relevant Government agencies, development partners and the implementing agencies (WFP and UNICEF). Engagements and consultations have been held with key stakeholders identified as presented below;

Stakeholder	Date	Participants	Key points raised
Ministry of Finance	May 2019	<ul style="list-style-type: none"> <li>H.E Adirahman Duale Beileh (Minister)</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening of social protection &amp; its role in human capital accumulation</li> <li>Planned activities, implementation arrangements</li> </ul>
Ministry of Labour & Social Affairs (MoLSA)	May 2019	<ul style="list-style-type: none"> <li>H.E Sadik Hersi Warfa (Minister)</li> <li>Fardosa Ahmed Abdullahi (Senior Policy Advisor/ National SP Coordinator)</li> <li>Abullahi Jibril Ali, Interim Procurement Specialist</li> </ul>	<ul style="list-style-type: none"> <li>Existing systems and structures for social protection</li> <li>Strengthening of social protection &amp; its role in human capital accumulation</li> <li>Planned activities, implementation arrangements</li> <li>Targeting and enrollment processes</li> <li>MoLSA capacity building and the PIU structure</li> </ul>
Ministry of Planning and Economic Development	June 2019	<ul style="list-style-type: none"> <li>H.E Gamal Hassan</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening of social protection &amp; its role in human capital accumulation</li> <li>Planned activities, implementation arrangements</li> <li>Sustainability of the CTs program</li> </ul>
United Nations World Food Programme (WFP)	May 2019	<ul style="list-style-type: none"> <li>Ilara Dettori, Deputy Country Director</li> <li></li> <li>Delphine Dechaux, Head of Programme</li> </ul>	<ul style="list-style-type: none"> <li>Existing systems and structures for social protection</li> <li>Strengthening of social protection &amp; its role in</li> </ul>



		<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• human capital accumulation</li> <li>• On-going WFP support and how this project can leverage on existing programs/expertise/systems</li> <li>• Technical design, planned activities, &amp; implementation arrangements</li> <li>• Targeting and enrollment processes &amp; beneficiary databases</li> <li>• Payment systems</li> <li>• Grievance Redress Mechanisms</li> <li>• Existing institutional systems and capacities at WFP, including for financial management, procurement, and safeguards</li> </ul>
United Nations Children's Fund (UNICEF)	May 2019	<ul style="list-style-type: none"> <li>• Jesper Moller, Deputy Representative</li> <li>• Jose Maria Bendito Prieto, Chief Social Protection, Equity &amp; Gender</li> <li>• Peta Barns, Emergency Logistics Manager</li> <li>• Rachael Wamoto, Cash Officer.</li> <li>• Sara Karimbhoy, Emergency Manager</li> <li>• Tsedeye Girma, Emergency Specialist, NY.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing systems and structures for social protection</li> <li>• On-going policy dialogue and governance arrangement support by UNICEF &amp; how this project can leverage on existing programs/expertise/systems</li> <li>• Strengthening of social protection &amp; its role in human capital accumulation</li> <li>• Technical design, planned activities, &amp; implementation arrangements</li> <li>• Targeting and enrollment processes</li> <li>• Grievance Redress Mechanisms</li> <li>• Existing institutional systems and capacities</li> </ul>

			at UNICEF, including for financial management, procurement, and safeguards
United Nations Food and Agricultural Organization (FAO)		<ul style="list-style-type: none"> <li>• Etienne Peterschmitt, Deputy Representative</li> <li>• Johanna Erhardt, Head of Strategy Resource Mobilization</li> <li>• Simone Alzari, Head of IM Unit</li> <li>• Hiba Abou Swaid, Cash Expert</li> <li>• Ezana Kassa, Emergency Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening of social protection &amp; its role in human capital accumulation</li> <li>• Technical design, planned activities, &amp; implementation arrangements</li> </ul>
Development Partners	June 2019	<p>European Union</p> <ul style="list-style-type: none"> <li>• Johan Heffinck, Head of Office, EC Somalia</li> </ul> <p>ECHO:</p> <ul style="list-style-type: none"> <li>• Quentin Le-Gallo, Technical Assistant Somalia/ Regional Drought Coordination,</li> <li>• Sapenzie Ojiambo</li> <li>• Hjordis Ogendo, EEAS</li> </ul> <p>DFID USAID Australia Italy Sweden Switzerland</p>	<ul style="list-style-type: none"> <li>• Technical design, planned activities, &amp; implementation arrangements</li> <li>• On-going support by donors &amp; coordination/collaboration with this project to leverage on existing programs / expertise / systems</li> <li>• Strengthening of social protection &amp; its role in human capital accumulation</li> </ul>

The emergency nature of the project and challenges related to access due to security and remoteness combine significant challenges in the effective consultation of the beneficiary communities and affected parties. With the engagement of WFP who have significant experience and well-established systems and procedures for component 1, the project attains a good understanding of the different sub-categories within the stakeholder groups and build on these engagements for effective stakeholder techniques.

Once WFP has been brought on board, additional engagements will be conducted with the beneficiary communities with a focus on the vulnerable and minority groups within the communities (widows, single mothers and the disabled). These will be done before cash transfers commence and the SEP will be revised accordingly. Concerns arising from project implementation activities will be documented and addressed in a Social Management Plan (SMP)

### 3. STAKEHOLDER IDENTIFICATION, MAPPING AND ANALYSIS

#### Stakeholder Mapping and Analysis

Stakeholder engagement is the interaction with, and influence of project stakeholders to the overall benefit of the project and its advocates. ESS 10 recognizes two broad categories of stakeholders; those likely to be affected by the project because of actual impacts or potential risks to their physical environment, health, security, cultural practices, well-being, or livelihoods (project affected parties) and other interested parties.

The project proponents, MoLSA and all the other implementing agencies will roll-out effective stakeholder engagements to obtain social license to operate, build mutual trust and foster transparent communication with both the project beneficiaries and other stakeholders. This will be done once the implementing agencies and in particular WFP has been engaged and before full project effectiveness. Full impact and risk assessment on stakeholders will be conducted as necessary and this interim SEP updated accordingly, and especially when the Stakeholder Management Plan (SMP) is complete to reflect any additional requirements

#### i. Project Affected Parties

Effective engagements with the project affected communities will be conducted once the implementing agencies have been engaged and before project effectiveness. However, engagements with WFP who have implemented similar interventions in Somalia before help profile the community level stakeholders and the potential issues of concern for each.

Stakeholder	Description	Potential issues of concern
Women beneficiaries	Mothers or female caregiver of the children under 5 that reside in target areas. Direct recipients of the transfer	<ul style="list-style-type: none"> <li>• Capture of cash by spouses, family, community leaders or armed groups</li> <li>• Gender Based Violence- The exchange of sexual favors for registration or transfer of funds</li> <li>• Intimate partner violence- the spousal abuse due to a shift in household dynamics</li> <li>• Sustainability of the CT and risk of dependency to the CT</li> <li>• Access to pay points and the associated risks of gender based and other violence</li> <li>• Elite and clan capture</li> </ul>
Women Non-beneficiaries	Mothers or female caregiver of the children under 5 that reside in target areas. Not selected to benefit from the cash transfers	<ul style="list-style-type: none"> <li>• Exclusion from project benefits in the face of widespread need</li> <li>• Increased purchasing power from CT beneficiaries that destabilize local market dynamics</li> </ul>

		<ul style="list-style-type: none"> <li>• Inward migration as the project only operated in selected districts per region in Somalia there remains a possibility, that people from neighboring districts will seek to migrate to the project areas to benefit from the project</li> </ul>
Alternate caregivers	Spouses, family, community leaders nominated to collect cash on behalf of the women beneficiaries	<ul style="list-style-type: none"> <li>• Access to pay points and the associated risks of gender based and other violence</li> <li>• Tension within households from disagreements on use of cash by intended recipients</li> <li>• Sustainability of the CT and risk of dependency to the CT</li> <li>• Delivery points cash transfers may be targeted by opportunistic armed actors including Al-Shabaab.</li> <li>• Inward migration as the project only operated in selected districts per region in Somalia there remains a possibility, that people from neighboring districts will seek to migrate to the project areas to benefit from the project</li> </ul>
Beneficiary household	Household members of a household selected for the cash transfer	<ul style="list-style-type: none"> <li>• Sustainability of the CT and risk of dependency to the CT</li> <li>• Tension within households from disagreements on use of cash by intended recipients</li> <li>• Capture of cash by spouses, family, community leaders or armed groups</li> <li>• Inward migration as the project only operated in selected district per region in Somalia there remains a possibility, that people from neighboring districts will seek to migrate to the project areas to benefit from the project</li> </ul>
Non-beneficiary communities	Communities that do not meet the criteria for selection and therefore does not benefit from the CT	<ul style="list-style-type: none"> <li>• Exclusion from project benefits in the face of widespread need</li> <li>• Increased purchasing power from CT beneficiaries that destabilize local market</li> </ul>

		<p>dynamics</p> <ul style="list-style-type: none"> <li>• Drought and by extension the CT may exacerbate competition for scarce resources and trigger interclan conflicts</li> <li>• Delivery points cash transfers may be targeted by opportunistic armed actors including Al-Shabaab.</li> </ul>
<p>Vulnerable Members of the community (widows, disabled, single women) including minorities</p>	<p>Community members that may meet the project target criteria and are comparatively unable to anticipate, cope with, resist and recover from the impacts of disasters such as droughts and wars</p>	<ul style="list-style-type: none"> <li>• Sustainability of the CT and risk of dependency to the CT</li> <li>• Drought and by extension the CT may exacerbate competition for scarce resources and trigger interclan conflicts</li> <li>• Delivery points cash transfers may be targeted by opportunistic armed actors including Al-Shabaab.</li> <li>• Capture of cash by spouses, family, community leaders or armed groups</li> <li>• Elite and clan capture</li> </ul>

**ii. Other Interested Parties**

Stakeholder	Description	Potential issues of concern
Community leaders	Elected leaders, clan elders, religious leaders and opinion leaders from targeted communities	<ul style="list-style-type: none"> <li>• Sustainability of the CT and risk of dependency to the CT</li> <li>• Delivery points cash transfers may be targeted by opportunistic armed actors including Al-Shabaab.</li> <li>• Inward migration as the project only operated in one district per region in Somalia there remains a possibility, that people from neighboring districts will seek to migrate to the project areas to benefit from the project</li> <li>• Security of project workers- as the project targets selected rural areas with comparatively prevalent poverty and vulnerability and protracted conflict making implementation, monitoring and supervision a key challenge</li> </ul>
Government officials and  Local Administration	Officials from administrative structures responsible target beneficiary communities and non-beneficiary communities	<ul style="list-style-type: none"> <li>• Unavailability of robust systems to take over Social protection programmes at the end of the project</li> <li>• Sustainability of the CT and risk of dependency to the CT</li> <li>• Conflict and insecurity that can impede the delivery of the CT</li> <li>• Delivery points cash transfers may be targeted by opportunistic armed actors including Al-Shabaab.</li> <li>• Security and remoteness of the operations combine to provide a significant challenge for monitoring and supervising project implementation</li> <li>• Inward migration as the project only operated in selected district per region in Somalia there remains a</li> </ul>

		<p>possibility, that people from neighboring districts will seek to migrate to the project areas to benefit from the project</p> <ul style="list-style-type: none"> <li>• Security of project workers- as the project targets selected rural areas with comparatively prevalent poverty and vulnerability and protracted conflict making implementation, monitoring and supervision a key challenge</li> </ul>
WFP	UN agency with established systems and ground presence tasked with the delivery of Component 1	<ul style="list-style-type: none"> <li>• Conflict and insecurity that can impede the delivery of the CT</li> <li>• Delivery points cash transfers may be targeted by opportunistic armed actors including Al-Shabaab.</li> <li>• Security and remoteness of the operations combine to provide a significant challenge for monitoring and supervising project implementation</li> <li>• Inward migration as the project only operated in selected district per region in Somalia there remains a possibility, that people from neighboring districts will seek to migrate to the project areas to benefit from the project</li> <li>• Security of project workers- as the project targets rural areas with comparatively prevalent poverty and protracted conflict making implementation, monitoring and supervision a key challenge</li> </ul>
UNICEF	UN agency with established systems and ground presence tasked with the delivery of Component 2	<ul style="list-style-type: none"> <li>• Conflict and insecurity that can impede the delivery of Component 2 activities</li> <li>• Security of project workers- as the project targets rural areas with comparatively</li> </ul>

		prevalent poverty and protracted conflict making implementation, monitoring and supervision a key challenge
WFP Contracted NGOs	Non-Governmental organizations and Community Based organization with a local presence and knowledge tasked with conducting project awareness, communication and engagements including community-based targeting	<ul style="list-style-type: none"> <li>• Conflict and insecurity that can impede the delivery of the CT</li> <li>• Delivery points cash transfers may be targeted by opportunistic armed actors including Al-Shabaab.</li> <li>• Inward migration as the project only operated in one district per region in Somalia there remains a possibility, that people from neighboring districts will seek to migrate to the project areas to benefit from the project</li> <li>• Security of project workers- as the project targets rural areas with comparatively prevalent poverty and protracted conflict making implementation, monitoring and supervision a key challenge</li> </ul>
Male Community members	Male members of the community ranging from spouses of women beneficiaries to other male members of the non-beneficiary community	<ul style="list-style-type: none"> <li>• Sustainability of the CT and risk of dependency to the CT</li> <li>• Access to pay points and the associated risks of gender based and other violence</li> <li>• Tension within households from disagreements on use of cash by intended recipients</li> <li>• Change in family dynamics when male view CTs as disempowering them hence a shift in power balance</li> <li>• Inward migration as the project only operated in one district per region in Somalia there remains a possibility, that people from neighboring districts will seek to migrate to the project areas to benefit from the project</li> </ul>



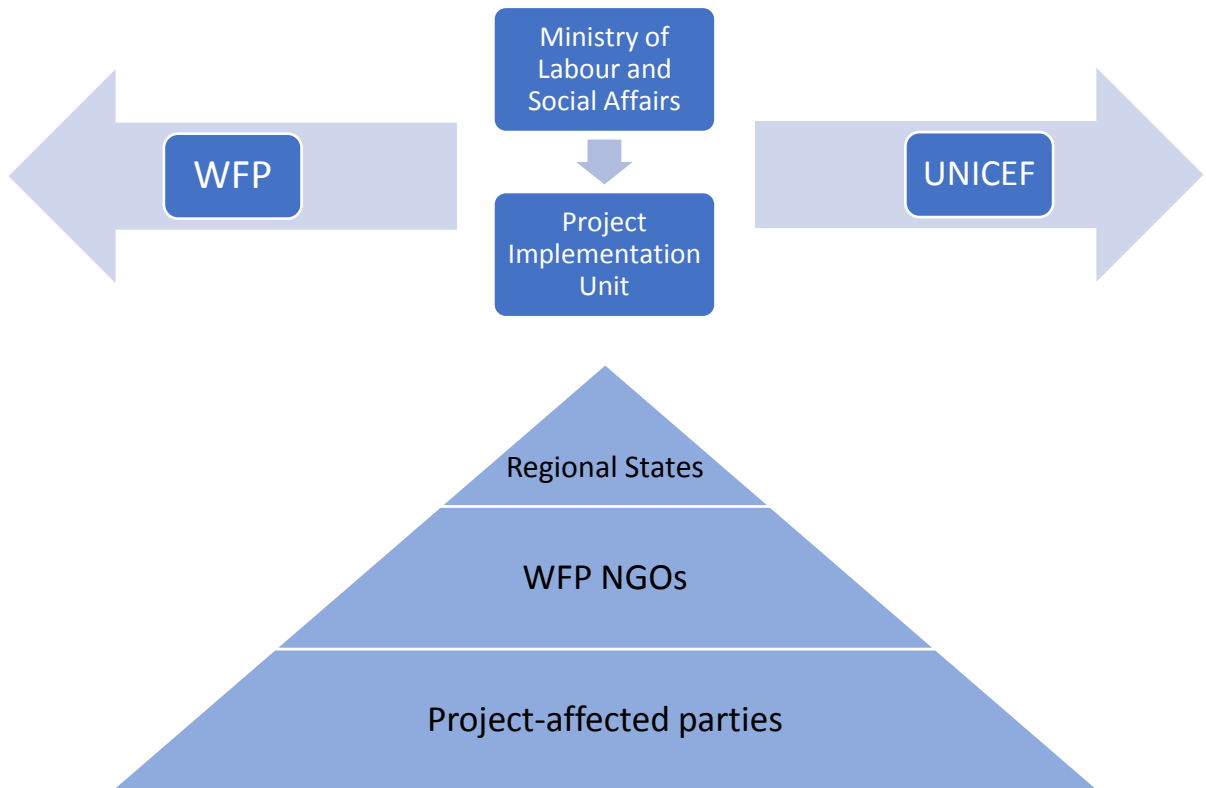
#### 4. STAKEHOLDER ENGAGEMENT PLAN

##### Planned stakeholder engagement activities

Project activities are being implemented countrywide with a focus on rural areas that are traditionally hard to serve but with relatively better security and accessibility. The project targets women and children at risk of malnutrition and food insecurity. As the project will adopt the available systems and capacities with WFP and UNICEF for component 1 and 2 respectively, adequate engagements need to be conducted for effective mapping and coordination of activities.

##### Schematic visualization of stakeholder engagement process.

Activities on the horizontal level are assumed to improve awareness and coordination of efforts in the



social protection system in Somalia.

The vertical stream implies the application of cascading mode which will allow the project to establish communication with project-affected parties. Furthermore, the cascading approach will be applicable for capacity building at each project engagement level. Stakeholder engagement activities need to provide specific stakeholder groups with relevant information and opportunities to voice their views regarding project activities.

Details of the stakeholder engagement activities, channels and methods of engagement as well as the responsibilities are included in the table below.

## Planned stakeholder engagement activities

Stakeholder	With whom	Channels of Engagement	Frequency	Engagement methods	Purpose
Ministry of Labour & Social Affairs (MoLSA)	WFP and UNICEF	Official internal and external communications  Written requests via official letters and emails	Monthly	Project progress, budget and financing.	Sharing of information, reviews, clearance and seeking support.
	Project beneficiaries and communities	Stakeholder awareness and consultations campaigns	Monthly	Public/community meetings, seminars, face-to-face meetings with all project stakeholders.	To keep informed about the project achievements and challenges  To receive input from stakeholders and feedback loops to stakeholders  Disclosure of project benefits, list of beneficiaries, documents and GRM process
WFP and UNICEF	All stakeholders	Stakeholder awareness and consultations campaigns	Bi-monthly	Public/community meetings, seminars, face-to-face meetings with all project stakeholders.	To keep informed about the project achievements.  Disclosure of project benefits, list of beneficiaries, documents and GRM process

	Federal and Regional Governments	Operational meetings	Monthly	Monitoring reports, face-to-face meetings with regional employment departments.	To implement the project components.
	Project beneficiaries and communities	SCOPE GRM	Bi-monthly	SCOPE hotline, telephone, social media, leaflets, project cards, hand-outs.	To ensure beneficiaries are informed about the project level GRM.  Disclosure of project benefits, list of beneficiaries, documents and GRM process
WFP Contracted NGOs	WFP and UNICEF	Operational meetings	Bi-monthly	Monitoring reports, Face-to-face meetings with ESCs and PAPs.	To implement the project components.
	All stakeholders including PAPs	PAPs consultations and outreach campaigns	Monthly	Public/community meetings, seminars, face-to-face meetings with PAPs.	To increase awareness, provide consultations and collect feedback.  Disclosure of project benefits, list of beneficiaries, documents and GRM process
	Project beneficiaries	PAPs consultations and outreach campaigns	Monthly	Face-to-face meetings with clan elders, PAPs. Leaflets, Posters, brochures, hand-outs.	To increase awareness and provide consultations.  Disclosure of project benefits, list of beneficiaries, documents and GRM process

## 5. IMPLEMENTATION ARRANGEMENTS FOR STAKEHOLDER ENGAGEMENT

### Implementation Arrangements

The Ministry of Labour & Social Affairs (MoLSA) through the Project Implementation Unit (PIU) will shoulder full responsibility for engaging with the stakeholders with support from WFP and UNICEF for project activities in Component 1 and 2 respectively. To further entrench the systems and capacity building initiative intended in Component 3, a Social Development Specialist based within the PIU will be tasked with the coordination of the stakeholder engagement activities for the project. WFP and UNICEF has already established communication and engagement structures which the project will tap into.

The WFP contracted NGOs that will be tasked with targeting, registration and community engagements will have a community liaison officer (or the equivalent) tasked with the planning, implementing and reporting on community engagements.

### Roles and Responsibilities

Actor/Stakeholder	Responsibilities
Ministry of Labour & Social Affairs (MoLSA) and Project Implementation Unit	<ul style="list-style-type: none"> <li>• Planning and implementation of the SEP;</li> <li>• Leading stakeholder engagement activities;</li> <li>• Management and resolution of grievances;</li> <li>• Coordination/supervision of contractors on SEP activities;</li> <li>• Monitoring of and reporting on social performance of WFP and UNICEF</li> </ul>
Regional States Governments	<ul style="list-style-type: none"> <li>• Inform PIU of any issues related to their engagement with stakeholders;</li> <li>• Transmit and resolve complaints caused by the project interventions in close collaboration with and as directed by PIU and by participating in the community meetings;</li> </ul>
Project-affected parties	<ul style="list-style-type: none"> <li>• Invited to engage and ask questions about the Project at Project Meetings and through discussions with Community Liaison Officers where it is of interest or of relevance to them;</li> <li>• Lodge their grievances using the Grievance Resolution Mechanism defined in the SEP (Section VIII. Grievance Redress Mechanism);</li> <li>• Help the Project to define mitigation measures;</li> </ul>
Other project stakeholders	<ul style="list-style-type: none"> <li>• Engage with PIU regarding project design;</li> <li>• Raise concerns to help the project to be inclusive.</li> </ul>

## Stakeholder Engagement Methods to be used

### **i. Communication materials**

Written information will be disclosed to the public through the various of communication materials including brochures, flyers, posters, etc. Key project information such as the hotline number for grievances as well as project updates and reports on the project's performance both in Somali and English. Dedicated communication materials, specifically, WFP's hotline numbers is widely available through Posters and also printed on the backside of SCOPE cards.

### **ii. Information Desks**

Information Desks in each region and district will provide local residents and project beneficiaries with information on stakeholder engagement activities, project interventions, contact details of the focal points in the various NGOs working under WFP to implement the project. Brochures and fliers on various project related social and environmental issues will be made available at these information desks.

### **iii. Training, workshops**

Training on a variety of social issues will be provided to staff at MoLSA, PIU, and the WFP contracted NGOs and possibly relevant regional state government. Issues covered will include sensitization to project targeting and enrollment processes, risks related to inclusion and exclusion, clan and cultural dynamics, security and gender-based violence.

### **iv. Grievance redress mechanism**

To comply with ESS10, a project-specific grievance mechanism that is currently being used by WFP will be adopted to handle complaints and grievances for the project. This mechanism will apply for grievances related to component 1; nutrition linked cash transfer. A separate GRM will be rolled out for project workers and will cover workers from WFP contracted NGOs, community and volunteer workers as well as payment merchants and their security.

Through WFP and UNICEF, the project will identify in advance community-level partners to provide GBV response services in project areas of influence. The project will also ensure grievance redress measures include mechanisms for safe and confidential reporting of cases of GBV, and partnership arrangements include measures to protect against incidence and to provide GBV services should cases of GBV/SEA arise during project implementation.

The project wide mechanism for Component 1 activities is detailed below

#### ***WFP Cash Transfer Complaints and Feedback Mechanism***

Dedicated communication materials, specifically, WFP's hotline numbers are widely available through posters and printed on the backside of SCOPE cards. This will help project beneficiaries become
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familiar with the grievance redress channels from uptake to resolution and communication with potential users. The complaints received will be classified according to their risk level (high, medium, low and residual risk) and are captured in a WFP online case management software. Similarly, issues identified from partner organizations' programmes (i.e. UNICEF's programme using SCOPE platform) follow the same classification protocol.

Once a case/complaint is captured in the online case management software, it is referred to the relevant area office or technical unit for follow-up and action. Different risk levels have different process flows and timeline limits for action; the M&E unit monitors more closely to ensure that all cases are addressed within the defined timeframes. After an issue has been addressed, all information is updated and the case is reassigned back to the hotline operators for confirmation with the complainants. Cases can be closed in the system only after the complainant has confirmed the issue being solved.

While information on WFP's hotline numbers is widely available through Posters and also printed on the backside of SCOPE cards, WFP encourages its partners to have their own complaints and feedback mechanisms, particularly to handle minor on-site operational issues to allow for a smooth assistance process. It is in the interest of WFP and its beneficiaries that all issues are solved as quickly and thoroughly as possible, and sometimes the most effective way is to address issues directly at the site by the implementing partner

*Adapted from WFP Somalia hotline summary*

There exists a separate mechanism dedicated to reports of conflict of interest, abuse of power or harassment by WFP or WFP CP staff. Such cases are escalated through the Risk Management and Compliance officer. Reports of sexual exploitation and sexual harassment will be referred to WFP PSEA focal points. The PIU will collate monthly summary of the grievance registers for monitoring and learning purposes and to inform areas of proactivity.

**v. World Bank Grievance Redress Service (GRS).**

Communities and individuals who believe that they are adversely affected by a World Bank supported project may submit complaints to existing project-level grievance redress mechanisms or the World Bank's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the World Bank's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of the World Bank non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit [www.inspectionpanel.org](http://www.inspectionpanel.org).

**Proposed strategy to incorporate views of Single Women, Widows, the Vulnerable and other Disadvantaged groups**

The project will take special measures to ensure that disadvantaged and vulnerable groups have equal opportunity to project benefits where they meet the targeting criteria, to access information, provide feedback, and submit grievances. A key approach being used by WFP is the adoption of community-based targeting. In this case, the target communities identify their most vulnerable members through a participatory process. The assumption is that communities have a better understanding of their own vulnerability than external actors and is most effective in such projects where administrative capacity is limited, and community empowerment and capacity-building align with the programme's objectives.

Processes in the community-based targeting which entrench participatory engagements help prevent elite capture and promote inclusion.

### **Step-By Step Community Based Targeting**

#### **1. First Public Meeting**

- i. During stakeholder mapping, triangulate information provided by powerholders amongst multiple key informants at various levels to identify all groups in the community/settlement and strategies for their participation in the project (Annex 1: Do No Harm Analysis);
- ii. Develop context specific/sensitive communication strategies to ensure information concerning the project reaches all segments of community. Maintain key contacts with representatives from silent and less powerful groups;
- iii. Meet local administration, explain the proposed project, and request public meeting to share outline of programme. Cross-check to ensure proposed location is accessible to all segments of the community;
- iv. Hold public meeting, bringing together all segments of community (including both eligible and non-eligible for assistance), and present programme information and other important messages (Annex 2: Community Engagement Checklist);
- v. Establish and/or validate existing CSC. Highlight roles and responsibilities and desired characteristics of CSC members to community. Communities elect chair and secretary. Read proposed committee member names publicly. Organisation to wait until public validation of CSC members before engaging with them;
- vi. Communicate CRM and ensure its details are posted in a public place in format(s) accessible to community (pictorial, written, word-of-mouth, etc.);

#### **2. Formation of CSC**

- i. Ensure CSC is gender and age-balanced and has representation from all relevant groups. Advocate/negotiate for inclusion of all vulnerable segments of community. Remain mindful of context and do not expose marginalised groups/individuals to further discrimination;
- ii. Sign MoU with CSC detailing: (i) role in identification of HH who meet eligibility criteria; (ii)



expected roles in CRM and conflict resolution; (iii) responsibilities in project implementation and monitoring; (iv) organisation/partners' project deliverables. Post MoU and read aloud terms at 2nd community meeting;

- iii. Build capacity of CSC members.

### **3. Validation of Criteria**

- i. Consider community constraints and perceptions of targeting and build understanding of differential vulnerability (identifying the most vulnerable amongst similarly vulnerable HH)
- ii. Allow CSC members to review eligibility criteria and introduce context-specific vulnerability criteria. Engage other levels of government if consensus cannot be reached;
- iii. Hold 2nd public meeting to ensure all segments of community are aware of eligibility criteria and validate them;

### **4. Develop Registration List & Verification**

- i. CSC takes lead in identifying names of HHs who meet the eligibility criteria. Ensure CSC clearly understands that registration will be done in partnership, but organisation reserves the right to undertake independent verification to remove people who do not meet eligibility criteria;
- ii. Organisation's field staff member monitor the work of CSC members, including review meetings of draft registration list;
- iii. CSC members sign-off on draft registration list, affirming proposed HHs meet eligibility criteria;
- iv. Organisation's field staff verify proposed registration list by:
  - a. Reaching out to key informants, including civil society organisations, religious leaders, etc. to see if they meet criteria;
  - b. Organisation staff visit proposed HHs to affirm they meet eligibility criteria. A sample of HHs is also sufficient if there are time/logistical constraints;
  - c. Careful review of proposed HH names, telephone numbers and other unique identifiers to remove duplicates;

*Adapted from 'Food Security Cluster Community Based Targeting Guidelines for Somalia' Somalia FSC*

## Stakeholder Engagement Plan – Estimated Budget

<b>Stakeholder Engagement Activities</b>	<b>Q-ty/per years</b>	<b>Unit Cost, USD</b>	<b>of years</b>	<b>Total cost (USD)</b>
GRM officer (PIU)	1	3,000	3	108,000
SCOPE MIS/GRM, M&E case management process, data base (including running of hotline, record keeping etc.)			1	1,000,000
Travel expenses of staff (for 3 staff per year)- Trips	4	2000	3	72,000
Communications Officers (PIU)	2	2,000	3	144,000
Communication materials (leaflets, posters,)	250	30	3	20,000
Project press conferences (twice per year)	2	2,500	3	15,000
Trainings (Social issues, outreach, GRM, etc.) for PIU, WFP, local NGOs		50,000	3	150,000
Monitoring (Third Party Monitoring)- Rounds	4	125,000	1	500,000
<b>Subtotal</b>				2,009,000
Contingency				191,000
<b>Total</b>				2,200,000

## **ANNEX 1: THE DO NO HARM FRAMEWORK: A BRIEF DESCRIPTION OF SEVEN STEPS**

*(Adapted from 'Food Security Cluster Community Based Targeting Guidelines for Somalia' Somalia FSC)*

Undertaking a Do No Harm analysis, mapping key stakeholders and the power dynamics between groups can help organizations better understand the mechanisms of disenfranchisement. An in-depth socio-political analysis can assist actors to navigate complex settings and devise outreach strategies to reach the most-vulnerable.

The DO NO HARM “Analytical Framework” was developed from the programming experience of many assistance workers. It provides a tool for mapping the interactions of assistance and conflict and can be used to plan, monitor and evaluate both humanitarian and development assistance programmes.

The Framework is NOT prescriptive. It is a descriptive tool that: 1) identifies the categories of information

that have been found through experience to be important for understanding how assistance affects conflict; 2) organizes these categories in a visual lay-out that highlights their actual and potential relationships; and 3) helps us predict the impacts of different programming decisions.

### ***Step 1: Understanding the Context of Conflict***

Step one involves identifying which conflicts are dangerous in terms of their destructiveness or violence.

Every society has groups with different interests and identities that contend with other groups.

However, many—even most—of these differences do not erupt into violence and, therefore, are not relevant for DO NO HARM analysis.

DO NO HARM is useful for understanding the impacts of assistance programmes on the socio/political schisms that cause, or have the potential to cause, destruction or violence between groups.

### ***Step 2: Analyzing DIVIDERS and TENSIONS***

Once the important schisms in society have been identified, the next step is to analyze what divides the groups. Some DIVIDERS or sources of TENSION between groups may be rooted in deep-seated, historical injustice (root causes) while others may be recent, short-lived or manipulated by subgroup leaders (proximate causes). They may arise from many sources including economic relations, geography,

demography, politics or religion. Some may be entirely internal to a society; others may be promoted by outside powers. Understanding what divides people is critical to understanding, subsequently,

how our assistance programmes feed into, or lessen, these forces.

### ***Step 3: Analyzing CONNECTORS and LOCAL CAPACITIES FOR PEACE***

The third step is analysis of how people, although they are divided by conflict, remain also connected across sub-group lines. The DO NO HARM PROJECT (DNH) found that in every society in conflict, people who are divided by some things remain connected by others. Markets, infrastructure, common experiences, historical events, symbols, shared attitudes, formal and informal associations; all of these continue to provide continuity with non-war life and with former colleagues and coworkers

now alienated through conflict. Similarly, DNH found that all societies have individuals and institutions whose task it is to maintain intergroup peace. These include justice systems (when they work!), police forces, elders groups, school teachers or clergy and other respected and trusted figures.

In warfare, these “LOCAL CAPACITIES FOR PEACE” are not adequate to prevent violence. Yet, in conflict-prone, active conflict and post-conflict situations they continue to exist and offer one avenue for rebuilding non-war relations. To assess the impacts of assistance programmes on conflict, it is important to identify and understand CONNECTORS and LCPs.

#### ***Step 4: Analyzing the Assistance Programme***

Step four of the DO NO HARM Framework involves a thorough review of all aspects of the assistance programme. Where and why is assistance offered, who are the staff (external and internal), how were they hired, who are the intended recipients of assistance, by what criteria are they included?

what is provided, who decides, how is assistance delivered, warehoused, distributed?

#### ***Step 5: Analyzing the Assistance Programme's Impact on DIVIDERS and CONNECTORS (using the concepts of RESOURCE TRANSFERS and IMPLICIT ETHICAL MESSAGES)***

Step five is analysis of the interactions of each aspect of the assistance programme with the existing DIVIDERS/TENSIONS and CONNECTORS/LCPs.

We ask: Who gains and who loses (or who does not gain) from our assistance? Do these groups overlap with the DIVISIONS we identified as potentially or actually destructive? Are we supporting military activities or civilian structures? Are we missing or ignoring opportunities to reinforce CONNECTORS?

Are we inadvertently undermining or weakening LCPs?

We ask: Who gains and who loses (or who does not gain) from our assistance? Do these groups overlap with the DIVISIONS we identified as potentially or actually destructive? Are we supporting military activities or civilian structures? Are we missing or ignoring opportunities to reinforce CONNECTORS?

Are we inadvertently undermining or weakening LCPs?

We ask: What resources are we bringing into the conflict? What impact are our RESOURCE TRANSFERS having?

We ask: What messages are we giving through the way in which we work? What impact are we having through our IMPLICIT ETHICAL MESSAGES?

Each aspect of programming should be reviewed for its actual and potential impacts on D/Ts and C/LCPs.

#### ***Step 6: Considering (and Generating) Programming Options***

Finally, if our analysis of 1) the context of conflict; 2) DIVIDERS and TENSIONS; 3) CONNECTORS and LOCAL CAPACITIES FOR PEACE; and 4) our assistance programme shows that our assistance exacerbates

intergroup DIVIDERS, then we must think about how to provide the same programme in a way that eliminates its negative, conflict-worsening impacts. If we find that we have overlooked local peace capacities or CONNECTORS, then we should redesign our programming not to miss this opportunity to support peace.

**Step 7: Test Programming Options and Redesign Project**

Once we have selected a better programming option is crucially important to re-check the impacts of our new approach on the DIVIDERS and CONNECTORS.

**ANNEX 2: COMMUNITY ENGAGEMENT CHECKLIST**

*(Adapted from 'Food Security Cluster Community Based Targeting Guidelines for Somalia' Somalia FSC)*

<b>Checklist for Community Engagement</b>
<b>Project Overview</b>
<ul style="list-style-type: none"> <li>• Describe the process and results of the needs assessment;</li> <li>• The overall purpose (drought relief, flood relief, livelihood protection, etc.);</li> <li>• Nature of the project/type and duration (unconditional cash/voucher, cash-for-work, combination), total amount of the entitlement per location and for each recipient;</li> <li>• Rationale for using this type of response and who made the decision;</li> <li>• Why do we need to target in the first place? Broad description or targeting objective: (i) reaching those most in need of assistance; (ii) efficient use of scarce resources; (iii) conditionality for livelihood projects;</li> <li>• Who is targeted; what are the selection criteria; who is involved in the selection and why? If using households (HH), describe what the organisation considers to be a HH (a group of individuals, usually related, who form an economic unit within which income, assets, food supplies, etc. are shared – 6 people per HH in Somalia);</li> </ul>
<ul style="list-style-type: none"> <li>• Stakeholders: The roles of CSC members. Role of field staff, organisations, local partners, money transfer agents, vendors, etc. in the project;</li> <li>• Outline desired configuration of CSC (inclusion of women, inclusion of all groups/segments of the community, etc.);</li> <li>• Organisation staff: who will be doing the work (e.g. what agency stands for, names of key staff member involved in project, etc.) and whom to contact in case more information is needed or if there are any issues to be raised;</li> <li>• Scope (geographic coverage).</li> </ul>
<b>Complaints Response Mechanism</b>
<ul style="list-style-type: none"> <li>• Explain the communication channels available to communities;</li> <li>• Right to give feedback and make a complaint;</li> <li>• Organisation's procedures on handling corruption, fraud, abuse and exploitation of the targeted population and adherence to the principle of confidentiality;</li> <li>• Engage community on CRM: explain different mechanisms and their advantages and disadvantages, (e.g. the hotline is toll-free and callers can talk to male/female Somali operators);</li> <li>• How to make a complaint. Basic information required for complaint: who, why, what, when, where and how. Explain the duration it takes to receive feedback on the complaint (Maximum 10 days). Explain the role CSC in the CRM (if there is one);</li> <li>• Provide examples of types of complaints which can be made: vendors, inclusion, exclusion, taxation, malfunctioning with delivery mechanism (e.g. benefit card failure), all forms of exploitation and abuse.</li> </ul>

### **Annex 3: CSC Roles and Responsibilities Checklist**

*(Adapted from 'Food Security Cluster Community Based Targeting Guidelines for Somalia' Somalia FSC)*

<b>CSC Roles and Responsibilities Checklist</b>
<b>The Community Selection Committee should</b>
<ul style="list-style-type: none"><li>• Ensure the fair representation of members from the community on the draft registration list;</li><li>• Identify most vulnerable people following the agreed upon selection criteria;</li><li>• Inform recipients after registration;</li><li>• Conduct verification and identification during distribution of benefit;</li><li>• Respect the intent and scope of the project;</li><li>• Mediate and resolve conflicts;</li><li>• Provide security information to project staff and act to resolve potential security incidents;</li><li>• Share all relevant information with the community;</li><li>• Facilitate coordination with the community, including relaying project information to the community;</li><li>• Ensure women and minority groups' participation.</li></ul>
<b>Areas of Emphasis (1.0) for Staff with CSC members</b>
<ul style="list-style-type: none"><li>• The CSC member is a facilitator, but ultimately the final decision regarding recipient selection lies with the organisation;</li><li>• The CSC member is responsible for identifying, inviting and facilitating participation of minority groups, new arrivals and creating space for women to participate and share their opinions;</li><li>• Being a CSC member means being an honest, persuasive and respected community member who does his/her best to support the success of the project. A person who puts the interest of the most vulnerable ahead of clan/tribe interest;</li><li>• CSC members will vouch for the eligibility of every recipient, affixing their name to the draft registration form. The CSC member will be answerable in the event that verification of beneficiary finds a person suggested by this member does not match eligibility criteria;</li><li>• The CSC member will sign their name to the MoU, agreeing to adhere to its agreements to the best of their ability.</li></ul>

