# REPUBLIC OF LIBERIA

# FORESTRY DEVELOPMENT AUTHORITY

# LIBERIA FOREST ECONOMY PROJECT (LIFE-P) [P508345]

# DRAFT

# STAKEHOLDER ENGAGEMENT PLAN (SEP)

October, 2026



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# ACRONYMS AND ABBREVIATIONS

| Abbreviation | Full Term |
|---|---|
| ADR | Alternative Dispute Resolution |
| AfDB | African Development Bank |
| AFL | Armed Forces of Liberia |
| ARREST Agenda | Agenda for Transformation, Recovery, Reconciliation, Empowerment, Stability, and Transformation 2025–2029 |
| AWPBs | Annual Work Plans and Budgets |
| C&C | C&C (Commercial Logging Operator) |
| CAOs | County Administrative Officers |
| CBL | Central Bank of Liberia |
| CDA | Cooperative Development Agency |
| CDSC | County Development Steering Committee |
| CF | Community Forest |
| CFDC | Community Forestry Development Committee |
| CFDCs | Community Forestry Development Committees |
| CFG | Community Forest Guard |
| CFGs | Community Forest Guards |
| CFMAs | Community Forest Management Areas |
| CFMB | Community Forest Management Body |
| CFMBs | Community Forest Management Bodies |
| CFMPs | Community Forest Management Plans |
| CGC | Community Grievance Committee |
| CI | Conservation International |
| CLDMCs | Community Land Development and Management Committees |
| COC | Chain of Custody |
| CRL | Community Rights Law |
| CRS | Catholic Relief Services |
| CSA | Civil Service Agency |
| CSO | Civil Society Organization |
| CSOs | Civil Society Organizations |
| DBOT | Design-Build-Operate-Transfer |
| DGC | District Grievance Committee |
| E&S | Environmental and Social |
| EPA | Environmental Protection Agency |
| ESCP | Environmental and Social Commitment Plan |
| ESF | Environmental and Social Framework |
| ESIA | Environmental and Social Impact Assessment |
| ESIAs | Environmental and Social Impact Assessments |
| ESMF | Environmental and Social Management Framework |
| ESMP | Environmental and Social Management Plan |
| ESMPs | Environmental and Social Management Plans |
| ESS | Environmental and Social Standard |
| EU | European Union |
| FAO | Food and Agriculture Organization of the United Nations |
| FDA | Forestry Development Authority |
| FCDO | Foreign, Commonwealth and Development Office (United Kingdom) |
| FF | Fauna & Flora |
| FGMC | Forest Governance, Markets and Climate Programme (UK FCDO) |
| FGRM | Feedback and Grievance Redress Mechanism |

| | |
|---|---|
| FMC | Forest Management Concession |
| FMCs | Forest Management Concessions |
| FOI Act | Freedom of Information Act |
| FPIC | Free, Prior, and Informed Consent |
| FTI | Forestry Training Institute |
| GBV | Gender-Based Violence |
| GEF | Global Environment Facility |
| GFNP | Gola Forest National Park |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit (Germany) |
| GM | Grievance Mechanism |
| GoL | Government of Liberia |
| GPN | Good Practice Note |
| GRC | Grievance Redress Committee |
| GM | Grievance  Mechanism |
| GRS | Grievance Redress Service (World Bank) |
| HRC | Human Rights Commission |
| HWC | Human-Wildlife Conflict |
| IA | Institutional Assessment |
| IDA | International Development Association |
| IDH | IDH — The Sustainable Trade Initiative (Netherlands) |
| IDL | Integrated Learning and Development |
| IFAD | International Fund for Agricultural Development |
| IFC | International Finance Corporation |
| IFR | Interim Financial Report |
| IFRs | Interim Financial Reports |
| IGAs | Income Generating Activities |
| ISR | Implementation Status and Results Report |
| KfW | Kreditanstalt für Wiederaufbau (Germany) |
| KPIs | Key Performance Indicators |
| LDEA | Liberia Drug Enforcement Agency |
| LEITI | Liberia Extractive Industries Transparency Initiative |
| LFSP | Liberia Forest Sector Project (P154114) |
| LiFE | Liberia Integrated Forest Economy Project |
| LIS | Liberia Immigration Service |
| LISGIS | Liberia Institute of Statistical Geo-Information Services |
| LLA | Liberia Land Authority |
| LMP | Labor Management Procedures |
| LNFS | Liberia National Fire Service |
| LNP | Liberia National Police |
| LPMR | Lake Piso Multiple Use Reserve |
| LRA | Liberia Revenue Authority |
| LSEZA | Liberia Special Economic Zone Authority |
| LTA | Liberia Timber Association |
| MACs | Ministries, Agencies, and Commissions |
| MDTF | Multi-Donor Trust Fund |
| M&E | Monitoring and Evaluation |
| MFDP | Ministry of Finance and Development Planning |
| MHSW | Ministry of Health and Social Welfare |
| MLG | Ministry of Local Government (formerly Ministry of Internal Affairs) |
| MME | Ministry of Mines and Energy |

| | |
|---|---|
| MoA | Ministry of Agriculture |
| MoCI | Ministry of Commerce and Industry |
| MoD | Ministry of Defense |
| MOGCSP | Ministry of Gender and Children Social Protection |
| MoJ | Ministry of Justice |
| MoL | Ministry of Labor |
| MoU | Memorandum of Understanding |
| MoUs | Memoranda of Understanding |
| MPA | Multi-Phase Programmatic Approach |
| MRV | Monitoring, Reporting, and Verification |
| MSME | Micro, Small, and Medium Enterprise |
| MSMEs | Micro, Small, and Medium Enterprises |
| MTR | Midterm Review |
| NBC | National Bureau of Concession |
| NCCSC | National Climate Change Steering Committee |
| NDMA | National Disaster Management Agency |
| NGC | National Grievance Committee |
| NGO | Non-Governmental Organization |
| NGOs | Non-Governmental Organizations |
| NIC | National Investment Commission |
| NFRL | National Forestry Reform Law (2006) |
| NSA | National Security Agency |
| NTFP | Non-Timber Forest Product |
| NTFPs | Non-Timber Forest Products |
| NUCFDC | National Union of Community Forestry Development Committees |
| NUCFMB | National Union of Community Forest Management Body |
| OHS | Occupational Health and Safety |
| PA | Protected Area |
| PAs | Protected Areas |
| PADEV | Partners in Development |
| PAP | Project Affected Person |
| PAPs | Project Affected Persons |
| PARLEY | PARLEY (Civil Society Organization) |
| PCR | Project Completion Report |
| PF | Process Framework |
| PIU | Project Implementation Unit |
| PIU GRC | Project Implementation Unit Grievance Redress Committee |
| PLAN International | PLAN International (NGO) |
| PPA | Proposed Protected Area |
| PPAs | Proposed Protected Areas |
| PPP | Public-Private Partnership |
| PPPs | Public-Private Partnerships |
| PROGREEN | Program for Resilient, Inclusive, and Sustainable Economies |
| PSC | Project Steering Committee |
| RAP | Resettlement Action Plan |
| RAPs | Resettlement Action Plans |
| REDD+ | Reducing Emissions from Deforestation and Forest Degradation |
| ROW | Right of Way |
| RF | Resettlement Framework |
| SCNL | Society for Conservation of Nature of Liberia |

| | |
|---|---|
| SDC | Swiss Development Cooperation (Switzerland) |
| SDI | Sustainable Development Institute |
| SEA | Sexual Exploitation and Abuse |
| SEA/SH | Sexual Exploitation and Abuse / Sexual Harassment |
| SEAH/GBV ST | Sexual Exploitation, Abuse, and Harassment / Gender-Based Violence Safeguarding Team |
| SEC | Service Excellence Center |
| SEP | Stakeholder Engagement Plan |
| SH | Sexual Harassment |
| Sida | Swedish International Development Cooperation Agency (Sweden) |
| SMP | Security Management Plan |
| SNP | Sapo National Park |
| SOP | Series of Projects |
| SOP1 | Series of Projects — Phase 1 |
| SOPs | Standard Operating Procedures |
| TNC | The Nature Conservancy |
| TLAS | Timber Legality Assurance System |
| ToT | Training of Trainers |
| UL | University of Liberia |
| UNDP | United Nations Development Programme |
| USD | United States Dollars |
| VAC | Violence Against Children |
| VOSIEDA | Volunteers for Sustainable Development in Africa |
| WB | World Bank |
| WBG | World Bank Group |
| WCF | Wild Chimpanzee Foundation |

## EXECUTIVE SUMMARY

**Project Background and Development Objective**

The World Bank will be supporting the Forest Development Authority (FDA) in implementing the Liberia Forest Economy Project (LiFE-P) project. The Project Development Objective of the Series of Projects (SOP) is to "improve forest governance, expand community-managed forests and increase income and jobs for forest-dependent people in selected areas of Liberia". The SOP will retain the same PDO across all ensuing projects and will follow a consistent approach in terms of project design, ensuring maximum synergy and cross-learning through the different phases. This SOP 1 includes an IDA grant of US$40 million and a PROGREEN grant of US$ 5.4 million to address critical challenges facing Liberia's forests and to unlock their economic, social, and environmental potential.

**Project Components**

- Component 1: Strengthen the enabling environment for Sustainable, Transparent, and Commercially viable forest management (US$5 million IDA; US$0.4 million PROGREEN)
- Component 2: Sustainable Forest Resource Development and Resilient Livelihoods (US$13 million IDA; US$2.5 million PROGREEN)
- Component 3: Creating enabling conditions for Private Investment in Commercial Forestry for More and Better Jobs (US$18 million IDA; US$2 million PROGREEN)
- Component 4: Project Management and Implementation (US$6 million IDA; US$0.5 million PROGREEN)

**Purpose and Objectives of the SEP**

This Stakeholder Engagement Plan (SEP) has been prepared by the FDA PIU in accordance with the World Bank Environmental and Social Standard 10 (ESS10) on Stakeholder Engagement and Information Disclosure. Given the project's High Environmental and Social risk rating, the SEP is a standalone instrument proportionate to the complexity and sensitivity of the project's context. The SEP establishes a systematic, inclusive, and life-cycle approach to engaging all individuals, groups, and institutions affected by or interested in LiFE-P. Its core objectives are to: identify all relevant stakeholder categories and maintain constructive relationships with them throughout project implementation; provide all stakeholders including vulnerable and disadvantaged groups with timely, relevant, understandable, and accessible information; create meaningful opportunities for stakeholder participation in project design, implementation, and monitoring; ensure that the voices of local communities and forest-dependent households are not crowded out by more organized and better-resourced actors; and establish an effective, accessible, and accountable Grievance Mechanism to receive, process, and resolve complaints from all project-affected parties two months from effectiveness through to project close.

**Stakeholder Identification and Categories**

The SEP identifies stakeholders across three main categories. Affected parties are those directly or indirectly impacted by project activities and include: government institutions and regulatory agencies (FDA, MFDP, MoJ, LRA, LLA, EPA, NBC, MoCI, MoL, MoA, LNP); protected area management staff; local authorities and traditional leaders; local communities and Project Affected Persons (PAPs) across the six SOP I counties; Community Forest Management Bodies (CFMBs), Community Forestry Development Committees (CFDCs), and Community Land Development and Management Committees (CLDMCs); civil society and conservation organizations; international organizations and donors; and private sector actors including forestry MSMEs and commercial operators. Other interested parties include national

and local media, politicians, the general public, and business service providers. Disadvantaged and vulnerable groups who are the highest priority for targeted and differentiated engagement include forest-dependent communities, women heads of households and single mothers, women and girls at risk of SEA/SH/GBV, youth, persons with disabilities, the elderly, people living with HIV/AIDS or chronic illnesses, widows and orphans, residents of remote and hard-to-reach areas, and traditionally neglected and marginalized communities.

**Consultations**

Extensive stakeholder consultations were conducted during the project preparation phase. The SEP considered feedback from three World Bank preparation missions which were conducted in September-October 2025, February 2026, and May 2026. National-level consultations were held in Monrovia on March 24–25, 2026, engaging government agencies, NGOs, civil society, and private sector actors. Sub-national field consultations were conducted across all 11 project counties between March 31 and April 28, 2026 (SOP 1- Gbarpolu and Grand Cape Mount in the Northwest; Grand Bassa and Rivercess in the Central North; and Grand Gedeh and Sinoe in the Southwest; and SOP2 - Grand Kru, Maryland, Nimba, and River Gee counties). Key findings from these consultations include: broad stakeholder support for the project and recognition of its potential to improve forest governance and livelihoods; significant concern about the absence of sustainable alternative livelihoods and the resulting dependence on forest resources; governance gaps including inadequate inter-agency coordination, overlapping mandates, weak enforcement, and ineffective benefit-sharing; human-wildlife conflict, widespread illegal logging, mining, and encroachment driven by poverty and weak enforcement; unclear demarcation of protected areas and community forests generating land use conflicts; capacity constraints among frontline actors including ranger manpower shortages; concerns about SEA/SH/GBV risks and the weakness of existing confidential reporting mechanisms; and strong interest from women and youth in meaningful participation, with concerns about transparency and equitable benefit distribution. All consultation records are documented in Chapter 9.1.2, Table 24, Table 25, and Appendix 2 of SEP. Stakeholder consultations under the LiFE-P shall be a continuous, iterative, and evolving process that will be sustained throughout the entire project lifetime.

**Engagement Methods and Information Dissemination**

The SEP employs a differentiated, multi-channel engagement strategy tailored to the specific accessibility needs, literacy levels, languages, and cultural contexts of each stakeholder group. Methods include community meetings, town halls, focus group discussions, women-only sessions facilitated by female facilitators, youth forums, and traditional community assemblies at the community level; workshops, inter-agency working groups, investment forums, and sector briefings at the institutional level; and community radio broadcasts in local languages (e.g Vai, Gola, and Mandingo as priority languages for communities around GFNP and LPMR), printed materials in simplified local-language formats, the FDA website and open-data dashboard, social media, SMS and WhatsApp, and community notice boards for information dissemination. Social intermediation NGOs serve as trusted intermediaries between project communities and the FDA PIU, collecting community feedback and communicating decisions back to communities in local languages. The project's Information Dissemination Strategy, structured across the preparation, implementation, monitoring, and completion phases, ensures that all stakeholder categories receive timely, relevant, and accessible information aligned with the requirements of ESS10 and Liberia's Freedom of Information Act (2010).

**Grievance Mechanism**

The LiFE-P Grievance Mechanism (GM) operates through four tiers, reflecting both the project's High-risk rating Tier 1 (Community Grievance Committee) is the first point of contact for most complaints at the community level. Tier 2 (District/County Grievance Committee) handles unresolved Tier 1

complaints and county-level issues. Tier 3 (FDA PIU-Level Grievance Redress Committee) manages national-level and unresolved Tier 2 complaints. Tier 4 (Task Force for the Forest Economy GM Oversight Panel) is an independent national oversight tier for complaints involving concession awards, community forestry decisions. The GM is accessible through multiple channels: a toll-free hotline, online portal, suggestion boxes, email, social media, in-person submission, and written submission. A dedicated, confidential SEA/SH/GBV reporting channel managed exclusively by the FDA PIU GBV Specialist operates separately from the standard GM register. An independent GM Verification Firm or NGO, to be engaged no later than 1 month from effectiveness, will verify GM operationalization and response quality on a semi-annual basis. The GM must be fully operational two months after project effectiveness, a GM focal point designated and trained; community-level complaint intake channels established in all six target counties; the GM procedure disclosed publicly in local languages; and a tracking register established.

**SEA/SH and GBV Provisions**

The project applies a comprehensive SEA/SH prevention and response framework managed by the SEA/SH/GBV Safeguarding Team (SEAH/GBV ST), led by the FDA PIU GBV Specialist. The project will develop a dedicated SEA/SH Action Plan and Accountability Framework by appraisal and will finalize it within three months following the project's effective date, at which point it will be publicly disclosed and integrated into the project's broader E&S monitoring and reporting framework.

**Monitoring, Evaluation, and Reporting**

SEP implementation is monitored through a dedicated set of KPIs tracking the number and inclusiveness of consultations, GM performance, stakeholder satisfaction, and E&S compliance. Quarterly GM performance reports are produced by the FDA PIU GM Officer and disclosed publicly on the FDA website. Annual SEP updates are conducted alongside the project's annual work planning cycle. A mid-project stakeholder satisfaction survey is planned for Year 3 and a final independent SEP evaluation for Year 5. Annual community feedback sessions report back to project communities on engagement outcomes and GM resolution data.

**Estimated Budget**

The total SEP budget is three hundred fifty-seven thousand United States Dollars **(US$357,000)**, covering consultations and participatory meetings, communication campaigns, training, beneficiary surveys, grievance mechanism operationalization (including the online GM portal and toll-free hotline), and monitoring and evaluation.

# Chapter 1: Introduction

This document serves as the Stakeholder Engagement Plan (SEP) for the Liberia Forest Economy Project (LiFE-P) (P505923). The SEP facilitates the identification and engagement of all relevant individuals, groups, and institutions both direct and indirect stakeholders involved with the project. Its purpose is to clarify and effectively manage the interests, concerns, motivations, and expectations of these stakeholders, thereby assessing their willingness to actively participate in project implementation and ensuring the long-term sustainability of its activities.

## 1.1. Context and Rationale for the Project

In response, under the Environmental Sustainability pillar of the ARREST Agenda for Inclusive Development 2025-2029, the Government of Liberia (GoL) is focused on generating more income, and revenues for the country by restoring degraded ecosystems, addressing deforestation and forest degradation, and promoting sustainable land use practices to improve forest assets. However, structural weaknesses in forest governance, limited value addition, weak enforcement, and declining forest capital have constrained the sector's ability to contribute meaningfully to job creation, fiscal revenues, and inclusive growth. Addressing these constraints is essential to transform Liberia's forests from a subsistence safety net into a driver of sustainable economic development.

## 1.2 Project Objective

The Project Development Objective (PDO) of the Series of Projects (SOP) is to "improve forest governance, expand sustainable forest management, and increase value chain output and jobs in selected forest areas in Liberia."

## 1.3 Beneficiaries and Areas of Intervention of the Project

The project targets beneficiaries at the community, private sector, and government levels. Forest-dependent communities, including women and youth organized under CFMAs and CFMBs, will benefit from support for sustainable forest management, restoration, and resilient forest-based livelihoods. Private sector actors and forest entrepreneurs in timber and NTFP value chains, including MSMEs in production, aggregation, processing, and marketing, will also benefit directly. National and subnational public agencies, especially the FDA, will gain from stronger policy, monitoring, and institutional systems, improving capacity for forest governance, land-use planning, enforcement, and protected area management, and strengthening transparency, legality assurance, and service delivery. The project is estimated to directly reach 25,000 forest-dependent households, 22,500 CFMA households under subcomponent 2.1, and 2,500 protected area buffer zone households under subcomponent 2.3.
Table 1 presents the PAs under the project for intervention and figure 1 and 2 below shows the maps of the Gola Forest National Park (GFNP) and Piso Lake Multiple use Reserve (LPMR) respectively.

**TABLE 1:PROTECTED AREAS TO BE SUPPORTED UNDER THE PROGRAMME**

| Protected areas | Surface (ha) | County |
|---|---|---|
| Gola Forest National Park (GFNP) | 88,130 | Grand Cape Mount and Gbarpolu |
| Piso Lake Multiple use Reserve (LPMR) | 97,975 | Grand Cape Mount |
| **Total** | **186,105** | |



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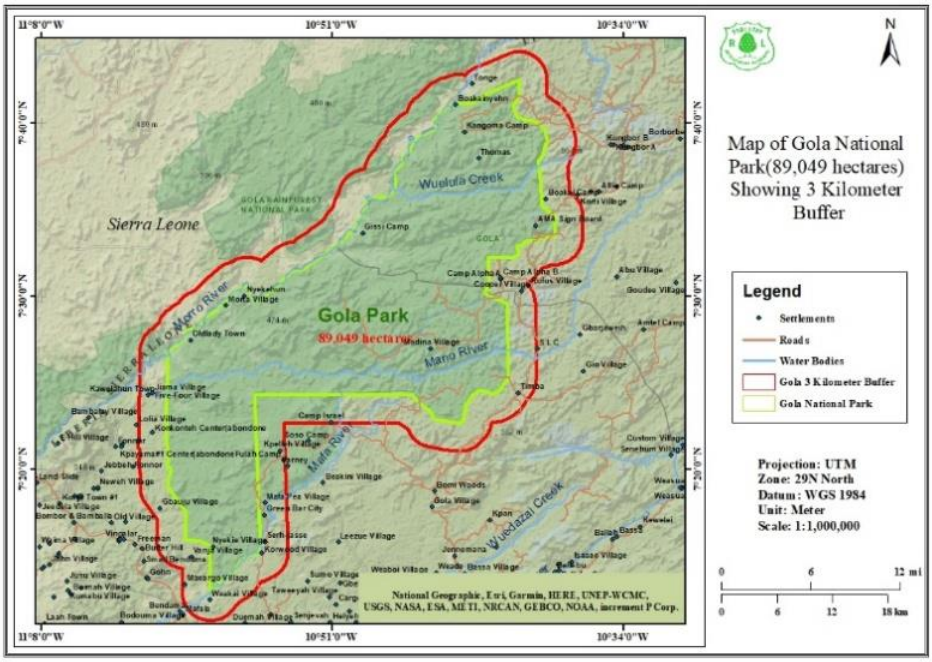


**FIGURE 1:MAP OF LIBERIA SHOWING GOLA FOREST NATIONAL PARK (SOURCE: FDA, 2025)**

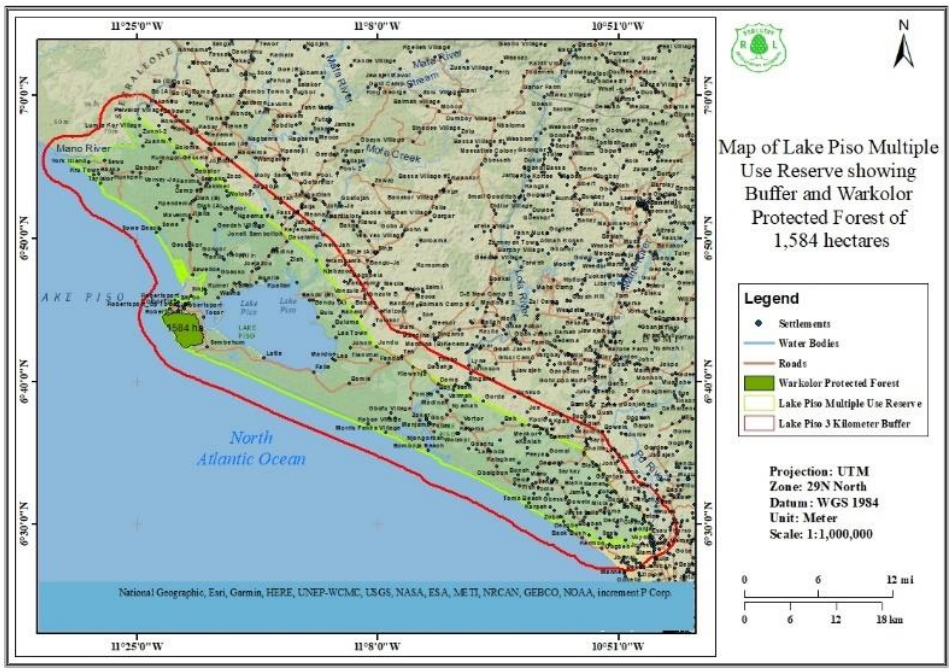


**FIGURE 2:: MAP OF LIBERIA SHOWING LAKE PISO MULTIPLE SUSTAINABLE USE RESERVE (SOURCE: FDA, 2025)**

## 1.4 Project components

**SOP1 includes an IDA grant of US$40 million and a Global Partnership for Sustainable and Resilient Landscapes (PROGREEN) grant of US$5.4 million to address critical challenges in Liberia's forests and unlock their economic potential while managing the forest and its biodiversity.** The project will support PCM and PCE conditions for forestry investment by reducing legal and property-related barriers. It also contributes to the World Bank's priority on job creation by investing in the natural infrastructure

that underpins economic activity and by fostering conditions for private investment. Together, these efforts can expand employment across the forest sector and into agribusiness, linking forest stewardship to broader economic opportunity. Aligned with PROGREEN Multi-Donor Trust Fund objectives to improve ecosystem services in resilient production and conservation landscapes while supporting rural livelihoods and addressing biodiversity loss and forest degradation, the project reflects PROGREEN's evolving framework, which sees forests as both conservation assets and engines of sustainable growth**.**

**Component 1: Strengthen the enabling environment for Sustainable Forest Management**

**Component 1 will strengthen the enabling environment for sustainable, accountable, and transparent forest management.**[1] It will deliver a data-driven forest governance system by strengthening legal enforcement; improving monitoring, licensing, and traceability systems; enhancing cross-agency coordination; and supporting the harmonization of the legal and regulatory framework.[2] It will also build the FDA's institutional capacity by strengthening corporate governance, disclosure arrangements, and operating procedures, including human resources (HR), internal controls and internal systems, while introducing a structured pathway to fiscal sustainability as well as measures to safeguard project assets. These measures will strengthen transparency, oversight, and accountability, but they do not, by themselves, fully mitigate the structural conflict-of-interest risk associated with any potential FDA participation in commercial timber or forest product operations. That risk is addressed through a legal covenant restricting such participation during project implementation, while an options paper will inform the longer-term institutional dialogue on the appropriate separation of regulatory and commercial roles.

*Subcomponent 1.1: Improved Forest Governance and Transparency*

**This subcomponent will strengthen forest governance by improving coordination, enforcement, transparency, and the legal and regulatory framework for commercial forestry and community rights**. It will support: (a) a Forest Economy Task Force, co-chaired by MFDP and FDA, to provide oversight and high-level coordination; (b) stronger risk-based enforcement through the Wildlife Crime Task Force, including updated SOPs, a national risk-targeting model, joint training, field equipment, and quarterly enforcement reports; (c) upgrades to FDA's public dashboard to disclose active concessions, license holders, and related payments in open-data format; and (d) priority policy, legal, and regulatory harmonization through analysis, consultations, draft amendments, and explanatory memoranda to reduce ambiguity, align laws with national objectives, and clarify the boundaries of FDA's regulatory, forest management, and latent commercial legal mandates. It will additionally support a legal review of options for more formal separation of FDA's regulatory, forest management, and commercial legal mandates, with findings informing the design of SOP2. Annex 4 provides the role distinctions that form the institutional background for this assessment.

*Subcomponent 1.2: Strengthened Institutional Capacity and Performance*

**The objective of this subcomponent is to enhance the FDA's institutional capability to regulate forests transparently, efficiently, and accountably.** It will strengthen FDA governance, staffing, inventory, and monitoring; provide equipment to secure project assets; digitize regulatory processes and chain-of-custody management, including LiberTrace handover; improve fiscal sustainability; support the FDA's

[1] The design of the component has been informed by the Fostering Accountability and Collaborative Engagements for Integrity and Transformation ASA (P506674), which analyzed political economy issues in the sector and proposed recommendations.

[2] These include the 2006 National Forestry Reform Law, the 2009 Community Rights Law, and the Land Rights Act to secure local communities' rights regarding forest and land governance.

capacity to engage with communities and address disputes, and operationalize regulatory amendments that clarify the boundaries of FDA's regulatory, forest management and commercial mandates, noting that FDA's statutory commercial mandate has remained latent and is not actively exercised. It will support the following:

(a) Alignment of the HR framework developed with the Civil Service Agency with FDA-specific core competencies, including competency-aligned recruitment policies, an incentive-based performance management system with transparent individual performance criteria, strengthened employee registry and payroll monitoring controls and published annual institutional performance targets for FDA, with periodic reporting, and a targeted, competency-based training program linked to core FDA functions; HR improvements will further ensure that staff whose functions currently straddle regulatory and forest management domains are explicitly assigned to one or the other for functional separation, while ensuring no staff are assigned responsibilities that would activate or operationalize FDA's latent statutory commercial mandate.[3]

(b) The adoption and operationalization of an FDA code of corporate governance[4] accompanied by training.[5]

(c) LiberTrace enhancements and automation of key regulatory and administrative processes, including licensing, permit management, and royalty tracking for commercial forest sector operators., operationalization of forest and biodiversity inventories, and development of standard operating procedures alongside strengthened internal controls;

(d) Development of mechanisms to share information on rights, regulations, and mechanisms for dispute resolution with stakeholders, emphasizing broad reach to local communities. This will include mechanisms to increase transparency on transfers of rights, including allocated concessions and benefit-sharing arrangements.

(e) Deployment of information technology (IT) equipment and infrastructure, aiming to establish the forest and biodiversity monitoring system[6] including GIS[7] and other technologies, solar power and generators, and operational equipment at FDA headquarters and regional offices under formal asset governance and service management frameworks, ensuring system availability, reliable connectivity, interoperability, and secure data exchange with core government systems.[8]

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[3] Individual and departmental key performance indicators will include metrics related to revenue collection efficiency and compliance with fee and royalty payment schedules, linking institutional performance to fiscal sustainability outcomes.

[4] The corporate governance code will require conflict-of-interest disclosures, mandatory recusal for personal, family, or financial interests, and independent review of high-value concession awards, with findings published on the FDA portal. The GRM and whistleblower policy will operate independently of FDA management, with relevant complaints reviewed by the Task Force for the Forest Economy. The risk register will rate elite capture as a risk and define escalation triggers, including complaint thresholds for independent review. These protocols — including mandatory recusal, conflict-of-interest disclosures, and escalation-triggered independent review — will also apply to enterprise selection and investment decisions under Component 3, as specified in the Operations Manual.

[5] The GREAT Project (P177478) supports the digitalization of the Liberia Anti-Corruption Commission's asset declaration and verification system, including public access to compliance data. As civil servants, FDA board members and senior staff are subject to asset declaration requirements under this system, which provides a complementary and publicly accessible verification mechanism alongside the conflict-of-interest disclosure requirements established under the FDA Code of Corporate Governance.

[6] The forest and biodiversity monitoring system could also support climate-change monitoring and future climate finance initiatives. Inventories conducted under this activity will assess timber stocks and forest resources, while generating evidence-based data on forest and biodiversity conditions (biodiversity assessment), including, where feasible, information on species presence, abundance, and movement patterns.

[7] The GIS will be introduced within the Research and Development Center of the FDA to strengthen forest and land-use monitoring and analytical capacity by establishing a shared, FDA-wide platform.

[8] Government-wide system interoperability is further supported by the GREAT Project (P177478) and WARDIP 2 (P500628).

(f) Comprehensive physical and digital asset management and security protocols covering inventory controls, cybersecurity standards, access controls, audit log requirements, data integrity safeguards, and incident response procedures.
(g) Development of a fiscal sustainability road map for the FDA that establishes current operational cost and own-source revenue baselines, quantifies the financing gap, and sets a phased revenue growth trajectory with time-bound milestones for increasing the share of operational costs covered by FDA own-source revenues.[9]

**Component 2: Sustainable Forest Resource Development and Resilient Livelihoods**

**Component 2 will create upstream conditions for enterprise viability empowering community governance (2.1), a productive and sustainably certified resource base (2.2), and stronger conservation and ecotourism assets (2.3).** The community enterprises, CFMA clusters, and forest management plans developed under this component constitute the supply base of legal timber, certified NTFPs, and nature-based tourism assets that Component 3's enterprise support (Window 2), market development, investment facilitation, and productive enabling investment activities are designed to connect to commercial buyers and investment partners. To ensure long-term viability, community forest enterprises, restoration activities, and protected area interventions will apply sustainability principles to help CFMAs and protected areas maintain productivity and ecological integrity beyond the project period. Financial sustainability will be strengthened by progressively linking viable community enterprises to markets, enterprise support, and financing opportunities as their commercial readiness improves. This component reinforces community rights over natural resources by empowering community decision-making, developing legally recognized, sustainably managed community forest enterprises whose timber and NTFP outputs can meet Component 3 market and investment requirements. Its key innovation, the CFMA Cluster Approach, groups two or more CFMAs under shared governance and investment structures to create the scale, credibility, and bankability needed to attract buyers, finance, investment, and private partners.

*Subcomponent 2.1: Community-based Management and Use of Natural*

**This subcomponent will support formal recognition of 10 new CFMAs through the nine-step[10] process under the Community Rights Law and strengthen 10 existing CFMAs, prioritizing those supported under the closed LFSP.** It will first support a broad communications activity carried out in all selected counties, that will inform communities about individual and community rights to land and natural resources, the setup of community structures including community assemblies, CFMBs, and how these will interact with outside actors, including private sector investors, and mechanisms for individual or group complaints or reporting conflicts. This activity will be carried out through the use of radio or other available mass media channels and will be complemented by in-person community gatherings in communities that are more remote. CFMBs will be asked to meet with their assemblies at least twice a

[9] The road map will distinguish sustainable own-source revenues from regulatory fees and levies from higher-risk revenues tied to concession-dependent income streams. It will set a path to reduce the latter's share of FDA revenues and strengthen fiscal sustainability through the regulatory fee base.

[10] Provides the legal and institutional foundation through which communities gain formal rights over their customary forest lands. The nine-step process spans (a) community application for Authorized Forest Community status; (b) notice for socioeconomic survey and resource reconnaissance; (c) conduct of the socioeconomic survey and resource reconnaissance; (d) notice of demarcation and mapping; (e) FDA demarcation and mapping of the area; (f) posting of results for a 30-day public review period; (g) resolution of third-party objections; (h) establishment of community governance structures including the Community Assembly, Executive Committee, and CFMB; and (i) signing of the CFMA between the CFMB and the FDA, granting the community legal rights over its customary forest lands.

year and to document the discussion and any decisions, along with any disagreements. This subcomponent will build the capacity of CFMBs to manage the community engagement process, and will also build CFMB capacity to implement decisions, interact with the FDA and local governments, and manage biodiversity.

**The component will also support CFMPs with business and sustainability strategies for timber, NTFPs, and viable agricultural commodities, as well as guidance on how to carry out participatory planning, land zoning, natural resource and business planning, contract renegotiation, engagement with private operators, and small infrastructure**. Approved CFMPs will guide all forest uses, including reduced-impact logging in approved production zones consistent with FDA harvesting practices, while conservation agreements will protect biodiversity-rich and high-conservation value areas. The project will support at least 30 percent female representation in CFMBs and promote women's meaningful participation as essential to effective governance**.** These activities will be led by civil society partners, who will be chosen based on their experience and reach, and who will provide evidence to the FDA that community assemblies have been appropriately engaged and have driven all meaningful decisions that impact individual and community access to natural resources and benefit sharing. Independent social accountability reviews, including audits of CFMB financial management, will be financed under this subcomponent and conducted in Years 2 and 4, with findings publicly disclosed.

**To support the growth of community enterprises from start-up activities to market-integrated operations, the subcomponent implements Window 1 to support nature-based matching grant mechanism,[11] drawing from PROGREEN funds.** Window 1 is targeted at early-stage community and household-level enterprises in CFMA areas and protected area buffer zones[12] with targeted support for women-led activities in higher-value segments of forest and agricultural value chains, including processing and value addition. It finances sustainable and climate-resilient alternative livelihoods, particularly NTFP-based activities such as bamboo, rattan, bitter kola, honey, snails, and locusts[13], and small-scale investments in post-harvest and aggregation infrastructure, including storage, drying, and packaging equipment utilizing renewable energy, with beneficiary co-financing contributions required. Window 1 is explicitly designed as a catalytic, time-limited entry point: It supports enterprises at the stage when commercial viability has not yet been demonstrated, and access to formal finance is unavailable. Enterprises that graduate from Window 1, demonstrating stronger production capacity, identified market linkages and commercial readiness become eligible and may competitively apply for the larger IDA-financed grants under Window 2 in Component 3, which finances technical assistances, equipment and small-scale processing infrastructure for more mature CFMA-based MSMEs, prioritizing women's participation and access to finance.

[11] Matching grants will follow World Bank transparency standards built on clear upfront rules, competitive selection managed by an independent committee, strong financial and physical oversight including systematic random auditing of awards including consequences to findings, and proactive communication and complaint handling. Awards will be based on published eligibility criteria and independent scoring against technical, financial, environmental, and social benchmarks, with public community - accessible disclosure of decisions, GRM access for unsuccessful applicants, and priority for proposals that create local jobs and expand women's and youth economic participation. Details will be included in the project's Operational Manual.

[12] This window will explore synergies and will avoid duplication with the activities on community livelihood and agriculture support financed by the Recovery of Economic Activity for Liberian Informal Sector Employment (REALISE), P174417 project in Grand Gedeh, Gbarpolu, Grand Cape Mount, and Sinoe.

[13] These value chains have been identified through a study (From Invisible to Investable: Uncovering Liberia's Forestry Value Chains Potential) commissioned during project preparation financed by the Global Program on Sustainability (TF0C9271).

*Subcomponent 2.2: Forest Restoration, and Timber Production*

**This subcomponent focuses on land-use planning for the six counties, restoring degraded landscapes, planting more trees, and increasing sustainable timber production within and around CFMA landscapes**. Investments will include practical production systems for timber, fuelwood, rubber, and other tree-based products, aligned with the intended purpose of the plantations, while generating income and maintaining ecological functions. Restoration and sustainable forest management also contribute directly to the project's GHG emissions reduction targets, sequestering carbon and reducing emissions from deforestation and degradation. Community members will be trained in forest and biodiversity monitoring to feed data into the national monitoring system supported under Component 1, ensuring that results can be tracked and attributed.

**Participatory land-use plans will identify and allocate areas for forest biodiversity conservation, restoration, plantations and rainfed agricultural production—including cocoa, rubber, and oil palm—in response to community priorities identified under Subcomponent 2.1.** Capacity building on land restoration practices[14] will train staff to promote women's participation, adapt training materials, and deliver practical community-level sessions followed by hands-on field coaching. Restoration activities will rehabilitate 6,000 ha of degraded lands using context-specific approaches, with a focus on priority areas, including Gbarpolu and Grand Cape Mount counties and areas around the transboundary GFNP. The project will support approximately 13,116 ha of commercial plantations through community woodlots and rehabilitation of old-growth plantations. Sustainable timber production will also be promoted through the valorization of abandoned logs and aged rubberwood.

*Subcomponent 2.3: Improved Management of High Value Transboundary Protected Areas*

**The protected areas supported under this subcomponent—GFNP and Lake Piso Multiple Sustainable Use Reserve are not isolated from the CFMA landscape activities in Subcomponents 2.1 and 2.2.** They form the conservation anchors of the same landscape mosaic within which community forest management is being developed. Strengthening their management directly reinforces the outcomes of the broader component Conversely, the community enterprises and buffer zone livelihoods developed under Subcomponents 2.1 and 2.2 reduce encroachment pressure on the parks, creating a mutually reinforcing dynamic between conservation and community development.

**This subcomponent will strengthen management of GFNP and Lake Piso Reserve to enhance ecological integrity, transboundary impact, and long-term economic value.** Key activities include (a) preparing a participatory Lake Piso management plan and updating the GFNP management plan[15], ecotourism strategy with community revenue sharing ;(c) transboundary biodiversity connectivity assessments across Wonegizi/Ziama, Diecke, Nimba, and Sapo/Grebo/Taï, building on bilateral MOUs to inform conservation cooperation; (d) community co-management of protected area with the FDA as the delivery model; and (e) constructing priority park infrastructure, including offices and housing; rehabilitating patrol tracks and roads; and demarcating protected area boundaries, providing vehicles, GPS, and equipment[16] for biodiversity and animal monitoring. Stronger management is expected to deliver climate mitigation benefits by avoiding deforestation and forest degradation. The ecotourism

[14] This will also include training of trainers for selected FDA technical staff (under Subcomponent 3.2).

[15] The updated GFNP management plan will explicitly incorporate cross-border conservation considerations, building on existing transboundary collaboration with the Gola Rainforest National Park in Sierra Leone. Coordination mechanisms with Sierra Leonean conservation authorities will be explored and, where feasible, formalized, to support harmonized antipoaching efforts, shared biodiversity monitoring protocols, and joint promotion of the transboundary Gola landscape as a tourism and conservation destination under the Northwest Circuit concept.

[16] Equipment under Sub-component 2.3 is limited to non-lethal field tools (GPS devices, vehicles, cameras, communications equipment) and explicitly excludes arms, weapons, and military equipment per FCV Policy paragraph 15

activities under this subcomponent are preparatory, designed to de-risk and lay the groundwork for larger ecotourism investments under SOP2. The full eligible preparatory activities are listed in the POM.

**Component 3: Creating enabling conditions for Private Investment in Commercial Forestry for More and Better Jobs**

**Component 3 will strengthen the conditions for private investment and job creation in forestry value chains that use sustainably sourced timber and NTFPs.** Building on the forest governance and sustainable supply interventions under Components 1 and 2, it will support increased value addition in downstream sectors. It focuses on (a) improving capabilities of firms and workers as well as (b) strengthening the commercial ecosystem through market development, standards readiness, investment promotion and selectively addressing productive infrastructure constraints. It aims to increase value addition in domestic and export-oriented downstream sectors (e.g., sawnwood, veneer), increase the efficiency of the exporting system (e.g., improving logistics), increase market access through certification and standards readiness as well as increase the reliance on legally harvested sources of timber and NTFPs within domestic value chains. The Component will also strengthen the development of a pipeline of forestry investment opportunities for assessment, preparation, investor outreach and appropriate financing pathways. Public support will address information asymmetries, coordination failures, capability and quality gaps, and shared infrastructure constraints, and will be calibrated to crowd in, rather than displace, private investment. The component will also test approaches and investment pathways that could be scaled under SOP2.

*Subcomponent 3.1: Improved Capabilities for Firms and Workers* **This subcomponent aims to strengthen the capabilities of forestry entrepreneurs and workers in the timber and NTFP value chains.** It consists of two programs, one focusing on firm development and one on worker skill upgrading. This subcomponent addresses market failures that firms and workers face around information gaps on sustainable upgrading uncertainty about productive technologies as well as managerial and sustainability practices and are facing challenges in the acquisition of this knowledge (e.g., missing markets in business development services).

**The firm-focused program the Forestry Enterprise Grow Program (FEGP) constitutes the project's enterprise-support window (Window 2) and will support participating firms through a three-stage process of (i) an enterprise-level "360 degree" diagnostic, (ii) technical assistance and (iii) competitively awarded performance-based co-financing.** The program will operate through three tracks: (a) *Foundation*, supporting enterprise upgrading for domestic markets (750 businesses, mostly smaller and informal businesses, including those run by youth and women); (b) *Frontier*, supporting enterprise expansion and value addition in export and supporting value chains (150 businesses); and (c) *Seed*, supporting enterprise creation to address identified gaps in forestry value chains through a business plan competition (100 businesses). For all three tracks, eligible firms are those part of the timber/wood value chains (upstream and downstream) that use sustainable and legal sources of wood[17], including processing, logistics and support services, as well as those in forestry-related value chains (NTFPs and eco-tourism). Technical assistance will be delivered in groups in the foundation track, with a focus on business skills and entrepreneurial mindset, and through individual consulting in the other two tracks. The project may explore using AI to tailor technical assistance to needs identified through enterprise diagnostics and deliver it more cost-effectively at scale. For each of the tracks, approximately half of beneficiaries can be expected to progress to the co-financing stage. The co-

[17] Firms participating in the Program are required to source from CFMAs or other sustainable sources to be eligible for technical assistance and co-financing. Program activities will support the linking of firms with CFMAs.

financing will support investments in productivity-enhancing equipment, technology adoption, greener operations, certification, traceability, value addition, and market expansion, and is conditional on the submission of a business plan and a demonstrated record of implementing improvements.[18] For the foundation and frontier tracks, beneficiaries will be required to contribute between 10 and 50 percent of project costs, depending on enterprise size and risk profile.[19] An impact evaluation through a randomized controlled trial will be embedded to test delivery methods and program effectiveness.

**The worker-focused program, the Forestry Skills Grow Program (FSGP) will strengthen forestry-related skills through demand-led training, assessment and certification delivered by qualified providers, as well as a work placement program.** Priority skills include primary processing such as sawmilling, kiln drying, grading, veneer and forest management operations, as well as higher-value processing skills such as furniture and moldings. The training program, targeting up to 900 participants, will operate on a voucher basis, with competitive selection of public and private providers and participants. The Forestry Training Institute (FTI), the University of Liberia and relevant community colleges will participate in the private sector skills demand assessment and identification of opportunities to develop or update forestry training curricula. Based on the assessment, the project may provide targeted support to eligible institutions to strengthen curricula, trainers and other capacities.[20] The FSGP will also support work placement program targeting up to 500 participants. Allocations between provider-based training and work-placement support will remain flexible during implementation and may be adjusted based on demonstrated demand, uptake, placement and employment outcomes.

**The FEGP and FSGP programs will be managed by a competitively selected private sector service provider, involving local business development service providers (BDS) under FDA and SBA oversight in accordance with the Component 3 Grant and Facility Operational Manual.**[21] Enterprises under the FEGP will be competitively selected through a competitive process based on transparent criteria and assessed for growth potential, commercial viability, sustainability, and job-creation potential. The Program will also seek linkages between firms and existing financing mechanisms, including the line-of-credit supported under the LIFT Project (P171997)[22], and seek to involve firms identified under the IFC Local Champions initiative.[23] A private sector skills demand assessment will guide programming by identifying workforce gaps, hiring needs and wage levels, while a graduate tracer system will monitor outcomes and support adaptive management. Any material rehabilitation or equipping of FTI or other eligible training facilities will be considered separately under the PEIF in Subcomponent 3.2(b), subject to its eligibility and appraisal criteria. Both Programs target 45 percent participation by female workers or women-run businesses, and the FEGP additionally targets 50 percent youth-run businesses.

*Subcomponent 3.2: Strengthening Forestry Markets and Enabling Productive Investment*

[18] This design draws upon the IEG review of the Liberia STAR project (P160945) ICR, which identified the use of performance-based conditions, the sizing of beneficiary market and ensuring independence of operations in matching grant design as key lessons from the project.

[19] The seed window will operate through a business plan competition, with any beneficiary contribution defined separately in the operation manual and calibrated to early-stage nature of participating firms.

[20] For FTI, this may include training of trainers, short-term technical assistance and structured exchanges with more advanced subregional forestry training institutions to strengthen technical and middle-management training capacity. Prequalified providers may receive limited support to deliver or upgrade demand-led training, in close collaboration with private sector representatives and building on earlier development partner programs (including the EU-funded Youth Rising program, the EU/BMZ-supported GIZ TVET initiative).

[21] The PFMU will be responsible for grant disbursements, while the service provider will be responsible for the grant management process including evaluating of subprojects, implementation, and supervision and performance monitoring. Funds will be released in tranches, with later payments tied to verified outputs, fiduciary compliance, and performance targets. Joint oversight by FDA, SBA, civil society, the private sector, and the PIU, along with World Bank no-objection and supervision, will ensure compliance with program, environmental and social, and fiduciary standards.

[22] Financing decisions remain subject to financial institutions' own commercial assessments.

[23] Currently two private wood processing companies have been identified in the initial cohort for the Local Champion program.

**This subcomponent will strengthen market information, investment facilitation, standards and certification services, and shared productive infrastructure along forestry value chains, translating sustainable forest supply and stronger enterprise capabilities into increased value addition, private investment, and jobs.** It will address coordination and information failures that prevent investment in value chain gaps, such as processing and logistics, and common infrastructure: limited market intelligence, fragmented investment facilitation, weak standards and certification systems, and gaps in last-mile or shared productive infrastructure. Activities under the subcomponent will principally support functions, services and investments whose benefits extend across multiple firms or the wider forestry ecosystem. Support will comprise (a) strengthening market intelligence, investment facilitation and certification and (b) productive enabling investments.

**Strengthening forestry markets and certification systems (US$3.0 million):** Support will strengthen the information, investment facilitation, and quality systems required for competitive forestry markets and improved market access. Activities will include ongoing advisory support from a senior adviser with regional and global forestry-market expertise, informed by targeted market and value-chain analysis to identify domestic, regional and export opportunities; identification, packaging and promotion of investment opportunities, with detailed feasibility and investment preparation supported through the PEIF where appropriate; investor outreach, establishment and aftercare services; and management of an investment pipeline. Market intelligence will also inform the targeting and adaptation of enterprise, skills and productive enabling investment activities under Component 3. Support will strengthen relevant policies, procedures and institutional capacity for investment facilitation, licensing and forestry-related spatial development, including frameworks for forestry-led zones and industrial SME clusters, with targeted support to FDA, NIC and LSEZA within their respective mandates. For quality infrastructure (QI), the project will prioritize critical reforms, with targeted investments in testing equipment and services, standards development and certification capacity, informed by a QI and demand assessment, including potential support to the Liberia Standards Authority and relevant wood-testing capacity at University of Liberia where justified. These activities will complement rather than duplicate the legality and traceability systems financed under Component 1 through LiberTrace. Firm-level compliance and certification assistance will remain under Subcomponent 3.1.

**Productive enabling investment (up to US$5.5 million):** Through a rules-based Productive Enabling Infrastructure Facility (PEIF)[24], the project will finance two categories of activities: (i) the identification, preparation, and appraisal of potential forestry-related investments (indicatively US$3 million); and (ii) subject to appraisal and approval, limited shared or last-mile enabling works and facilities that address a demonstrated constraint affecting multiple firms or users (indicatively US$2.5 million). Allocations between these categories may be adjusted during implementation based on pipeline readiness and assessed investment needs, within the overall PEIF envelope. No physical investment is predetermined at appraisal. Potential opportunities may include or relate to forestry-linked industrial parks or SME clusters, SEZs, ports and logistics, training facilities, or other parts of forestry value chains.[25] These opportunities will provide a pipeline for assessment; their inclusion will not imply financing of the entire facility or its commercial assets. Preparation may include market sounding and demand analysis; pre-feasibility and feasibility studies; site and engineering studies; commercial, legal, and environmental and social analysis; and the development of ownership, operating, maintenance, and financing

[24] The design reflects lessons from World Bank-supported productive infrastructure and spatial-development operations, including Ghana GETP (P166539), Bagré Growth Pole (P119662), Ethiopia CJC (P143302), Madagascar PIC2 (P113971), and Cameroon Competitive Value Chains (P112975). Key lessons include separating preparation from investment approval, confirming demand and land readiness, securing credible ownership and O&M arrangements before works, and limiting public support to justified shared enabling infrastructure.

[25] The PEIF may finance studies for a proposed industrial park, SEZ, port, or other larger facility, but it will not finance the entire facility. Following appraisal, it may finance only specific shared or last-mile works that meet the PEIF's criteria.

arrangements. Where appraisal establishes a justified shared or last-mile constraint, the PEIF may finance eligible elements such as shared site services, utility or access connections, logistics, aggregation or storage facilities, and industrial SME service facilities. It may also finance rehabilitation or equipment for existing training institutions where these serve multiple firms or users and meet the facility's eligibility criteria. Project financing will be limited to the minimum public contribution needed to address the identified constraint. Commercially viable opportunities may proceed through direct private investment, while larger or more complex investments may be further prepared for an appropriately structured PPP or potential scale-up under SOP2.

**Potential productive enabling investments will be subject to the same transparent, staged selection and approval process, whether identified initially or subsequently.** Decisions will apply documented criteria covering forestry relevance, demonstrated demand, market failure and shared benefits, public additionality, contestability, legal and environmental and social eligibility, implementation readiness, credible ownership and operating arrangements, and the minimum necessary public contribution. Before physical works proceed, documented arrangements will be required for land, legal ownership, user access, operation and maintenance, and the boundary between public and private financing. Selection will confer no right or preference on an associated private proponent, operator, contractor or supplier. Enterprise-specific commercial assets, equipment and operations associated with PEIF-supported opportunities will remain privately financed and managed. This does not preclude eligible enterprise-level tools and equipment supported through the FEGP under Subcomponent 3.1. The Component 3 Grant and Facility Operations Manual will detail arrangements for the FEGP, FSGP and PEIF, including eligibility, selection and appraisal, financing limits and beneficiary contributions, approval and disbursement, procurement, fiduciary management, governance, verification and monitoring.

**Component 4: Project Management and Implementation**

**Key activities include establishing and operating the PIU with the staffing, training, tools, and logistics needed for central and regional teams, alongside annual work plans, budgets, procurement plans, and implementation schedules.** The component will strengthen fiduciary management through improved procurement and contract management, sound systems, timely quarterly interim financial reports (IFRs), annual financial statements, and external audits. It will develop and operate a comprehensive monitoring and evaluation (M&E) system using the FDA Monitoring, Reporting, and Verification Framework and the Reducing Emissions from Deforestation and Forest Degradation (REDD+) Safeguards Information System for performance tracking and results verification, and support preparation of the Mid-term Review and Project Completion Report. It will also strengthen environmental and social management capacity in line with Environmental and Social Framework (ESF) requirements through clear roles, trained staff, operational tools, and targeted mentoring for regional teams. Finally, it will institutionalize standard operating procedures for subnational implementation, with clear reporting lines and periodic joint supervision missions to strengthen feedback between the field and FDA HQ.

## 1.5 Key Stakeholder Risk

Based on project documents, the Stakeholder risk is rated High due to the sector's complex mix of actors with often conflicting interests, including government agencies, private sector, local communities, NGOs, donors, and civil society. Historical issues such as disputed land tenure, controversial concessions, and inequitable benefit sharing have led to distrust and increased risks like elite capture, marginalization of vulnerable groups, and suppressed community voices, especially where local institutions are weak. Unrealistic expectations from previous forestry initiatives may heighten tensions further if Project

benefits are delayed or unevenly distributed. Elite capture is a distinct stakeholder risk requiring mitigation measures beyond general transparency mechanisms. In particular, the risk that high-value concession decisions, community forestry benefit distribution, and enforcement actions may be skewed toward politically connected actors require structural safeguards embedded in FDA governance, disclosure practices, and GM design. Stakeholder engagement will be differentiated by actor stream (SMEs, community groups, and civil society) to ensure that community voices are not crowded out by more organized and better-resourced actors.

## 1.6 Objective of the Stakeholder Engagement Plan (SEP)

The Stakeholder Engagement Plan (SEP) is a requirement of ESS 10 (Stakeholder Engagement and Information) whose objectives are:

- Establish a systematic approach to stakeholder engagement that will enable Borrowers to properly identify stakeholders and to establish and maintain a constructive relationship with them, in particular the parties affected by the project
- Assess the level of interest and buy-in of stakeholders and allow their opinions to be taken into account in the design of the project and its environmental and social performance
- Encourage the effective engagement of all parties affected by the project throughout its lifetime on issues that may potentially impact them and provide the means to achieve this
- Ensure that stakeholders receive timely and understandable, accessible and appropriate information related to the environmental and social risks and effects of the project
- Provide the parties affected by the project with the means to easily raise and complain about their concerns, and for the Borrowers to respond to and manage them.

The general objective of the Stakeholder Engagement Plan (SEP) is therefore to identify and mobilize all individuals (direct and indirect stakeholders), groups of individuals and institutions concerned by the project. It makes it possible to clarify and better manage the interests, fears, motivations, and expectations of the various stakeholders in the project. It thus makes it possible to assess their willingness to actively participate in the implementation of the project and consolidate the sustainability of the activities. This consultation process provides opportunities for stakeholders to express their views on issues that directly or indirectly affect them throughout the project planning and implementation process and allows the project to consider and respond to them. The SEP also includes grievance redress mechanisms to enable stakeholders to raise concerns, provide suggestions, or file complaints related to the project

More specifically, SEP aims to:

- Mobilize and involve stakeholders in the implementation of the Project's actions
- Consult stakeholders on environmental, social, and safety issues related to the Project
- Establish and maintain a constructive relationship with the various stakeholders during the life of the project. Consultation will start early and in a timeframe that allows meaningful consultations on project design. The scope, nature and frequency of stakeholder consultations will be proportionate to the nature, scale and potential risks and impacts of the projectTake into account the opinions, concerns (including the perception of insecurity in high-risk areas), and recommendations of stakeholders in the implementation of safeguarding aspects to ensure the environmental and social sustainability of the project's actions
- Develop a stakeholder consultation plan
- Identify, categorize and analyze the various stakeholders taking into account their positioning in the Project

- Identify possible blockages that could hinder the proper participation of individuals who are usually excluded from consultative processes such as vulnerable groups, people living with disabilities, indigenous peoples, etc
- Propose an appropriate consultation methodology rooted in ethical principles for research with vulnerable or at-risk populations (consultations with these groups separately, at times and places that suit them, and facilitated by facilitators reflecting the profile of the groups consulted).

This SEP should be read together with other plans prepared for the project, including the Environmental and Social Management Framework (ESMF), including Labor Management Procedures as an annex, which has been publicly disclosed on May 15, 2026, at the FDA and the World Bank external website on May 18, 2036, to fulfill the Pelosi Amendment requirement, including the Environmental and Social Commitment Plan (ESCP), Resettlement Framework (RF) and Process Framework (PF) which will be prepared and disclosed by project appraisal. The Security Management Plan (SMP) will be prepared by project appraisal but will be undisclosed. The Institutional Assessment (IA), SEA/SH action plan and accountability framework will be prepared by project appraisal, and the project will finalize and disclose these two documents within three months of the effective date.

## 1.7 Methodology for the Development of the SEP

The methodology consisted of a descriptive and exploratory study to understand the framework for the implementation of the Project, identifying in particular the main risks related to the implementation of activities, measures for the management of the participation of stakeholders and partners, stakeholder consultations at the national and sub-national level, and the development of the grievance mechanism. The preparation of the SEP was done in accordance with the requirements of national law and the requirements of the World Bank's ESS 10 (Stakeholder Engagement and Information). The SEP developed and applied to all stakeholders involved in the implementation of the project.

This SEP should be read in conjunction with the suite of environmental and social instruments prepared by project appraisal, including the Environmental and Social Management Framework (ESMF) which incorporates Labor Management Procedures as an annex the Resettlement Framework (RF), the Process Framework (PF), and the Security Management Plan (SMP) (for official use only and not disclosed), as well as the draft Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH) Action Plan and Accountability Framework, which will be finalized and disclosed within three months of the Project's effective date; additionally, the Project will conduct an Institutional Assessment (IA) that will similarly be disclosed within three months following the Project effective date.

# Chapter 2: National and International Legislative and Regulatory Framework Related to Citizen Engagement and Public Participation in Development Projects

## 2.1 World Bank Requirements

The World Bank's ESS 10 recognizes "the importance of open and transparent collaboration between the Borrower and project stakeholders as an essential element of international good practice."

Provide the parties affected by the project with the means to easily raise and complain about their concerns, and for the Borrowers to respond to and manage them. ESS 10 states that Borrowers will consult with stakeholders throughout the project lifecycle, commencing their engagement as early as possible in the project development process and within timelines that allow for meaningful, transparent, inclusive, and participatory consultations with stakeholders, including vulnerable individuals and groups on project design. Stakeholder and public consultation is essential to the development and implementation of the SEP and the project. ESS 10 requires a mechanism to address the concerns and grievances of parties affected by the project in a timely and culturally appropriate manner. It also allows anonymous complaints to be raised and processed. ESS 10 specifically provides for the identification and engagement of vulnerable groups that may be affected by the project to ensure that these groups also benefit from the project's activities.

Under ESS 10 and national requirements, implementing partners should provide stakeholders with up-to-date, relevant, understandable and accessible information, and consult them in a culturally appropriate manner that is free from manipulation, interference, coercion, discrimination and intimidation. Thus, in the context of the preparation of this project and its evaluation, this SEP, which includes a Grievance Mechanism, is developed according to the requirements of ESS 10.

ESS7 (Indigenous Peoples / Sub-Saharan African Historically Underserved Traditional Local Communities and Civil Society) is not relevant under the LiFE Project however, recognizing that certain forest-dependent and ethnic minority communities in the six SOP 1 counties exhibit characteristics of vulnerability and marginalization, the project applies the principles of Free, Prior and Informed Consultation (FPIC) and affords these communities targeted protections under the SEP.

## 2.2 Relevant National Legal Framework

**Constitution of the Republic of Liberia (1986):** The 1986 Constitution provides the legal basis for public participation and the right to information. Article 15(c) states that no limitation shall be placed on the public right to be informed about the government and its functionaries, establishing information access as a fundamental constitutional right. Article 7 further provides for full public participation of all citizens in the protection and management of the environment and mandates consultations with, and involvement of, a cross-section of stakeholders in decisions affecting natural resources. These constitutional provisions underpin all sectoral laws on consultation and disclosure that follow.

**Freedom of Information Act (2010):** The FOI Act (2010) operationalizes the constitutional right to information by granting every individual the right to access public records and information in written, printed, audio, visual, or electronic form. It applies to all public institutions and private entities that perform public functions or receive public funds. The Act mandates disclosure through a publication scheme detailing functions and available documents and establishes procedures for information requests and exemptions.

**National guidelines on community consultation and Free, Prior, Informed Consent (FPIC) (2019):** The FDA is required to consult with communities prior to designating an area for commercial, conservation, community use or a combination of permissible forest uses. With respect to logging, the FDA is required to obtain 'free, prior, informed consent in writing' from would-be affected communities through their representative body, notably a Community Forestry Development Committee (CFDC), prior to granting a logging concession in their area. Furthermore, when a logging company has been awarded a Forest Management Contract or Timber Sale Contract, it is required to negotiate and sign a Social Agreement, through which communities explicitly give their consent to the logging operation, with clear terms and conditions under which logging can proceed.

**Environmental Protection and Management Law (EPML, 2003):** The EPML is Liberia's foundational environmental statute and the primary legal basis for mandatory public consultation on development projects. Section 17 addresses "Public Consultation on the Environmental Impact Statement," requiring that the EIS prepared by a project proponent be made available to the public for review and comment before it is approved by the EPA. Section 18 goes further, providing for a formal "Public Hearing" in the environmental assessment process, in which affected communities, civil society, and other interested parties may attend and formally present their views. The EPML also requires project proponents include a description of their public consultation plans within the Environmental Impact Statement itself, making stakeholder engagement a legally mandated component of project approval. The EPML mandates annual environmental audits and monitoring for all projects that have undergone an EIA, with reports submitted to the EPA. This creates an ongoing accountability mechanism that complements the SEP's own monitoring and reporting commitments.

**Environmental Impact Assessment Regulations (2001, updated through 2021/2022 Revised ESIA/SEA Procedural Guidelines):** The EIA Regulations of 2001 operationalize the EPML's public participation provisions by establishing the procedural requirements for the EIA process. The Regulations require that any project likely to have a significant impact on the environment including forest sector interventions, protected area management activities, and large-scale land use changes must apply for an EIA permit and submit a project brief to the EPA. The Regulations specify that when an EIA is required, the project

proponent must conduct a scoping exercise, a mandatory public consultation to identify potential environmental impacts, consider alternatives, and establish the Terms of Reference for the full Environmental Impact Statement. This scoping consultation must engage affected communities, civil society organizations, and relevant government agencies, and their views must be documented and reflected in the scoping report. The 2021 Revised ESIA/SEA Procedural Guidelines (commonly referenced as the 2022 Revised Guidelines) updated and strengthened these requirements, providing clearer guidance for the conduct and review of environmental and social impact assessments and incorporating international best practices on public disclosure and participation.

**The National Forestry Reform Law (NFRL, 2006):** The NFRL is the primary sector-specific statute governing forest management in Liberia and contains several important provisions on community consultation and public participation. The NFRL requires concessionaires to establish "social agreements" with local forest-dependent communities as a prerequisite for obtaining a Forest Management Contract (FMC), detailing the benefits, access rights, and compensation arrangements. The FDA's National Guidelines on Community Consultation and FPIC (2019) specifically mandate consultation with communities before designating areas for commercial or conservation use and require FPIC for logging concessions

**The Community Rights Law (CRL, 2009)** with Respect to Forest Lands provides communities with the legal right to engage in sustainable forest management and to access forest resources.

**The Land Rights Act (2018)** The LRA's most critical provision is its mandatory FPIC requirement: communities must provide their Free, Prior, and Informed Consent before the Liberian Government or any third party can use or interfere with their private customary lands.

**Code of Conduct Act (2014)** The Code of Conduct Act of 2014 was enacted to enforce ethical standards across all government institutions and for private actors interacting with the government, promoting transparency, accountability, and integrity in public service. The Act established the Office of the Ombudsman as an independent national oversight body with a broad mandate: to enforce, oversee, monitor, and evaluate adherence to the Code of Conduct across the Executive, Legislative, and Judicial branches of government, as well as public institutions and private entities doing business with the government. In its grievance redress function, the Ombudsman's Office receives and investigates complaints against public officials, government employees, and national institutions including complaints related to abuse of power, conflicts of interest, and ethical misconduct and recommends corrective or disciplinary actions.

# Chapter 3: Stakeholder Identification and Analysis

Stakeholder identification is an ongoing process throughout the life of the Project. As a result, any new stakeholders identified at each stage of the Project will be systematically integrated into the mobilization process according to their specificities.

According to ESS10, Project stakeholders are defined as individuals, groups, or other entities that:

- Are affected or likely to be affected directly or indirectly, positively or negatively, by the Project (*affected parties*);
- May have an interest in the project (*interested parties*). These are individuals or groups whose interests may be affected by the Project and who are likely to influence the results of the Project.

These key stakeholders will be informed and consulted on the implementation, objectives and impacts of the Project.

## 3.1 Objective

The purpose of stakeholder identification is to identify organizations and individuals who may be directly or indirectly affected (positively or negatively) or have an interest in the Program. Stakeholder identification is a process that requires regular reviews and updates.

To develop an effective plan, the identification of stakeholders must take into account the interests of the different stakeholders in relation to the project, their level of vulnerability, their needs and expectations in terms of participation, and their priorities for the project.

## 3.2 Methodology

To meet best practices, the project will apply the following principles for stakeholder engagement:

- ***Openness and a life-cycle approach to the Program***. Public consultations on the project and its sub-projects will be organised throughout the life cycle and conducted in an open manner, free from external manipulation, interference, coercion or intimidation
- ***Informed participation and feedback***. Information will be provided to all stakeholders and widely disseminated in an appropriate format; the opportunity is given to communicate stakeholder feedback, analyze and respond to comments and concerns
- ***Inclusion and sensitivity***. Stakeholder identification is done with the goal of supporting better communications and building effective relationships. The process of participation in the project is inclusive. All stakeholders will be encouraged to participate in the consultation process at all times. Equal access to information will be ensured for all stakeholders. Sensitivity to the needs of stakeholders is the key principle underlying the selection of engagement methods. Particular attention will be paid to vulnerable groups, in particular women, girls and cultural sensitivities of various ethnic groups.

For effective and tailored engagement, the stakeholders of the proposed project can be divided into the following main categories: (i) affected parties, (ii) other interested parties, and (iii) Disadvantaged and vulnerable groups[26]

## 3.3 Affected Parties

This group includes individuals and other entities in the project's area of intervention or influence who will be directly affected/affected by the project and/or identified as being more likely to experience a project-related change, and who must be closely involved in the consultation and decision-making process related to the project, in identifying risks, impacts and their significance, as well as in making decisions on risk management and mitigation measures.

These affected parties are made up of:

- Government Institutions and Regulatory Agencies: MFDP, FDA, LRA, EPA, LLA, MoA, MME, LISGIS, NCCSC, MoJ, LNP, LIS, MoD, LNFS, MoCI, , NDMA, NSA, LEITI, CDA, MoL, MLG, MOGCSP, CBL, NIC, LSEZA, CSA, NBC, MHSW, Port Management)[27]
- Protected Area Management Staff[28]
- Local authorities (administrative, traditional, religious leaders, etc[29].) in the SOP 1 counties Northwest (Gbarpolu, and Lofa counties); Central North (Rivercess, Grand Bassa counties); and Southwest (Grand Gedeh, River Gee counties)[30].
- Local communities and Project Affected Persons (PAPs)[31] in the six SOP 1 counties

[26] ESS 10 para 5.1 Project-Affected Parties "The term 'project-affected parties' includes local communities, community groups, national and local interest groups, or individuals who may be affected by the project, positively or negatively, due to actual impacts or potential risks to their physical environment, health, safety, security, cultural practices, well-being or livelihoods. These may include people living near the project area, as well as those whose livelihoods may depend on the project area."
ESS10 para 5.2 Other Interested Parties "'Other interested parties' refers to individuals/groups/organizations with an interest in the project, which may be because of the project location, its characteristics, its impacts, or matters related to public interest. These include national and local government authorities, politicians, religious leaders, civil society organizations and groups, other businesses, the academic community, and the media."
ESS 10 para 5.3 Disadvantaged / Vulnerable Individuals or Groups "Within the project-affected parties and other interested parties, there will often be individuals or groups that may be considered particularly disadvantaged or vulnerable — meaning that they may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project's benefits. Such an individual/group is also more likely to be excluded from/unable to participate fully in the mainstream consultation process and as such may require specific measures and/or assistance to do so. The borrower will seek to identify such individuals or groups and ensure their views and concerns are considered in the assessment of impacts and benefits, and in the design of the project."
[27] Task Force on the Forest Economy: Ministry of Finance and Development Planning (MFDP), Forest Development Authority (FDA), Liberia Revenue Authority (LRA), Environmental Protection Agency (EPA) , Liberia Land Authority (LLA), Ministry of Agriculture (MoA), Ministry of Mines and Energy (MME), Liberia Institute of Statistical Geo-Information Services (LISGIS), National Climate Change Steering Committee (NCCSC), Ministry of Justice (MoJ), Liberia National Police (LNP). Other relevant project government institutions: Liberia Immigration Service (LIS), Ministry of Defense (MoD), Liberia National Fire Service (LNFS), National Bureau of Concession, Ministry of Commerce and Industry (MoCI), National Disaster Management Agency (NDMA), National Security Agency (NSA), Liberia Extractive Industry Transparency Initiatives (LEITI), Cooperative Development Agency (CDA), Ministry of Labor (MoL), Ministry of Local Governement (MLG) (formally Ministry of Internal Affairs (MIA), Ministry of Gender and Children Social Protection (MOGCSP), Central Bank of Liberia (CBL), National Investment Commission (NIC), Liberia Special Economic Zone Authority (LSEZA), Civil Service Agency (CSA), National Bureau of Concession (NBC) Ministry of Health and Social Welfare (MHSW) Port Management
[28] PA management: Regional Foresters, Community Extension Officers, Conversation Rangers, Chain of Custody Rangers, Park Wardens at Gola Forest National Park (GFNP) at Grand Cape Mount and Gbarpolu county; and Lake Piso Multiple use Reserve (LPMR) at Grand Cape Mount County
[29] District and County Level: Superintendents, District Commissioners, Districts Development Council (DDC): Paramount Chiefs, Clan Chiefs, Town Chiefs, Youth Leaders, Women Leaders;
[30] Northwest (Gbarpolu, and Lofa counties); Central North (Rivercess, Grand Bassa counties); and Southwest (Grand Gedeh, River Gee counties).
[31] Project Affected Persons (PAPs); Local populations and community groups in CFMA areas, restoration zones, and protected area buffer zones; Small loggers; Smallholder and subsistence farmers; Herders and pastoralist communities; Forest-dependent communities; Landowners with customary or formal rights in CFMA and restoration areas; Land users within Protected Area buffer zones and Rights of Way (ROW) including GFNP (Grand Cape Mount and Gbarpolu counties) and LPMR (Grand Cape Mount county); Women and landless farmers; Community members

- Community Bodies & Traditional Leadership[32]: NUCFMB, NUCFDC, CFMB, CFDC, CFG, CLDMC; Paramount, Clan, and Town Chiefs
- Non-governmental organizations (NGOs) and other civil society organizations (CSOs) that play a critical role in forest conservation and sustainable development SCNL, TNC, WCF, PADEV, CI, FF, PARLEY, CRS, PLAN International, SDI, IDL, VOSIEDA[33]
- Organizations interested in environmental and social issues, human rights, jobs, governance, etc.
- Academic & Training Institutions active in the field of sustainable forest management (e,g UL (Agriculture College)[34]
- International conservation organizations active in Liberia (WCF etc.)[35];
- International Organizations & Donors[36]
- The private sector[37], in particular the contracting companies of the sub-projects;
- Other vulnerable groups

## 3.4 Other Interested Parties

These are individuals and other entities who may not experience direct impacts related to the project, but who consider or perceive their interests to be actually or potentially affected by the project and/or which could influence the project and the process of its execution in one way or another.

Project stakeholders include parties other than directly affected communities, including:

- Traditional media (local and national radio, television, print media, etc.)
- Digital/online media and social media participants
- Politicians
- Business owners and service providers, goods and materials in the project area who will be involved in the wider supply chain of the project
- The general public.

Without being exhaustive, these include actors in the fields of forestry, agriculture, mining, and civil society associations working in this sector, donors and other organizations also involved in the project's

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near construction sites; Underserved communities and institutions; Business owners affected by construction activities; NTFP producers and collectors; ethnic minority communities

[32] Community Bodies & Traditional Leadership, Community Forest Management Bodies (CFMBs), Community Forestry Development Committees (CFDCs), Community Land Development and Management Committees (CLDMCs), Forest Rangers and Community Forest Guards, National Union of Community Forest Management Body (NUCFMB), National Union of Community Forestry Development Committees (NUCFDC), Paramount/Clan/Town Chiefs and Traditional Councils, Women Leaders, Youth Leaders

[33] Society of Conservation of Nature of Liberia (SCNL), The Nature Conservancy (TNC), Wild Chimpanzee Foundation (WCF), Partners in Development (PADEV), Conservation International (CI), Fauna and Flora (FF), PARLEY, Catholic Relief Services (CRS), PLAN International, Sustainable Development Institute (SDI), Integrated Learning and Development (IDL), Volunteers for Sustainable Development in Africa (VOSIEDA)

[34] Forestry Training Institute (FTI), University of Liberia (Agriculture College), Regional Universities: Cuttington University; University of Lofa; Nimba University; William V.S. Tubman University; Grand Gedeh Community College; Bassa University; Bomi Community College; Margibi University; Bong Technical College

[35] Conservation International (CI), Wild Chimpanzee Foundation (WCF), Fauna & Flora (FF), The Nature Conservancy (TNC)

[36] European Union (EU), Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD), United Nations Development Programme (UNDP)

[37] C & C, Firestone Liberia, Liberia Timber Association, Liberia Banker Association, Liberia Botanical Association, Nimba Venture, Universal Outreach Foundation Agriculture Coordinators, Loggers, NTFP Producers, Small-scale Farmers, Timber & NTFP MSMEs, and Timber Processors and Sawmill Operators.

sectors of intervention. Nevertheless, the identification process will continue once the final targeting of the municipalities in the different areas of intervention of the project is determined.

## 3.5 Disadvantaged or Vulnerable Groups

These are primarily individuals or groups of individuals who may be disproportionately impacted or harmed by the project, compared to other groups due to their vulnerable status, and who may require special efforts and engagement methods to ensure their equal representation in consultation and decision-making related to the project. These include pensioners, female heads of households, widows and orphans, minorities living in communities with different ethnic and religious majority characteristics, traditionally neglected communities, and other disadvantaged groups

In the context of the implementation of this project, individuals or groups of individuals likely to be disproportionately impacted or harmed are represented by:

- Forest dependent communities
- Traditionally neglected communities
- Women heads of households, single mothers, especially market women and small-scale farmers, low-income or rural settings etc.
- Women and girls in general in project areas (at risk of SEA/SH/GBV)
- Youth
- Persons with disabilities
- The elderly
- People living with HIV/AIDS or chronic illnesses
- Widows and orphans
- Residents of remote and difficult-to-access areas.

The table 2, 3 and 4 is a summary of stakeholders showing their roles and interest in the project and the nature of project impact on affected parties, Other Interested Parties and Disadvantaged & Vulnerable Groups respectively.

**TABLE 2:SUMMARY OF STAKEHOLDERS SHOWING THEIR ROLES AND INTEREST IN THE PROJECT AND THE NATURE OF PROJECT IMPACT ON AFFECTED PARTIES**

| No. | Category | Stakeholder | Component | Role / Relevance | Influence | Interest | Impact Level |
|---|---|---|---|---|---|---|---|
| 1 | **Government & Regulatory Bodies** | Forest Development Authority (FDA) | C1-4 | Primary implementing agency and lead regulator for Liberia's forest sector; hosts the PIU; oversees concession management, licensing, enforcement, monitoring, and community forestry devolution across all four components | High | High | High |
| 2 | | Ministry of Finance and Development Planning (MFDP) | C1 | Co-chairs the Task Force for the Forest Economy; provides budget oversight, development planning coordination, and fiscal accountability for project funds; central to the FDA Fiscal Sustainability Roadmap | Medium | High | High |
| 3 | | Environmental Protection Agency (EPA) | C2, C3 | Conducts environmental impact assessments; enforces environmental compliance in concession and restoration areas; participates in inter-agency enforcement coordination | Medium | High | High |
| 4 | | Ministry of Agriculture (MoA) | C1, C2 | Coordinates agroforestry and land use adjacent to forest areas; relevant to NTFP value chains, cocoa, rubber, and oil palm development under Sub-component 2.2 | Medium | High | High |
| 5 | | Liberia Land Authority (LLA) | C1-C3 | Administers land tenure and community land rights; supports communities in | Medium | High | High |

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| | | | | obtaining communal land deeds under the Community Rights Law; resolves land disputes in CFMA areas | | | |
| 6 | | Ministry of Mines and Energy (MME) | C1 | Coordinates land-use overlap between mining concessions and forest areas; relevant to GEF/AfDB mercury-reduction work in forested mining areas | Medium | Medium | Medium |
| 7 | | National Disaster Management Agency (NDMA) | C2 | Coordinates response to forest fires, flooding, and other natural disasters affecting forest and restoration areas; supports fire management protocols | Medium | High | Medium |
| 8 | | Liberia National Police (LNP) | C1 | Supports enforcement of forest laws against illegal logging and encroachment; participates in joint enforcement operations and the Wildlife Crime Task Force | Medium | High | Medium |
| 9 | | National Security Agency (NSA) | C1 | Monitors security threats in forest and concession areas including illegal logging networks; participates in risk-based enforcement under Sub-component 1.1 | Medium | High | Medium |
| 10 | | Liberia Immigration Service (LIS) | C1, C3 | Controls movement across forest borders; supports enforcement against illegal cross-border timber trade | Medium | High | Medium |
| 11 | | Ministry of Defense (MoD) | C1 | Provides security support in remote concession and forest areas; participates in joint enforcement operations | Medium | High | Medium |
| 12 | | Ministry of Justice | C1 | Provides legal framework for | Medium | High | High |

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| | | (MoJ) | | forest governance; supports prosecution of illegal logging; participates in inter-agency enforcement; contributes to legal and regulatory harmonization under Sub-component 1.1 | | | |
| 13 | | Liberia National Fire Service (LNFS) | C2 | Responds to and prevents forest fire incidents; relevant to fire management protocols under restoration activities | Medium | High | Medium |
| 14 | | National Investment Commission (NIC) | C3 | Facilitates and regulates private investment in the forestry sector; co-leads investment promotion and facilitation under Sub-component 3.3 alongside FDA | Medium | High | High |
| 15 | | National Bureau of Concession (NBC) | C1 | Reviews and approves forestry concession agreements; ensures compliance with concession terms; participates in the Task Force for the Forest Economy | Medium | High | High |
| 16 | | Liberia Revenue Authority (LRA) | C1 | Collects forest royalties, concession fees, and timber taxes; co-leads risk-based enforcement operations with FDA field teams; supports revenue reporting and interoperability under LiberTrace | Medium | High | High |

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| 17 | | Ministry of Commerce and Industry (MoCI) | C1, C3 | Regulates timber and NTFP trade; reviews investment incentive frameworks including the Forestry Investment Code; co-leads market-related reforms under Sub-component 3.3 | Medium | Medium | Medium |
| 18 | | Liberia Extractive Industry Transparency Initiatives (LEITI) | C1 | Promote transparency and public disclosure in extractive industries including forestry; supports open-data publication of concession agreements and revenue flows | Medium | Medium | Medium |
| 19 | | Liberia Institute of Statistical Geo-Information Services (LISGIS) | C1 | Provides geospatial data and statistical services for forest mapping, land-use planning, and monitoring under the Forest Monitoring and GIS Unit | Medium | Medium | High |
| 20 | | Cooperative Development Agency (CDA) | C1 | Supports formation and governance of forestry cooperatives and producer groups; relevant to CFMA cluster formation and MSME development under Components 2 and 3 | Medium | High | Medium |
| 21 | | Civil Service Agency (CSA) | C1 | Provides oversight and coordination for the competency-based HR framework applied to FDA staff recruitment and performance management under Sub-component 1.2 | High | Medium | Medium |
| 22 | | Ministry of Labor (MoL) | C1, C3 | Regulates labor rights and employment conditions in forestry operations; relevant to skills development, | Medium | High | High |

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| | | | | internship scheme, and job placement pathways under Sub-component 3.2 | | | |
| 23 | | Ministry of Local Government (MLG) (formerly Ministry of Internal Affairs) | C1 | Oversees local governance and administration of forest communities; supports inter-agency coordination at county and district level | Medium | Medium | Medium |
| 24 | | Ministry of Gender and Children Social Protection (MOGCSP) | C1 | Ensures gender equity and social protection of vulnerable groups in forest communities; relevant to women's inclusion targets across all components | Medium | Medium | Medium |
| 25 | | Central Bank of Liberia (CBL) | C1 | Regulates financial flows in the forestry sector; relevant to enabling access to credit for MSMEs and forest enterprises under the results-based financing mechanism | Medium | High | Medium |
| 26 | | National Climate Change Steering Committee (NCCSC) | C1 | Coordinates national climate policy including REDD+ and carbon initiatives; relevant to forest monitoring, MRV systems, and PROGREEN-funded activities | Medium | Medium | High |
| 27 | | Ministry of Health and Social Welfare (MHSW) | C1 | Addresses health impacts on forest-dependent communities; relevant to occupational safety in forest operations and community wellbeing in buffer zones | Low | Medium | Low |
| 28 | | Liberia Special Economic Zone Authority (LSEZA) | C3 | Relevant to investment promotion in timber processing zones; co-leads investment facilitation activities under Sub- | Low | Low | Low |

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| | | | | component 3.3 alongside NIC and FDA | | | |
| 29 | | Port Management | C3 | Oversees timber export logistics and port operations; relevant to chain-of-custody verification at export points, LiberTrace compliance, and enforcement of timber legality requirements at entry and exit points; supports risk-based inspection protocols and joint enforcement operations under Sub-component 1.1; critical node for controlling illegal timber trade and ensuring export revenues are captured | Medium | Medium | High |
| 30 | **Industry & Private Sector** | Liberia Timber Association (LTA) | C3 | Represents commercial timber operators; key partner in promoting sustainable logging practices, legality compliance, and engagement with traceability systems under LiberTrace | Medium | High | High |
| 31 | | C&C | C3 | Commercial logging operator with active concessions; directly subject to forest regulations, traceability requirements, and risk-based enforcement | Medium | High | High |
| 32 | | Nimba Venture | C3 | Commercial forestry company operating concessions in Nimba County; key private sector partner for investment promotion and value chain development | Medium | High | High |

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| 33 | | Firestone Liberia | C2, C3 | Large-scale agribusiness operating in forest-adjacent areas; relevant to land-use management, rubber wood valorization, and labor standards | Medium | High | Medium |
| 34 | | Timber and NTFP Micro, Small and Medium Enterprises (MSMEs) | C3 | Primary targets of the Forestry Enterprise Readiness and Derisking Program; receive technical assistance, results-based financing, and market linkage support under Sub-component 3.1 | High | Medium | High |
| 35 | | Timber Processors and Sawmill Operators | C3 | Directly engaged in wood processing value chains; benefit from SEC training, investment promotion, and PPP sawmill models under Sub-components 3.2 and 3.3 | Medium | Medium | High |
| 36 | | Loggers | | Operational actors in timber supply chains; subject to reduced-impact logging protocols and compliance requirements; beneficiaries of skills and enterprise support | High | Medium | High |
| 37 | | Non-Timber Forest Product (NTFP) Producers | C3 | Key beneficiaries of matching grants, market linkage support, and enterprise readiness programs under Sub-components 2.1 and 3.1 | High | Medium | High |
| 38 | | Small-scale Farmers | C2, C3 | Beneficiaries of agroforestry, climate-smart livelihoods, and land restoration activities; participate in CFMA-based income- | High | Low | High |

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| | | | | generating activities | | | |
| 39 | | Liberia Banker Association | C3 | Facilitates financing for forestry enterprises; relevant to expanding commercial lending to MSMEs following enterprise readiness interventions | Medium | Medium | Medium |
| 40 | | Liberia Botanical Association | C3 | Represents interests related to non-timber botanical and medicinal plant resources; relevant to NTFP value chain development | Medium | Medium | Low |
| 41 | | Universal Outreach Foundation | C3 | Supports community-level enterprise development in forest areas; relevant to livelihood activities in CFMA and buffer zones | Low | Low | Low |
| 42 | **Non-Governmental Organization/Civil Society Organization (NGO/CSO)** | Society for Conservation of Nature of Liberia (SCNL) | C1, C2, C3 | Liberia's leading national conservation NGO and BirdLife affiliate; supports biodiversity monitoring, Important Bird Area identification, and community conservation engagement | Medium | Medium | High |
| 43 | | Conservation International (CI) | C1, C2, C3 | Supported establishment of Liberia's protected area network; provides technical support for biodiversity conservation and FOLUR programming; active partner in Gola and other conservation landscapes | Medium | Medium | High |
| 44 | | Wild Chimpanzee Foundation (WCF) | C1, C2, C3 | Focuses on chimpanzee habitat conservation, education, and community engagement in Sapo National Park and Grebo | Medium | Medium | High |

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| | | | | Forest; provides technical support for forest monitoring | | | |
| 45 | | Fauna & Flora (FF) | C1, C2, C3 | Maintained sustained presence in Liberia since 1997; active across biodiversity conservation, environmental governance, and conservation-compatible livelihood strategies | Medium | Medium | High |
| 46 | | The Nature Conservancy (TNC) | C1, C2, C3 | Supports large-scale conservation strategies including forest carbon, landscape management, and private sector engagement in Liberia's forest sector | Medium | Medium | High |
| 47 | | Sustainable Development Institute (SDI) | C1, C2, C3 | Liberian policy and advocacy organization focused on land rights, forest governance, and community rights; supports legal and regulatory reform processes | Medium | Medium | High |
| 48 | | Partners in Development (PADEV) | C1, C2, C3 | Local NGO supporting community development, awareness-raising, and capacity building in forest communities; provides forest extension support | Medium | Medium | Medium |
| 49 | | Integrated Learning and Development (IDL) | C1, C2, C3 | Provides capacity building, training, and enterprise development support to forestry MSMEs and community forest actors | Medium | Medium | Medium |
| 50 | | PLAN International | C1, C2, C3 | Focuses on children's rights, gender equity, and youth empowerment; relevant to women and youth inclusion targets in project | Medium | Low | Low |

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| | | | | communities | | | |
| 51 | | Catholic Relief Services (CRS) | C1, C2, C3 | Supports livelihoods, food security, and community resilience in forest-dependent communities; relevant to alternative livelihood programming | Medium | Low | Low |
| 52 | | PARLEY | C1, C2, C3 | Environmental awareness organization; relevant to community engagement and ecosystem awareness in coastal and forest areas | Low | Low | Low |
| 53 | | Volunteers for Sustainable Development in Africa (VOSIEDA) | C1, C2, C3 | Mobilizes volunteers for sustainable development activities in forest communities; provides grassroots engagement support | Low | Low | Low |
| 54 | **Community Bodies and Traditional Leadership** | Community Forest Management Body (CFMBs) | C2 | Legally mandated body responsible for managing community forests; central institution for CFMA establishment, governance, and implementation of forest management plans; primary beneficiary of Sub-component 2.1 | High | High | High |
| 55 | | National Union of Community Forest Management Body (NUCFMB) | C2 | National umbrella body representing CFMBs; advocates for community forest rights, coordinates national policy dialogue, and supports cluster-level governance | High | High | High |
| 56 | | Community Forestry Development Committees | C2 | Supports forest planning and development at community level; bridges CFMBs and local government in the | High | Medium | High |

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| | | (CFDCs) | | natural resource management devolution process | | | |
| 57 | | Community Land Development and Management Committees (CLDMCs) | C2 | Manages community land-use planning and mediates land-related disputes; supports communities in obtaining communal land deeds | High | Medium | High |
| 58 | | National Union of Community Forestry Development Committees (NUCFDC) | C2 | National body representing CFDCs; supports coordination and policy advocacy for community forestry at national level | High | Medium | High |
| 59 | | Paramount, Clan, and Town Chiefs and Traditional Councils | C2 | Hold customary authority over land, natural resources, and community affairs in the six SOP 1 counties. | High | High | High |
| 60 | | Community Forest Guards | C2 | Front-line monitors of forest boundaries and illegal activities within community forest areas; collect field data feeding into the national forest monitoring system | High | Medium | High |
| 61 | **Protected Area Management- Gola Forest National Park (GFNP), Grand Cape Mount and Gbarpolu Counties; Lake Piso Multiple Use Reserve (LPMR), Grand Cape Mount County).** | Regional Foresters | C2 | Senior FDA field officers responsible for overseeing forest operations across designated regions; provide technical oversight and coordination of enforcement, concession monitoring, and community forestry devolution at county level; directly linked to FDA field capacity strengthening under Sub-components 1.1 | High | High | High |

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|---|---|---|---|---|---|---|---|
| | | | | and 1.2 | | | |
| 62 | | Community Extension Officers | C2 | Front-line FDA technical staff delivering extension services to CFMAs, community members, and farmers; support participatory land-use planning, community engagement, training on forest management practices, and data collection feeding into the national forest monitoring system under Sub-components 2.1 and 2.2; targeted Training of Trainers (ToT) under restoration activities | High | High | High |
| 63 | | Conservation Rangers - Gola Forest National Park (GFNP), Grand Cape Mount and Gbarpolu Counties | C2 | Enforcement officers responsible for patrolling GFNP boundaries, detecting and deterring illegal encroachment, poaching, and unsustainable resource extraction; support implementation of GFNP management plan and boundary demarcation under Sub-component 2.3; operate from field infrastructure supported by the project including patrol tracks, staff offices, and monitoring equipment | High | High | High |
| 64 | | Chain of Custody Rangers | C2 | Specialist enforcement officers responsible for verifying and tracking the legal movement of timber from harvest sites through transport to processing and | High | High | High |

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| | | | | export points; central to LiberTrace chain-of-custody management, joint inspection protocols, and risk-based enforcement operations under Sub-components 1.1 and 1.2; support revenue assurance and anti-laundering controls in timber supply chains | | | |
| 65 | | Park Wardens- Gola Forest National Park (GFNP), Grand Cape Mount and Gbarpolu Counties | C2 | Senior field managers responsible for the day-to-day administration, staff supervision, and operational management of GFNP; coordinate implementation of the updated GFNP management plan, ecotourism strategy preparation, and community engagement in buffer zones under Sub-component 2.3; serve as primary liaison between the FDA and communities, conservation partners, and private operators in the GFNP landscape | High | High | High |
| 66 | | Conservation Rangers- Lake Piso Multiple Use Reserve (LPMR), Grand Cape Mount County | C2 | Enforcement officers responsible for patrolling LPMR boundaries and deterring illegal resource extraction and encroachment; support development and implementation of the new LPMR participatory management plan under | High | High | High |

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| | | | | Sub-component 2.3; operate from project-supported field infrastructure and use GPS, radio, and disruptive monitoring technologies | | | |
| 67 | | Park Wardens-Lake Piso Multiple Use Reserve (LPMR), Grand Cape Mount County | C2 | Senior field managers responsible for day-to-day administration of LPMR; coordinate preparation of the participatory management plan, ecotourism feasibility assessment, revenue-sharing mechanism design, and community alternative livelihood programs in LPMR buffer zones under Sub-component 2.3; serve as primary liaison between FDA and local communities, tourism investors, and conservation partners in the LPMR landscape | High | High | High |
| 68 | | Women Leaders | C2 | Represent women's interests in CFMB governance and community decision-making; targeted beneficiaries of the 30% women's representation mandate in CFMBs; central to women-led income-generating activities, agroforestry value chains, and access to finance under Sub-components 2.1, 3.1, and 3.2; their meaningful participation is a cross-cutting requirement across all project planning and | High | High | High |

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| | | | | investment decisions | | | |
| 69 | | Youth Leaders | C2 | Represent youth interests in community forestry governance and enterprise development; targeted beneficiaries of skills training, internship schemes, and technology startup packages under Sub-component 3.2; relevant to reducing encroachment pressures through alternative livelihood pathways in CFMA areas and protected area buffer zones | Medium | High | High |
| 70 | **Academic & Training Institutions** | Forestry Training Institute (FTI) | C1, C3 | Primary partner for the Service Excellence Center (SEC); delivers skills training in sawmilling, kiln drying, grading, veneer production, and forest management operations; central to Sub-component 3.2 | Low | Low | High |
| 71 | | University of Liberia- Agriculture College | C1, C3 | Conducts research and provides training relevant to forestry, agroforestry, and natural resource management; supports forest monitoring capacity development | Low | Low | Medium |
| 72 | | Cuttington University | C1, C3 | Regional university serving as decentralized delivery partner for SEC short courses; supports training in forest-adjacent counties | Low | Low | Low |
| 73 | | University of Lofa | C1, C3 | Regional university supporting training and research capacity in Lofa | Low | Low | Low |

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| | | | | County, a priority area for CFMA establishment and forest restoration | | | |
| 74 | | Nimba University | C1, C3 | Regional university supporting training and capacity development in Nimba County forest and concession areas | Low | Low | Low |
| 75 | | William V.S. Tubman University | C1, C3 | Regional university supporting capacity development in Maryland and surrounding areas relevant to project implementation | Low | Low | Low |
| 76 | | Grand Gedeh Community College | C1, C3 | Provides community-level training relevant to forest-adjacent livelihoods in Grand Gedeh County | Low | Low | Low |
| 77 | | Bassa University | C1, C3 | Supports training and development activities in Bassa County Forest communities | Low | Low | Low |
| 78 | | Bomi Community College | C1, C3 | Provides community-level training in Bomi County | Low | Low | Low |
| 79 | | Margibi University | C1, C3 | Supports training and research relevant to the forest sector in Margibi County | Low | Low | Low |
| 80 | | Bong Technical College | C1, C3 | Provides technical training relevant to timber processing and forest operations in Bong County | Low | Low | Low |
| 81 | **Local Communities and Project Affected Persons (PAPs) under SOP 1: Northwest** | Project Affected Persons (PAPs) General | C1-4 | Individuals and households directly affected by project activities including land acquisition, restriction of access to resources, or | High | High | High |

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| | **(Gbarpolu and Grand Cape Mount counties); Central North (Rivercess, Grand Bassa counties); and Southwest (Grand Gedeh, River Gee counties)** | | | physical and economic displacement in the six SOP 1 counties; entitled to protection under the project's Resettlement Framework (RF) and grievance redress mechanism; subject to environmental and social screening under the ESF across all components | | | |
| 82 | | Local Populations and Community Groups | C2, C3 | Resident communities in and around CFMA areas, restoration zones, and protected area buffer zones in the six SOP 1 counties; primary beneficiaries of community forest governance strengthening, livelihood support, and matching grants under Sub-components 2.1 and 2.2; participate in participatory land-use planning, community forest management plan preparation, and subproject identification and selection | High | High | High |
| 83 | | Small Loggers | C2, C3 | Informal and small-scale timber harvesting operators in the six SOP 1 counties; subject to regulatory compliance, chain-of-custody requirements, and chainsaw milling regulations under Components 1 and 3; potential beneficiaries of the Forestry Enterprise | High | High | High |

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| | | | | Readiness and Derisking Program and skills development pathways under Sub-components 3.1 and 3.2 if formalizable; also key risk actors in illegal logging enforcement operations | | | |
| 84 | | Farmers (including Women and Landless Farmers) | C2, C3 | Smallholder and subsistence farmers in the six SOP 1 counties engaged in agriculture on or adjacent to forest lands; beneficiaries of agroforestry, climate-smart livelihood support, and improved crop packaging and post-harvest handling under Sub-component 2.1; landless farmers face particular risks of displacement and exclusion from land-based benefits and require targeted inclusion measures; women farmers are prioritized for access to matching grants and higher-value value chain segments | High | High | High |
| 85 | | Forest Communities | C2 | Communities whose livelihoods, culture, and food security are directly dependent on forest resources in the six SOP 1 counties; primary beneficiaries and rights-holders under the Community Rights Law and CFMA devolution process; | High | High | High |

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| | | | | engaged through Sub-component 2.1 in forest management plan preparation, governance capacity building, and livelihood diversification; their free, prior, and informed participation is foundational to project legitimacy and sustainability | | | |
| 86 | | Landowners | C2, C3 | Individuals and community entities holding customary or formal land rights in or adjacent to CFMA areas, restoration sites, and protected area buffer zones in the six SOP 1 counties; directly affected by land-use planning, boundary demarcation, and communal land deed processes under Sub-components 2.1 and 2.3; must be engaged through the Liberia Land Authority's land rights processes to avoid tenure disputes and ensure informed consent | High | High | High |
| 87 | | Land Users within Protected Area Buffer Zones and Rights of Way (ROW) | C2 | Farmers, foragers, hunters, and other resource users accessing land within GFNP and LPMR buffer zones or along infrastructure rights of way in the six SOP 1 counties; face potential access restrictions from boundary demarcation, patrol enforcement, and infrastructure development | High | High | High |

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| | | | | under Sub-component 2.3; require inclusion in participatory management planning, alternative livelihood support, and conservation agreements to reduce pressure on protected areas | | | |
| 88 | | Women and Other Landless Farmers | C2, C3 | Women and landless individuals in the six SOP 1 counties who lack formal land tenure but depend on forest and agricultural resources for their livelihoods; face compounded exclusion risks from land-based interventions; explicitly prioritized for matching grant access, restoration activities on degraded land, and higher-value value chain support under Sub-components 2.1 and 2.2; PROGREEN funds specifically target women's formal role in forest conservation and management | High | High | High |
| 89 | | Community Members near Construction Sites | C2, C3 | Residents in proximity to project-financed physical infrastructure including CFMB offices, park staff housing, patrol tracks, road rehabilitation, and Service Excellence Center facilities in the six SOP 1 counties; exposed to construction-related risks including dust, | Medium | High | High |

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| | | | | noise, traffic, and temporary disruption of access routes; subject to environmental and social management plans and community health and safety measures under the ESF | | | |
| 90 | | Underserved Communities and Institutions | C2 | Marginalized and historically excluded communities and community institutions in the six SOP 1 counties, including those with limited access to extension services, financial services, or formal governance processes; targeted for inclusion through the project's participatory and community-driven design; SEC decentralized training and matching grant mechanisms are designed to reach these groups through partner community colleges and regional delivery channels | Medium | High | High |
| 91 | | Business Owners Affected by Construction | C2, C3 | Micro and small enterprise owners in the six SOP 1 counties whose operations may be temporarily disrupted by infrastructure construction activities including road rehabilitation, building works, or site clearance; subject to the project's ESF provisions for economic displacement and livelihood restoration; | Low | Medium | Medium |

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| | | | | require engagement through the grievance redress mechanism operationalized under Component 4 | | | |
| 92 | | Non-Timber Forest Product (NTFP) Producers and Collectors | C2 | Individuals and households in the six SOP 1 counties engaged in the collection, processing, and sale of NTFPs such as medicinal plants, rattan, honey, and wild foods; primary beneficiaries of the first matching grant window under Sub-component 2.1, aggregation infrastructure investments, and market linkage facilitation to MSME processors and off-takers supported under Sub-component 3.1; women are disproportionately represented in this group and are prioritized for access | High | High | High |
| 93 | **Development Partners and International Organizations** | Food and Agriculture Organization (FAO) | C2 | Key implementation partner for community-based forestry and protected area management; provides technical assistance on sustainable forest management, agroforestry, and NTFP value chains | Medium | High | High |
| 94 | | United Nations Development Programme (UNDP) | C2 | Key implementation partner; implemented the EU-funded Leh-Go Green Project reinforcing community forest governance; supports CFMAs referenced as entry points for LiFE | Medium | High | High |

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| 95 | | European Union (EU) | C2 | Major donor supporting forest governance, TLAS, inter-agency coordination, data sharing, transparency systems, and CFMA business planning; complements LiFE across governance and community forestry | Medium | Medium | High |
| 96 | | International Fund for Agricultural Development (IFAD) | C2 | Multilateral financing institution supporting agricultural and rural development, including smallholder livelihoods, food security, and value chain development in rural Liberia; relevant to NTFP producers, small-scale farmers, and women-led enterprises engaged in agroforestry and forest-compatible income-generating activities under Sub-components 2.1 and 3.1; potential complementary financier for rural enterprise development and post-harvest infrastructure | Medium | Medium | Medium |

**TABLE 3:SUMMARY OF STAKEHOLDERS SHOWING THEIR ROLES AND INTEREST IN THE PROJECT AND THE NATURE OF PROJECT IMPACT ON OTHER INTERESTED PARTIES**

| No. | Category | Stakeholder | Component | Role / Relevance | Influence | Interest | Impact Level |
|---|---|---|---|---|---|---|---|
| 1 | **Other Interested Parties** | Traditional Media (Local and National Radio, Television, Print Media) | C1-4 | The primary channel for public information disclosure, community awareness-raising, and stakeholder engagement on project activities in the six SOP 1 counties; particularly critical in rural and remote forest | Medium | Medium | High |

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| | | | | communities where radio remains the dominant communication medium; supports proactive disclosure of concession agreements, royalty payments, and enforcement outcomes under the public dashboard (Sub-component 1.1); relevant to the project's grievance redress communication strategy under Component 4 | | | |
| 2 | | Digital and Online Media and Social Media Participants | C1-4 | Supports broader public awareness, transparency advocacy, and accountability monitoring of project activities; civil society organizations and investigative journalists using digital platforms may scrutinize concession disclosures, enforcement actions, and community benefit-sharing; relevant to the open-data publication mandate under Sub-component 1.1 and to reputational risk management; increasingly relevant as internet access expands in urban Liberia | Medium | Medium | Medium |
| 3 | | Politicians (National and County Level) | C1-4 | National legislators and county-level elected officials with oversight roles over forest policy, public budgets, and community rights legislation; can influence the pace and direction of legal and regulatory harmonization under Sub-component 1.1, including amendments to the NFRL (2006) and CRL (2009); county superintendents and legislators are relevant to local political economy dynamics affecting CFMA formation, land rights recognition, and enforcement operations in the six SOP 1 counties; | High | Medium | High |

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| | | | | risk actors for elite capture in concession management if governance and transparency measures are not effectively implemented | | | |
| 4 | | Business Owners and Service Providers - Goods and Materials Supply Chain | C1-4 | Local and national suppliers of goods, equipment, construction materials, fuel, transport, and other services engaged in the wider project supply chain across the six SOP 1 counties; subject to the project's procurement rules, environmental and social standards, and labor requirements; their performance and compliance directly affect project delivery timelines and the quality of physical outputs under Sub-components 1.2, 2.2, 2.3, and 3.2; local procurement prioritization creates income and employment opportunities for businesses in project areas | Low | Medium | Medium |
| 5 | | The General Public | C1-4 | Citizens of Liberia with a broader interest in transparent forest governance, equitable benefit distribution, and sustainable management of the country's natural resource endowment; beneficiaries of improved forest governance through reduced illegal logging, enhanced environmental quality, and increased public revenues from the forestry sector; relevant to public accountability mechanisms including the open-data dashboard and proactive information disclosure under Sub-component 1.1 | Low | Low | Medium |

**TABLE 4: SUMMARY OF STAKEHOLDERS SHOWING THEIR ROLES AND INTEREST IN THE PROJECT AND THE NATURE OF PROJECT IMPACT ON DISADVANTAGED & VULNERABLE GROUPS**

| No. | Category | Stakeholder | Component | Role / Relevance | Influence | Interest | Impact Level |
|---|---|---|---|---|---|---|---|
| 1 | **Disadvantaged & Vulnerable Groups** | Traditionally Neglected Communities | C1-3 | Communities in the six SOP 1 counties that have been historically excluded from formal governance processes, development programs, and forest benefit-sharing arrangements due to geographic remoteness, ethnic marginalization, or institutional neglect; at heightened risk of being bypassed by CFMA formation processes, matching grant allocations, and training programs unless deliberate outreach and inclusion measures are applied; project design mandates participatory and community-driven approaches specifically to address these structural exclusions | High | High | High |
| 2 | | Women Heads of Households, Single Mothers, Market Women, and Small-scale Farmers in Low-income or Rural Settings | C2, C3 | Women-led households and single mothers in the six SOP 1 counties who bear disproportionate responsibility for family food security and income generation while facing structural barriers including limited land tenure, restricted access to credit, lower literacy rates, and time poverty from unpaid care work; explicitly prioritized for access to matching grants, agroforestry and NTFP livelihood support, and higher-value value chain segments under Sub-components 2.1 and 3.1; PROGREEN funds specifically target women's formal role in forest conservation; market women are relevant to NTFP aggregation and | High | High | High |

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| | | | | local trade nodes | | | |
| 3 | | Women and Girls at Risk of Sexual Exploitation, Abuse, and Harassment (SEA/SH) | C2, C3 | Women and girls in and around project construction sites, forest concession areas, and field operations in the six SOP 1 counties who face elevated risks of SEA/SH associated with the presence of construction workers, enforcement personnel, and commercial forestry operators require dedicated protection measures including a SEA/SH action plan; prevention and response framework; safe, confidentialaccessible reporting channels within the grievance mechanism; codes of conduct understood and signed, and related trainings conducted for all project workers, contractors, subcontractors, security personnel, consultants, supervisors, drivers, rangers/ patrol officers, surveyors, enumerators, third-party monitors, etc.and procedures for child safeguarding. | High | High | High |
| 4 | | Youth | C2, C3 | Young men and women in the six SOP 1 counties with limited access to formal employment, skills training, and economic opportunities; at risk of engaging in illegal logging, land encroachment, or other unsustainable resource use due to lack of alternatives; targeted as explicit beneficiaries of skills development, internship schemes, and technology startup packages under Sub-component 3.2; youth leaders are engaged in CFMB governance and community forest monitoring; both pathways under the graduate-to-employment scheme prioritize youth | High | High | High |
| 5 | | Persons with | C2, C3 | Individuals with physical, sensory, | Medium | Medium | High |

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|---|---|---|---|---|---|---|---|
| | | Disabilities | | cognitive, or psychosocial disabilities in the six SOP 1 counties who face compounded barriers to participation in community governance, training programs, and economic activities; their inclusion is identified as a key determinant in the selection of subprojects under Sub-component 2.1; project facilities, communication materials, and engagement processes must be made accessible; require individualized support to access matching grants, livelihood programs, and skills training at the Service Excellence Center | | | |
| | | The Elderly | C2, C3 | Older community members in the six SOP 1 counties who may depend on forest resources for subsistence livelihoods, traditional medicine, and cultural practices; at heightened risk of being overlooked in participatory processes dominated by younger or more mobile community members; may hold important traditional knowledge relevant to forest management and biodiversity monitoring; require age-sensitive engagement approaches and accessible information formats | Low | Medium | Medium |
| | | People Living with HIV/AIDS or Chronic Illnesses | C2, C3 | Individuals in the six SOP 1 counties whose capacity to participate in project activities and benefit from livelihood programs is constrained by chronic illness, stigma, or reduced physical capacity; at risk of exclusion from physically demanding forest enterprise and restoration activities; require health-sensitive project design, flexible participation modalities, and linkages to social protection services under MHSW; relevant to the project's broader | Low | Medium | Medium |

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| | | | | commitment to non-discrimination and inclusion | | | |
| | | Widows and Orphans | C2, C3 | Widowed women and orphaned children in the six SOP 1 counties who face acute vulnerability due to loss of household income, reduced land access following the death of a spouse or parent, and limited social protection; widows may face customary land dispossession that undermines their ability to participate in CFMA land-based benefit programs; require targeted social protection linkages and inclusion in women-focused livelihood support windows under Sub-components 2.1 and 3.1 | Medium | Medium | High |
| | | Residents of Hard-to-reach Regions | C2, C3 | Communities in remote, geographically isolated, or historically conflict-affected areas within the six SOP 1 counties particularly in Gbarpolu, and Grand Cape Mount counties where state presence is limited, infrastructure is poor, and trust in government institutions is low; face compounded risks of exclusion from CFMA processes, enforcement operations, and project benefits; require conflict-sensitive engagement approaches, community-level facilitators, and adapted delivery mechanisms to reach effectively; relevant to the project's stability and social cohesion objectives | High | High | High |

## 3.6 Needs of project stakeholders

Stakeholder analysis is a structured approach to understanding a system by clarifying the interest, needs and concerns of the various parties involved. It is useful to help with decision-making when different stakeholders have conflicting interests, resources are limited and the needs of the actors involved need to be taken into account in an equitable manner.

Table 5 below presents the analysis of the Project's stakeholders.

## 3.7 Stakeholder Analysis and Evaluation

Stakeholder analysis and assessment determine the likely relationship between stakeholders and the project and helps to identify appropriate consultation methods for each stakeholder group during the duration of the project. Some of the most common methods used to consult with stakeholders include:

- Telephone / email
- One-on-one interviews
- Workshops/discussion groups
- Distribution of brochures and newsletters
- Public meetings (consultations)
- Newspapers, magazines, radio, etc.

Assessing stakeholders' concerns and expectations in detail will allow for some decisions to be made about the effort needed to address their needs. It depends on their level of interest and their ability to influence the results of the project:

- ***The Interest (motivating element)*** of a stakeholder is considered strong because of its proximity or dependence on the project
- ***The Power (ability to influence the project)*** of a stakeholder is defined by their ability to influence the outcomes of the project or to persuade or force stakeholders to make decisions and adopt a course of action with respect to the project.

When deciding on the frequency and appropriate engagement technique used to consult with a particular stakeholder group, three criteria will be considered:

- The extent of the project's impact on the stakeholder group
- The extent of the stakeholder group's influence on the project
- Culturally acceptable methods of engagement and dissemination of information and according to the levels of knowledge of these stakeholders.

In general, engagement is directly proportional to impact and influence, and as the impact of a project on a group of stakeholders increases or the influence of a particular actor increase. Engagement with this group of stakeholders needs to intensify, deepen in terms of the frequency and intensity of the engagement method used. Stakeholders with a strong interest and power in the project will be closely managed and their expectations will be taken into account if they do not conflict with the interest of the majority of the community or the interest of excluded minority groups. This will be achieved through communication and consultation actions and the implementation of the project's commitments. For stakeholders with a low interest and power vis-à-vis the project, communication actions will most often be sufficient to meet their needs. The consultations and meetings held as part of the project preparation

processes were used to feed into the SEP. Further consultations will be held as part of the update of this SEP. Thus, stakeholders with strong interest and power vis-à-vis the LiFE-P will be closely monitored and their expectations will be taken into account. This will be achieved through communication and consultation actions and the implementation of the project's commitments.

## 3.8 Stakeholder Engagement

In accordance with the provisions of ESS 10, the SEP sets out a comprehensive and balanced approach to stakeholder engagement. Indeed, the SEP aims to involve ***the active participation*** of all stakeholders in the decision-making processes, to promote ***dialogue***, reduce tensions, protect the rights of everyone in relation to the positive impacts of the project, including vulnerable social categories.

It should be emphasized that stakeholder engagement is an inclusive process that takes into account project staff and all stakeholders throughout the project cycle, from the preparatory phase to the implementation phase to the completion phase. During these different phases, none of the stakeholders should be neglected at the risk of reducing or even compromising the chances of success of the project. This is why this mobilization must take into account a set of activities and approaches, the interest being to create and maintain open and constructive relationships with all stakeholders, with the aim of facilitating the management of the project through all its components without losing sight of the adequate management of environmental and social issues and risks. In this sense, stakeholders receive information on the potential environmental and social risks and impacts of the project in a timely, understandable, accessible and appropriate manner.

The actions to be taken in order to successfully mobilize stakeholders are as follows:

- Comprehensive and inclusive identification of stakeholders, their interests, and assessing how each party would be affected by the project or could influence the project;
- Stakeholder engagement planning: All stakeholders will be engaged during all phases of the project, from the preparatory phase to the implementation phase to the completion phase, and in a timetable that allows for in-depth consultations with stakeholders so that they can provide meaningful and participatory input from project design to implementation. This is done by providing them with up-to-date, relevant, understandable and accessible information to all categories of stakeholders, including vulnerable and/or disadvantaged individuals or groups. The project will deploy all necessary and available means to ensure that these engagement objectives are fully met, leaving no resource, channel, or mechanism unutilized where it can contribute to inclusive and effective stakeholder participation. Among other things, all environmental and social instruments (ESCP, ESMF, LMP, RF, PF, IA, SEA/SH Plan, GM procedures, RAPs/LRPs, ESMPs, Process Framework Action Plans, etc.) that contain appropriate information and mechanisms, must be made public and accessible to all stakeholders
- Inclusive stakeholder consultations: This process began with the preparatory phase (study phase) of the project and will be continued and intensified as necessary in order to establish a framework for permanent dialogue between project officials and stakeholders, taking into account environmental and social issues and risks, as well as the interests at stake. This is how conflicts will be minimized and/or their management anticipated and thus create the conditions for the best success for the project.

**TABLE 5:STAKEHOLDER NEEDS ANALYSIS**

| Stakeholder Category | Stakeholder | Key Features / Role | Language need | Means of notification | Special Needs |
|---|---|---|---|---|---|
| Affected Party | Communities in Project Areas | Poor access to basic services and livelihoods.<br>Difficult to mobilize.<br>Uncertainty and doubt about initiatives.<br>Are affected by the drivers of conflict and violence.<br>Low financial means.<br>Poverty and precarious social situation. | Official Languages (English)<br>Local languages | Open days<br>Internet<br>Telephone<br>Television<br>Social networks<br>Posters<br>Radio<br>Announcements in marketplaces | Monitoring and support in the implementation of activities<br>Information, anticipation and consultation meeting. |
| Interested Parties | FDA/PIU and other government departments | Under the Project, the FDA PIU will:<br>Coordinate the implementation of the Project at the national level<br>Ensure the quality of the implementation of activities by the FDA PIU and the regional offices<br>Facilitate dialogues between the central unit and the regional offices and interregional and cross-sectoral knowledge exchange<br>Ensure that the Project complies with environmental and social standards<br>Monitor the overall performance of the Project<br>Liaise with other key stakeholders at the national and county levels<br>Strengthen the capacity for implementation and monitoring of Project activities at all levels. | Official Languages (English)<br>local county languages | Administrative letters and official correspondence.<br>formal inter-agency and inter-ministerial meetings and working groups<br>The Task Force for the Forest Economy platform operation or briefs.<br>Field radio communication for operational agencies.<br>Quarterly progress reports; workshops and training sessions;<br>open-data dashboard and project management information systems;<br>Legal and regulatory consultation notices | Institutional capacity building and technical assistance tailored to each agency's mandate; integration into LiberTrace and inter-agency data-sharing platforms; updated joint enforcement SOPs, protocols, and inspection checklists; field logistics, equipment, and connectivity support for operational agencies; governance reform tools for FDA including whistleblower policy, grievance redress mechanism, and HR framework; gender-disaggregated project |

| Stakeholder Category | Stakeholder | Key Features / Role | Language need | Means of notification | Special Needs |
|---|---|---|---|---|---|
| | | | | | data and SEA/SH response protocols for MOGCSP; MRV and REDD+ data access for NCCSC; coordination on communal land deed processes for LLA; fiscal sustainability planning support for MFDP and FDA; engagement in Task Force for the Forest Economy co-chairmanship and related inter-agency coordination mechanisms |
| | Protected Area Management Staff (comprising: Regional Foresters; Community Extension Officers; Conservation Rangers - Gola Forest National Park (GFNP), Grand Cape Mount and Gbarpolu Counties; Chain of Custody Rangers; Park Wardens - Gola Forest National Park (GFNP), Grand Cape Mount and Gbarpolu Counties; Conservation Rangers - Lake Piso Multiple Use Reserve (LPMR), Grand Cape Mount County; Park | Protected Area Management Staff are the front-line operational workforce of the FDA responsible for field-level implementation of forest governance, enforcement, monitoring, and community engagement across the six SOP 1 counties. | Official Languages (English) local county languages (e.g Vai, Gola, Mandingo) | Field radio communication; field briefings and operational orders; GPS tracking systems; FDA internal memos and official correspondence; community meetings and outreach sessions; training workshops; LiberTrace mobile interface; inter-agency enforcement coordination meetings; community consultation records and park management systems | Field logistics, transport, and equipment support updated GFNP and LPMR management plans SOPs; Training of Trainers (ToT); staff housing and office infrastructure |

| Stakeholder Category | Stakeholder | Key Features / Role | Language need | Means of notification | Special Needs |
|---|---|---|---|---|---|
| | Wardens- Lake Piso Multiple Use Reserve (LPMR), Grand Cape Mount County) | | | | |
| | Community Bodies and Traditional Leadership including CFMBs, NUCFMB, CFDCs, CLDMCs, NUCFDC, Community Forest Guards; Women Leaders; Youth Leaders; Paramount, Clan, and Town Chiefs and Traditional Councils) | Community bodies and traditional leadership constitute the primary governance, rights-holding, and implementation architecture at the community level across the six SOP 1 counties. | English; local languages | Community meetings and town hall sessions; CFMB and CFDC official meetings; community radio announcements; printed and visual notices in local markets and community spaces; women-specific group meetings; youth forums; traditional community assemblies | Governance capacity building and training for CFMBs and CFDCs |
| | Regional and departmental authorities | Mobility of people.<br>The regional delegations are responsible for the animation, coordination, monitoring and evaluation of project activities at the regional level, the promotion of activities under their sub-sector in the region, and the facilitation and evaluation of technical support services | Official Languages (English)<br>Local languages | Administrative letter<br>Internet<br>Fax<br>Telephone<br>Written press<br>Radio<br>Television<br>Press release | Coordination of activities between the different institutions involved in the implementation process<br>Community awareness<br>In-depth targeting and consultation<br>Control and monitoring of the Project's implementation activities<br>Capacity building. |
| | Local authorities (administrative, traditional, religious) | Responsible for managing conflicts, complaints and mobilizing communities for activities. They advocate for the interests of the community | Official Languages (English)<br>Local languages | Administrative letter<br>Written press, internet<br>Telephone<br>Television<br>Social networks<br>Posters | Protection of tangible and intangible cultural heritage, |

| Stakeholder Category | Stakeholder | Key Features / Role | Language need | Means of notification | Special Needs |
|---|---|---|---|---|---|
| | | | | Community radio<br>Religious and traditional leaders, advertised in market places. | |
| | Private sector | The private sector encompasses a diverse range of commercial, enterprise, and operational actors engaged across Liberia's timber and NTFP value chains. | Official Languages (English)<br>Local languages | workshops, radio and mobile messaging for communities, marketplace announcements, NTFP producer outreach, procurement and supplier orientation, enforcement briefings, and LiberTrace system notifications. | Partnerships and funding opportunities;<br>Support and guidance for entrepreneurs;<br>Creation of favourable conditions for greater involvement of the private sector in the implementation of the Project's activities. |
| | Civil Society and Non-Governmental Organizations | Participate in consultations and public hearings; | Official Languages (English)<br>Local languages | Administrative letter<br>Written press<br>Email<br>Telephone<br>Project log. | Technical coordination on biodiversity monitoring, MRV data platforms, and protected area management plans for conservation organizations; |
| **Other Interested Parties** | Media (Radio, Newspapers and Television) | Dissemination of information at the national level and in the Project area | Official Languages (English)<br>Local languages | Letters of invitation<br>Call for Coverage<br>Media of the project. | More involvement of the media in the Project process |
| **Disadvantaged & Vulnerable Groups** | Traditionally neglected communities | Economically marginalized and vulnerable groups often lack transportation, limiting their access to documents and meetings. They face discrimination, stigma, low participation in decision-making, and have difficulty mobilizing or benefiting from local projects. Their social, economic, and legal challenges restrict their ability to protect their rights to | Official Languages (English)<br>Local languages | Target group meetings<br>Magazines<br>Letters<br>Brochures<br>Reports<br>Websites<br>Days<br>Open house<br>Displays<br>Community radio | Holding targeted and smaller meetings;<br>Recognize, respect and preserve the culture, knowledge and practices of local communities.<br>Conduct meaningful consultations and outreach throughout the life cycle of the Project |

| Stakeholder Category | Stakeholder | Key Features / Role | Language need | Means of notification | Special Needs |
|---|---|---|---|---|---|
| | | land and resources. Typically, they live in critical habitats and rely heavily on the land and natural resources around them. | | broadcasts in local languages<br>Press releases<br>Press conferences<br>Advertising<br>Data collection grids<br>Workshop to share results and experiences. | to encourage local buy-in by building and maintaining a sustainable relationship with local communities. |
| | Women heads of households, single mothers, etc.<br><br>Women and Girls at Risk of Sexual Exploitation, Abuse, and Harassment (SEA/SH); | Women often lack control over resources and decision-making at all levels, hold subordinate roles in both community and state institutions, and face notable gender disparities in sectors like health, education, and employment. Despite forming social networks such as savings groups and women's associations, they remain largely excluded from formal decision-making in poor and rural areas where they are the majority. | Official Languages (English)<br>Local languages | targeted meetings<br>Magazines<br>Letters<br>Brochures<br>Reports<br>Websites<br>Days<br>Open house<br>Displays<br>Community radio broadcasts in local languages<br>Press releases<br>Press conferences<br>Advertising<br>Data collection grids<br>Workshop to share results and experiences. | Identification and targeting, information and training seminar; Community consultations including women and girls will be conducted in enabling and safe environments, for example in gender-separated groups and with female facilitators.<br><br>Dedicated SEA/SH prevention and response framework with safe, confidential, and accessible grievance reporting channels |
| | Persons with disabilities | Difficult to mobilize, reduced mobility; are subject to social pressure, low financial means, lack of means of transport, remoteness of sites, low consideration in decision-making, lack of confidence in the education system | Official Languages (English)<br>Local languages | Magazines<br>Letters<br>Brochures<br>Reports<br>Websites<br>Days<br>Open house<br>Displays<br>Radio | Develop Projects, programs adapted to the expectations of people living with a disability; Training and capacity-building seminars; Awareness-raising workshop for the Project's stakeholders to |

| Stakeholder Category | Stakeholder | Key Features / Role | Language need | Means of notification | Special Needs |
|---|---|---|---|---|---|
| | | | | Press releases<br>Press conferences<br>Advertising<br>Data collection grids<br>Workshop to share results and experiences. | better take into account the concerns of the disabled with translation measures into sign language, large print or Braille. |
| | The Elderly | Mobility difficulty | Official Languages (English)<br>Local languages | Door to door<br>Religious programs<br>etc. | Identification of the age range of people who may be affected by the product who are too old |

# Chapter 4: Stakeholder Engagement Program

In accordance with the provisions of ESS 10, the SEP sets out a comprehensive and balanced approach to stakeholder engagement. It aims to involve the active participation of all stakeholders in the decision-making processes, to promote dialogue, reduce tensions, protect the rights of everyone in relation to the positive impacts of the project, including minorities and marginal social categories.

Stakeholder engagement is an inclusive process that takes into account project staff and all stakeholders throughout the project cycle, from the preparatory phase to the implementation phase to the completion phase.

All stakeholders must be engaged throughout each project phase to maximize the chances of success. This involves activities designed to foster open, constructive relationships and ensure effective management of the project, including its environmental and social aspects. Stakeholders should receive clear and timely information about potential environmental and social risks and impacts.

The actions to be taken to successfully mobilize stakeholders are as follows:

- Identification of stakeholders and their interests
- Evaluation of the interaction between the different stakeholders and the project
- Planning of the modalities of stakeholder engagement. All stakeholders will be engaged during all phases of the project, from the preparatory phase to the implementation phase to the completion phase, and according to a timetable that allows for in-depth consultations with stakeholders so that they can provide meaningful and participatory input from project design to implementation. This is done by providing them with up-to-date, relevant, understandable and accessible information to all categories of stakeholders, including vulnerable and/or disadvantaged individuals or groups
- Inclusive stakeholder consultations, this process begins with the preparatory phase (studies) of the project and continues to establish a framework for permanent dialogue between the project managers and other stakeholders, considering the environmental and social issues and risks, but also the interests at stake. This is how conflicts will be minimized and/or their management will be anticipated and thus create the conditions for the best success of the project. The emphasis that will be placed on a gender approach in consultations with women, such as information on how women and girls will be involved (i.e. women and girls will be consulted in separate groups, preferably facilitated by a woman, in a safe place, at a time that is convenient for women, etc. and the need to emphasize that consultations should focus on trends and risks faced by women and girls in general, or risks associated with project activities, but should never be aimed at inquiring about individual experiences of violence and/or seeking to interview survivors of GBV.

## 4.1 Formats and Modes of Engagement

Within the framework of the Liberia Forest Economy Project (LiFE-P), field visits and the use of communication and awareness-raising tools in a number of formats and modes will be promoted to achieve the objectives set.

- **Meetings with communities**

These consultations are typically formal public meetings chaired by the local authority and validated through an official report signed by all present parties. A key limitation of these sessions is that only the most influential individuals may feel comfortable expressing their views, making such meetings less suitable for consultation in certain social contexts.

Nonetheless, these meetings serve an important function in disseminating general information about a proposed activity and do not require participation from every attendee. They help reassure the local community of official endorsement and are perceived as efforts to maintain transparency and share updates with a broad audience. Additionally, they complement smaller meetings by confirming that the information exchanged in more intimate settings aligns with official communications, thereby supporting the integration of community feedback into project decision-making processes.

- **Focus group**

Focus groups are an effective way to gather perspectives from individuals on particular topics. Typically, these sessions involve participants with a shared interest, such as land compensation, support for vulnerable populations, or women's employment. Groups can be organized by attributes like age, gender, or occupation, and generally consist of 10 to 20 members. Focus groups allow for diverse opinions to be voiced, ensure discussions stay relevant to the topic at hand, and encourage actionable proposals that consider available resources and possible next steps within the project.

- **Individual interviews**

This approach specifically targets local authorities, elected officials, traditional leaders, opinion leaders, and vulnerable groups. It is an effective strategy for engaging these stakeholders. The interviews will encompass various social strata, and the perspectives of all respondents, without discrimination, must be considered. Establishing clear expectations with interviewers regarding the use of information and consultation with other parties is essential to ensure individuals understand that not all suggestions may be incorporated.

- **Mass Media**

Mass media including newspapers, radio, television, and websites provide valuable platforms for large-scale information dissemination through press releases, project reports, launch campaigns, interviews with project management, and organized site visits. The Communication Unit comprising of the Communications and Stakeholder Engagement Expert of the FDA PIU will collaborate closely with media outlets to ensure accurate communication of information.

- **Monitoring committees or complaint management committees**

Monitoring committees or complaint management committees set up at the departmental and communal level and project units may be established at the local level (districts, villages, districts, etc.), in order to monitor certain sensitive activities of the Project (e.g. local recruitment, environmental and social monitoring of works if necessary, acquisition of land at the local level, etc.), and Impacts on Vulnerable People). These committees, which include project representatives, civil society representatives, community representatives and local administrative authorities, can enable regular and effective engagement with stakeholders.

- **Workshops and seminars**

Organizing workshops and seminars that bring together diverse stakeholders serves as an effective means of disseminating project information, building consensus, and strengthening stakeholder commitment. Activities such as validation workshops or capacity-building sessions on safeguarding provide valuable opportunities for engaging relevant stakeholders at both local and national levels.

## 4.2 Summary of Information Dissemination

Table 6 below gives an overview of how information will be shared and summarizes the actions and communication methods chosen to meet specific goals and audiences. As the project progresses, completed and planned activities will be communicated to stakeholders, keeping them updated on its implementation. Progress updates will be provided through summary documents, as well as quarterly, semi-annual, and annual reports, alongside information meetings held during the project implementation phase.

**TABLE 6:SUMMARY OF INFORMATION DISSEMINATION: PROJECT PREPARATORY PHASE**

| Project Phase / Component | List of Information to be Communicated | Proposed Methods | Period | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| **Project Preparation and Launch** | Overview of LiFE Project objectives, components, and expected results across the six SOP 1 counties<br><br>Roles and responsibilities of the FDA PIU and key implementing partners<br><br>Disclosure of E&S instruments<br><br>Grievance Mechanism (GM) design, access channels, and procedures<br><br>Project implementation timeline, Annual Work Plans and Budgets (AWPBs), and procurement plans<br><br>Stakeholder roles in project governance including the Task Force for the Forest Economy and inter-agency coordination mechanisms | Email and formal administrative letters to government institutions, donors, and civil society partners<br><br>Official launch events and project inception workshops<br><br>Preparation and inception meetings with target groups<br><br>Dissemination of project documents on the FDA website, open-data dashboard, and social media platforms<br><br>Videoconferencing and virtual briefings for international partners and donors<br><br>Community radio announcements in the six SOP 1 counties<br><br>Printed materials and brochures in English and local languages for | During project preparation<br><br>Preparatory phase consultations were conducted through three World Bank preparation missions (September 29 – October 9, 2025; February 9–13, 2026; and May 25–29, 2026), national-level consultations in Monrovia on March 24–25, 2026, and sub-national field consultations across 6 SOP 1 project counties, including SOP 2 counties between March 31 and April 28, 2026.<br><br>Full details of all preparatory consultations including dates, locations, participants, methods, feedback received, and how feedback was incorporated into project design are documented in Chapter 9.1.2 of the SEP, Table 24 (Participation Analysis), Table 25 (Feedback from Stakeholder Consultations), and Appendix 2 (Report on Public Consultations) of the SEP | FDA PIU and all government line ministries and agencies<br><br>Bilateral and multilateral donors<br><br>Civil society and conservation organizations<br><br>Private sector representative<br><br>Community bodies (CFMBs, CFDCs, CLDMCs, NUCFMB, NUCFDC, Paramount Chiefs, Clan Chiefs, and Town Chiefs; and Traditional Councils, individual households and community members in the six SOP I counties and the buffer zones of the Gola Forest National Park (GFNP) and Lake Piso Multiple Use Reserve (LPMR)<br><br>PAPs including individuals and households, directly affected by project activities engaged during sub-national field consultations across in the six SOP 1 counties including the SOP 2 counties.<br><br>Disadvantaged and vulnerable groups<br><br>National and local media | FDA PIU |

| | | | | | |
|---|---|---|---|---|---|
| | | community-level actors | | | |

| Project Phase / Component | List of Information to be Communicated | Proposed Methods | Period | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| **Component 1: Strengthen the Enabling Environment for Sustainable, Transparent, and Commercially Viable Forest Management** | Terms of Reference, workplan, and governance arrangements of the Task Force for the Forest Economy co-chaired by MFDP and FDA<br>Updated Standard Operating Procedures (SOPs) for risk-based forest law enforcement, the national risk-targeting model, and joint inspection protocols under the Wildlife Crime Task Force<br>Progress on LiberTrace system<br>Disclosure of all active concession agreements, license holders, and royalty payments on the public open-data dashboard<br>Proposed legal and regulatory amendments and harmonization<br>FDA institutional reforms<br>Quarterly enforcement reports and outcomes of joint inspection operations<br>FDA Fiscal Sustainability Roadmap milestones | Administrative letters and formal correspondence<br>Inter-agency Task Force meetings and working groups<br>Enforcement operation briefings and field radio communications<br>Public open-data dashboard and FDA website for concession and revenue disclosure<br>Regulatory consultation workshops and stakeholder forums for legal harmonization<br>Training workshops for enforcement agencies and FDA staff<br>Quarterly enforcement reports published on the FDA website<br>Email and videoconferencing for donor coordination<br>Community radio for public awareness on transparency and enforcement outcomes | Throughout Component 1 implementation; quarterly enforcement reports published | FDA PIU and all government line ministries and agencies<br><br>Bilateral and multilateral donors<br><br>Civil society and conservation organizations<br><br>Community bodies | FDA PIU |
| **Component 2: Sustainable Forest Resource Development and Resilient Livelihoods** | Eligibility criteria, application processes, and selection procedures for the matching grant mechanism (Windows 1 and 2); | Community meetings, town hall sessions in the six SOP 1 counties<br>Community radio broadcasts in local languages<br>Posters, leaflets, and visual | Once at launch of each grant cycle; updated before each new cycle<br>At the start of each CFMA formation process in each county; community | FDA PIU and all government line ministries and agencies<br>GFNP and LPMR - Regional Foresters, Community Extension | FDA PIU |

| Project Phase / Component | List of Information to be Communicated | Proposed Methods | Period | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| | CFMA formation process, the nine steps under the Community Rights Law, and criteria for cluster approach eligibility<br><br>Community Forest Management Plan (CFMP) preparation process, financial sustainability planning, and land-use zoning procedures<br><br>Environmental and social risks and impacts of project activities on communities, particularly potential risks to vulnerable and disadvantaged groups;<br><br>Conservation agreements, reduced-impact logging protocols, and community benefit-sharing arrangements.<br><br>Land restoration techniques, community woodlot establishment, and plantation rehabilitation methods<br>Community-based forest monitoring methodology and data collection procedures<br>Progress on GFNP and LPMR management plans,<br>Health, safety, gender-based violence (GBV), SEA/SH prevention, and non-discrimination commitments relevant to community activities; | materials in local languages and pictorial formats posted in community spaces and marketplaces<br>Simplified GM complaint manuals distributed in communities<br>Targeted women's group meetings with female facilitators in gender-separated spaces<br>Youth forums and peer networks<br>Focus group discussions with vulnerable groups<br>Extension officer outreach in CFMA and restoration areas<br>Community exchange visits and peer learning platforms<br>FDA website and social media for progress reporting<br>Public consultation sessions for GFNP and LPMR management plan updates | meetings as needed throughout<br><br>Participatory sessions at each CFMP stage; at least twice per CFMA (inception and validation);<br><br>At project launch; bi-annually thereafter through community meetings and focus groups<br><br>At signing of each agreement; annually thereafter for compliance review sessions;<br><br>At launch of each restoration cycle; bi-annually through extension officer outreach<br><br>Throughout implementation | Officers, Conservation Rangers, Park Wardens<br>Community bodies<br>Women Leaders, Youth Leaders, Traditional Councils, Paramount Chiefs<br>Bilateral and multilateral donors<br>Forest communities, landowners, PAPs, and vulnerable groups in the six SOP 1 counties | |

| Project Phase / Component | List of Information to be Communicated | Proposed Methods | Period | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| | Grievance Mechanism access points, procedures, and timelines<br><br>Women's rights and the 30 percent CFMB representation mandate<br><br>Progress reports on CFMA establishment, livelihood activities, and restoration targets | | At project launch and annually;<br><br>At each CFMB formation; annually at CFMB governance review sessions<br><br>Bi-annually at community feedback sessions | | |
| **Component 3: : Creating enabling conditions for Private Investment in Commercial Forestry for More and Better Jobs** | Eligibility criteria, phases, and milestones for the Forestry Enterprise Readiness and Derisking Program<br><br>Results-based financing requirements and performance milestone graduation criteria<br><br>Service Excellence Center (SEC) curricula, training schedules, enrollment procedures, etc<br><br>Internship scheme co-financing | Formal letters and sector briefings to private sector operators and investors<br>Industry roundtables and investment promotion forums<br>Business development and enterprise readiness workshops<br>SEC training and orientation sessions<br>Digital platforms including the Forestry Market Intelligence Platform, FDA website, and social media | At program launch; updated at each phase transition<br>Semi-annual<br><br>Each training intake cycle (minimum semi-annual); updated as curricula are revised<br><br>At each cohort intake; minimum annually | FDA PIU<br>Private sector service provider<br><br>NTFP producers and workers and communities in commercial forestry areas. | FDA PIU |

| Project Phase / Component | List of Information to be Communicated | Proposed Methods | Period | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| | requirements and technology startup package eligibility<br><br>Forestry Market Intelligence and Investment Facilitation Platform content, data, and access arrangements<br><br>Investment promotion materials, sector-specific investment prospectuses, and PPP transaction frameworks<br>Review of the Forestry Investment Code and regulatory reforms for sawmills, chainsaw millers, NTFP enterprises, and plantations<br>Environmental and social risks and impacts of commercial forestry activities, including health and safety standards, labor rights, and non-discrimination obligations<br>GBV and SEA/SH prevention requirements for private sector operators<br><br>GM access for workers and affected communities in commercial forestry areas<br>Progress on private sector investment facilitation, SEC graduation rates, and enterprise readiness outcomes<br>IFC Local Champion Initiative eligibility and advisory process | Newspapers, television, and national radio for investment promotion campaigns<br>Community radio and mobile phone messaging for MSME and NTFP producer outreach<br>Focus groups and public-private dialogue sessions<br>Simplified GM manuals for workers and community members in commercial forestry areas<br>Brochures and leaflets on enterprise readiness eligibility and SEC programs<br>Videoconferencing and email for IFC, NIC, and international investor coordination | Quarterly updates published to platform and promoted via digital channels<br><br>Annually;<br><br>Annually;<br><br>Onboarding; quarterly reminders via noticeboards, mobile messaging, and radio | | |
| **Component 4: Project Management and** | Environmental and Social (E&S) monitoring reports and incident | Formal project reports submitted to the World | Bi-annually; disclosed on FDA website and shared | FDA PIU and all government line | FDA PIU |

| Project Phase / Component | List of Information to be Communicated | Proposed Methods | Period | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| **Implementation** | logs;<br><br>GM case registry, resolution status, and trends reporting;<br><br>Standard Operating Procedures for subnational implementation and joint supervision mission outcomes<br><br>Project Completion Report findings | Bank/IDA<br>Aide memoirs and Implementation Status and Results (ISR) reports<br>FDA website and open-data dashboard for public progress reporting<br>Internal PIU coordination meetings supervision missions<br>Email communications with implementing partners and co-financiers | with World Bank;<br><br>Quarterly published internally and semi-annually disclosed publicly<br><br>Once, at project closing | ministries and agencies<br><br>Bilateral and multilateral donors<br><br>World Bank<br><br>Civil society and conservation organizations | |

### 4.3 Feedback Management and Information Sharing with Stakeholders

Feedback from stakeholders including suggestions, complaints, and other input will be gathered through a form completed during consultation meetings. Stakeholders can also share their feedback via email (anonymously or not), by phone, by mail, or in person at the FDA/PIU offices. All feedback will be handled promptly, and any confidential information shared anonymously will be managed with discretion. Relevant stakeholders will be notified, either in writing or verbally, about the actions taken or planned as a result of their feedback within two weeks.

Table 7 below outlines the strategy for sharing information and gives an overview of the selected communication methods and actions based on the goals and target audiences.

**TABLE 7:INFORMATION DISSEMINATION STRATEGY**

| Activity | Consultation Topic | Proposed Methods | Time and Place | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| **Preparation Phase** | | | | | |
| Preparation of Environmental and Social (E&S) instruments for the LiFE Project | Preparation and disclosure of the following project E&S instruments:<br>Environmental and Social Management Framework (ESMF), including Labor Management Procedures (LMP) as an annex.<br>Environmental and Social Commitment Plan (ESCP),<br>Stakeholder Engagement Plan (SEP)<br>Resettlement Framework (RF)<br>Process Framework (PF)<br>Institutional Assessment (IA)<br>Security Management Plan (SMP) prior to appraisal<br>SEA/SH action plan and accountability framework<br><br>Grievance Mechanism (GM) design, access channels, and procedures | Exchange and working meetings between government institutions, FDA PIU, E&S consultants, and the World Bank<br>Electronic correspondence and videoconferencing<br>Virtual consultations and in-person consultation sessions<br>Direct telephone interviews with key institutional actors<br>Stakeholder focus group consultations including potential project beneficiaries<br>Community-level consultations in the six SOP 1 counties<br>Dissemination of project preparation documents on the FDA website and World Bank project portal<br>Community radio broadcasts in local languages for community-level awareness | Throughout the preparation phase and before project appraisal<br>Consultations conducted at national level and in the six SOP 1 counties | FDA PIU and all relevant line ministries and<br>Bilateral and multilateral donors<br>Civil society and conservation organizations<br>Community bodies and traditional leadership<br>Private sector<br>Protected area management staff<br>Local communities and Project Affected Persons (PAPs) in the six SOP 1 counties<br>Disadvantaged and vulnerable group<br>National and local media | FDA PIU; E&S Consultants |
| **Implementation Phase** | | | | | |



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| Activity | Consultation Topic | Proposed Methods | Time and Place | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| **Component 1: Strengthen the Enabling Environment for Sustainable, Transparent, and Commercially Viable Forest Management** | Information and consultation on the potential environmental and social risks and impacts of the Project and determination of management measures as well as consideration of gender, GBV/SEA/SH, and vulnerable people.<br><br>Forest governance reform and transparency updates<br>Employment and livelihood opportunities | Conducting surveys<br>Interviews and Focus groups<br>Written and audiovisual press<br>Project website<br>Posters in public places.<br>Assessment workshops<br><br>Community radio; notice boards; NGO outreach; extension officer outreach | Throughout implementation<br><br>As opportunities arise throughout implementation; minimum quarterly announcements via community radio | FDA PIU (lead)<br>World Bank/IDA, community and civil society<br><br>Local communities; youth; women; job seekers; local suppliers and service providers | FDA PIU; Procurement Specialist; M&E Specialist; FDA GBV Specialist<br>SEA/SH/GBV Safeguarding Team (SEAH/GBV ST)<br><br>Contractors; Community Liaison Officers |
| **Component 2: Sustainable Forest Resource Development and Resilient Livelihoods** | CFMA formation, matching grants, and community forestry governance:<br>Steps for establishing a CFMA under the CRL 2009; eligibility of communities and clusters; rights and obligations of CFMBs; eligibility criteria and application process for matching grants with targeted support for women, youth, and vulnerable households; Community Forest Management Plan preparation process and community role in land-use zoning; women's legal right to 30% representation on CFMBs; | Community meetings; CFMB and CFDC governance sessions; simplified CFMA and grant eligibility guide in local languages; community radio; NGO outreach; participatory planning workshops; women-only focus groups facilitated by female facilitators | At start of each CFMA formation process in each county;<br><br>Throughout implementation | CFMA communities; CFMBs; CFDCs; CLDMCs; local authorities; traditional leaders; women community members; youth; vulnerable households<br><br>FDA PIU,<br>Protected area management staff<br>Women Leaders, Youth Leaders, Paramount/Clan/Town Chiefs and Traditional Councils<br>community development partners<br>Small-scale farmers, NTFP producers, forest | FDA PIU Social Specialist; NGO social intermediaries; Community Liaison Officers; Regional Foresters<br><br>FDA PIU; Protected area management staff<br>M&E Specialist |



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| Activity | Consultation Topic | Proposed Methods | Time and Place | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| | eligibility for NTFP value chain support | | | communities, landowners, PAPs, and vulnerable groups in the six SOP 1 counties | |
| | Objectives of the RF and PF; principles governing land acquisition, involuntary resettlement, and restriction of access to natural resources in CFMA and PA buffer zones; eligibility criteria for affected and vulnerable persons; entitlement framework for compensation and livelihood restoration; which communities are covered by the SEP and which by the PF; the delineation of GFNP and LPMR buffer zone communities as primary stakeholders under the PF | | Throughout implementation | FDA PIU<br>Private sector service provider engaged | FDA PIU; Private Sector Service Provider Procurement Specialist |
| Resettlement, land rights, and access restrictions RF and PF disclosure | Objectives of the RF and PF; principles governing land acquisition, involuntary resettlement, and restriction of access to natural resources in CFMA and PA buffer zones; eligibility criteria for affected and vulnerable persons; entitlement framework for compensation and livelihood restoration; which communities are covered by the SEP and which by the PF; the delineation of GFNP and LPMR buffer zone communities as primary stakeholders under the PF | RF and PF summary documents in local languages; community meetings; focus group discussions; NGO outreach; community radio; PA notice boards | At disclosure of RF and PF; repeated at each community consultation in CFMA and PA buffer zone areas throughout implementation | PAPs; buffer zone communities; GFNP and LPMR communities; traditional leaders; local authorities; seasonal resource users (farmers, fishers, hunters, NTFP collectors) | FDA PIU Social Specialist; NGO social intermediaries |
| PA management GFNP and LPMR | Status of PA management plan development under Sub-component 2.3; community role in | Community meetings conducted in local languages; participatory | Annually at PA management plan review sessions with | Buffer zone communities; GFNP and LPMR primary stakeholders; PF | FDA PIU Social Specialist; Protected Area Management |



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| Activity | Consultation Topic | Proposed Methods | Time and Place | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| | co-management; access restriction arrangements and their implications for livelihoods; benefit-sharing from ecotourism and conservation agreements; human-wildlife conflict reporting and response protocols (including for elephant crop damage); how to report incidents; eligibility for interim livelihood support while claims are assessed | planning workshops; PA notice boards; community radio; PF disclosure sessions; conservation agreement signing sessions; NGO outreach | buffer zone communities. Quarterly reminders via radio and community meetings on human-wildlife conflict protocols | communities; seasonal resource users; PA management staff; NGOs | Staff; NGO social intermediaries |
| GBV, SEA/SH prevention, non-discrimination, and E&S obligations | SEA/SH prevention obligations; Code of Conduct for all project workers and staff; how to report SEA/SH safely and confidentially through the dedicated GM channel; survivor referral services available; zero tolerance policy; hygiene and occupational health and safety (OHS) standards; child labor prohibition; waste management; biodiversity risk mitigation applicable to all Component 2 activities | Community meetings (women-only sessions facilitated by female facilitators); posters at project sites and community meeting points; community radio; Codes of Conduct; GM confidential channel; OHS briefings; worker induction training | At project launch and annually; reinforced at each new community onboarding, worker induction, and contractor engagement | All community members; project workers; FDA staff; contractors; NGO partners; women and girls at particular risk of SEA/SH | FDA PIU GBV/SEA/SH Specialist; Social Specialist; Environmental Specialist; NGO social intermediaries |
| Employment and livelihood opportunities under Component 2 | Employment and contracting opportunities from restoration, CFMA establishment, and PA management activities; eligibility criteria; labor rights and non-discrimination; how to apply | Community radio; notice boards; extension officer outreach; NGO outreach | As opportunities arise; minimum quarterly announcements via community radio | Local communities; youth; women; persons with disabilities; job seekers | FDA PIU; Contractors; NGO social intermediaries; Community Liaison Officers |
| Role of NGO social intermediaries | The role of locally engaged social intermediation NGOs as intermediaries between communities and the FDA PIU; how they collect and forward | Community meetings; introduction sessions at NGO deployment in each community; community radio; notice boards | At NGO deployment in each community (Year 1); refreshed at annual community feedback sessions | Project communities; PAPs; CFMBs; CLDMCs; vulnerable groups | FDA PIU Social Specialist; NGO social intermediaries |



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| Activity | Consultation Topic | Proposed Methods | Time and Place | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| | community feedback; how they communicate decisions and outcomes back to communities in local languages; how to identify and contact the NGO assigned to each community | | | | |
| **Component 3: : Creating enabling conditions for Private Investment in Commercial Forestry for More and Better Jobs** | Information and consultation on the potential environmental and social risks and impacts of Component 3 activities and determination of management measures; consideration of gender, GBV/SEA/SH, and vulnerable people | Conducting surveys; Interviews and focus groups; Written and audiovisual press; Project website; Posters in public places; Assessment workshops; Industry roundtables; Investment forums | Throughout implementation | FDA PIU; Private sector service provider engaged under the component | FDA PIU; Private Sector Service Provider; Procurement Specialist |
| Forestry Enterprise Readiness and Derisking Program eligibility and milestones | Eligibility criteria and milestones for enrollment in the program; graduation criteria; results-based financing requirements; targeted support for women-led enterprises and youth-led MSMEs; how to apply | Sector briefings; industry roundtables; investment forums; digital platforms; FDA website; NGO outreach for women entrepreneurs and youth | Once at program launch; updated at each phase transition. Semi-annual briefings for enrolled enterprises | Forestry MSMEs; timber operators; women entrepreneurs; youth-led enterprises; NIC; LSEZA | FDA PIU; NIC; Private Sector Partners |
| Service Excellence Center (SEC) training, enrollment, and opportunities | Available training programs at the SEC; enrollment procedures and intake schedules; internship scheme co-financing and startup package eligibility; graduate placement support; how to apply | SEC outreach; community radio announcements; community notice boards; digital platforms; NGO outreach; partner university communications | Each training intake cycle (minimum semi-annual); updated as curricula are revised | Youth job seekers; women entrepreneurs; skills training beneficiaries; persons with disabilities | FTI; FDA PIU; Partner Universities |
| Productive infrastructure investment preparation | PPP transaction frameworks; investment promotion materials; how to engage with NIC and LSEZA for investment facilitation; Forestry Market Intelligence Platform content and how to access | Investment forums (annually from Year 2); digital platforms; FDA website; NIC communications; quarterly updates to Forestry Market Intelligence Platform | Annually; intensified during dedicated investment forums from Year 2 onwards. Quarterly updates to the Forestry Market Intelligence Platform | Private sector investors; commercial forestry operators; MSMEs; NIC; LSEZA | NIC; FDA PIU; LSEZA |
| Labor rights, E&S | Labor rights applicable to all | Labor rights briefings at | At onboarding of each | Workers; contractors; | FDA PIU Social |



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| Activity | Consultation Topic | Proposed Methods | Time and Place | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| obligations, and GM access for workers and communities | workers; non-discrimination and equal pay obligations; prohibition of forced and child labor; OHS standards; SEA/SH prevention obligations; Code of Conduct; how workers and affected communities can access the GM to raise labor rights or community impact complaints through all available channels (toll-free hotline, suggestion boxes, email, online portal, in-person); processing timelines; right to anonymity | worker induction; Codes of Conduct; community radio; posters at work sites and community meeting points; GM brochure; NGO outreach | operator, contractor, and worker cohort; annually thereafter. Quarterly reminders via noticeboards, mobile messaging, and radio | commercial forestry operators; local communities adjacent to operations | Specialist; Ministry of Labor; Contractors; NGO social intermediaries |
| Employment and livelihood opportunities under Component 3 | Job and skills training opportunities under the SEC, internship schemes, and commercial forestry operations; eligibility criteria; how to apply; labor rights and non-discrimination | Community radio; notice boards; NGO outreach; extension officer outreach; SEC outreach | As opportunities arise; minimum quarterly announcements via community radio | Youth; women; local communities; persons with disabilities; job seekers | FDA PIU; FTI; Contractors; Private Sector Partners |
| **Component 4: Project Management and Implementation** | | | | | |
| Project management and oversight | Project management, fiduciary oversight, M&E, E&S oversight, GM operations, annual planning and reporting | Internal operational briefings; inter-departmental meetings; staff training; project management information systems | Throughout implementation | FDA PIU | FDA PIU; M&E Specialist; E&S Specialists |
| GM performance and access ongoing disclosure | The objectives, structure, and three tiers of the GM (community, county/district, national); how to submit a complaint through all available channels (in-person, toll-free hotline, email, social media, physical mail, online portal, | GM brochure in local languages; community meetings; community radio; posters visibly displayed at community meeting points, FDA offices, PA buffer zones, and project sites; FDA | At project launch. Quarterly reminders via community radio and notice boards. Semi-annual public GM performance report disclosed on FDA | All stakeholders; PAPs; vulnerable and disadvantaged groups; workers; communities in GFNP and LPMR buffer zones | FDA PIU Social Specialist; GM focal points at all three tiers; NGO social intermediaries |



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| Activity | Consultation Topic | Proposed Methods | Time and Place | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| | suggestion boxes); complaint handling process and timelines; the extent to which the GM is utilized and resolved over time (semi-annual public disclosure of GM performance data including number of cases received, resolution rates, and average processing times) | website and open-data dashboard; NGO outreach | website and open-data dashboard | | |
| E&S monitoring reports and incident logs | Summary of E&S monitoring findings; any incidents or non-compliances recorded; corrective actions taken; compliance with gender and inclusion commitments | Semi-annual E&S monitoring reports; FDA website; World Bank ISR | Semi-annually; disclosed on FDA website and shared with World Bank | World Bank; civil society monitors; affected communities; development partners | FDA PIU Social Specialist; Environmental Specialist |
| Annual Work Plans, Budgets, and procurement plans | What the project plans to do and spend in the coming year; procurement opportunities arising under the project; contractor selection processes; how to access procurement notices | FDA website; community meetings; inter-agency meetings; press releases; community radio | Annually at the start of each project year | All stakeholders; local communities; private sector; civil society; general public | FDA PIU; Procurement Specialist |
| Stakeholder engagement process feedback and decision | How stakeholder feedback from consultations has been incorporated into project decisions; decisions communicated back to all stakeholder groups; the role of NGO social intermediaries in collecting and forwarding community feedback and communicating outcomes back in local languages; upcoming engagement activities and how to participate | Annual community feedback sessions; SEP annual update disclosed on FDA website; community radio; NGO outreach; FDA website | Annually at community feedback sessions; updated in SEP annual revision | All stakeholder categories | FDA PIU Social Specialist; Communications Specialist; NGO social intermediaries |
| Dates and locations of all upcoming | Advance notice of all scheduled public consultations, community | Community radio (minimum 14 days advance notice); | At least 14 days before each consultation event | All affected communities and stakeholder groups in the | FDA PIU Social Specialist; |



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| Activity | Consultation Topic | Proposed Methods | Time and Place | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| public consultations | meetings, and disclosure sessions across the six SOP I counties; notification process; meeting format; procedures for recording and sharing meeting minutes with participants | SMS/WhatsApp; community notice boards; local authority announcements; NGO outreach | throughout all phases of implementation | relevant county or area | Community Liaison Officers; Local Authorities; NGO social intermediaries |
| Supervision mission outcomes and Aide Memoires | Findings and recommendations from World Bank supervision missions; corrective actions agreed; project implementation status | FDA website; press releases; disclosure to community representatives at county-level meetings | Semi-annually following each World Bank supervision mission | Government agencies; civil society; media; development partners | FDA PIU; World Bank Task Team |
| **Monitoring and Evaluation Phase** | | | | | |
| Ongoing monitoring of project implementation progress and stakeholder engagement quality | Preparation and review of Implementation Monitoring Reports<br><br>Review of GM case logs and resolution data<br><br>assessment of E&S compliance including gender and inclusion commitments; | Field visit<br><br>Stakeholder consultation<br><br>Complaint Management Mechanism<br>- | Throughout the implementation of the project at all levels- national, county, and community in the six SOP 1 counties | Local authorities and county administration<br><br>Protected area management staff<br><br>Project workers and private sector operators<br><br>Local communities and PAPs Vulnerable and disadvantaged groups<br><br>NGOs and civil society monitoring organizations | FDA PIU; M&E Specialist; E&S Specialists |
| **Evaluation of the Implementation of the SEP** | | | | | |
| Midterm Review (MTR) evaluation of SEP implementation | Development of the Midterm Review report on SEP implementation<br><br>Review of GM effectiveness, community satisfaction, and stakeholder feedback; | Field visits to all six SOP 1 counties<br><br>Stakeholder consultation sessions and focus groups<br><br>GM case review and | MTR | Local authorities and county administration<br><br>FDA PIU regional teams<br><br>Project workers, | FDA PIU;<br><br>M&E Specialist<br><br>World Bank Supervision Team |



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| Activity | Consultation Topic | Proposed Methods | Time and Place | Targeted Stakeholders | Responsibilities |
|---|---|---|---|---|---|
| | recommendations | resolution analysis<br><br>workshops to share MTR findings with communities and stakeholders<br><br>Online and in-person consultations with donors and institutional partners | | and private sector operators<br><br>Local communities and PAPs<br><br>NGOs and civil society<br><br>Donors and international partners | |
| **Overall Evaluation of the Project and Final SEP Assessment** | | | | | |
| Project Completion Review and final evaluation of SEP implementation | Development of the Project Completion Report (PCR) and final report on SEP implementation<br><br>GM closure and referral arrangements for unresolved cases | Final multi-stakeholder forum with all stakeholder categories in the six SOP 1 counties<br><br>Project Completion Report disclosed on FDA website and World Bank project portal<br><br>Community radio announcements<br><br>Printed summary reports and visual materials for community-level dissemination<br><br>Field visits and interviews with communities,<br><br>private sector actors, and PA management staff | During the final six months implementation | All stakeholder categories including government institutions, community bodies, private sector, civil society, international organizations, and donors<br><br>National and local media<br><br>General public | FDA PIU<br><br>M&E Specialist<br><br>World Bank Supervision Team<br><br>E&S Consultants |



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## 4.4. Proposed Strategies for Integrating the Views of Vulnerable Groups

Vulnerable and disadvantaged individuals and groups (women, older people, people living with disabilities, children people living with HIV/AIDS or chronic illnesses, widows and orphans, youth, etc.) must be identified throughout the design and implementation of the LiFE Project. These groups will be systematically mapped, and appropriate measures will be defined and implemented to ensure they have equal opportunities to have their concerns and opinions heard and taken into account.

To address mobility constraints faced by persons with reduced mobility, the FDA PIU will, depending on logistical and financial availability in the relevant SOP 1 county, provide or arrange transport from their homes to consultation venues. The same considerations apply to persons with reduced mobility living in rural and remote areas across the six SOP 1 counties. Consultation venues will be selected to ensure physical accessibility for persons living with disabilities, and materials will be made available in accessible formats including large print, visual, and audio as appropriate. Arrangements will be made by the FDA PIU to ensure that children, the elderly, and the chronically ill are well represented through their parents, caregivers, or designated family members where direct participation is not feasible.

To ensure that women's voices including those of women heads of households, single mothers, market women, and women engaged in NTFP production and small-scale farming are meaningfully captured, gender-separated consultation sessions will be held with female facilitators wherever possible. One-on-one engagements will be conducted with particularly vulnerable women, including those at risk of or affected by sexual exploitation, abuse, and harassment (SEA/SH), through safe and confidential channels. These sessions will be conducted by trained female focal points designated in each of the six SOP 1 counties.

The LiFE Project will actively encourage vulnerable persons to submit concerns, feedback, and complaints through the Grievance Mechanism (GM) and will commit to providing timely, transparent, and culturally appropriate responses. Vulnerable persons will be informed in advance about the existence, access points, and procedures of the GM so that they can utilize it at any stage of project implementation. The Project recognizes that vulnerable persons may not be able to fully participate in standard consultation activities and may be disproportionately affected by certain project-related impacts. The FDA PIU will closely monitor the consultation process to ensure equitable access, adequate awareness, and meaningful incorporation of the voices of all vulnerable groups into project decision-making.

### 4.4.1 Timelines

Consultations with stakeholders will be undertaken during project preparation and will continue throughout the implementation phase to incorporate management updates and address impacts emerging during implementation. Scheduling of consultations will be carefully planned to ensure that the timing, days, and locations are suitable for all targeted groups, including vulnerable populations. In particular, consultations will not be scheduled during hours when women are typically engaged in field-based agricultural or forest activities. Facilitators will work with community leaders and women's group networks to identify appropriate timing that maximizes participation across all groups.

Active stakeholder engagement in reviewing and commenting on project plans and E&S instruments, given that these documents are designed to mitigate negative impacts and enhance the distribution of project benefits to affected communities.

Within two weeks of completing any consultation process, the FDA PIU will ensure that all feedback is compiled into a consultation report, and that updated or final versions of the relevant plans are shared with project stakeholders, with particular attention to affected vulnerable persons. At this stage, feasibility studies and environmental and social assessments will be ongoing, project sites will be progressively specified, and substantive discussions will be held with primary affected communities. The two principal means of dissemination will be disclosure sessions and the distribution of updated or final versions of reports in appropriate formats and languages. Whenever a stakeholder's input is incorporated into a final document, a clear explanation will be provided orally or in writing as appropriate and documented in the consultation report or meeting minutes.



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### 4.4.2 Review of Comments

The Environmental Specialist and the Social Development and Gender-Based Violence Specialist(s) within the FDA PIU will be jointly responsible for the regular review of feedback received from project stakeholders on a monthly basis, or more frequently as the volume of feedback requires.

The LiFE Project will engage competent social intermediation NGOs with demonstrated experience in community engagement, gender mainstreaming, and GBV/SEA/SH prevention at the local level in the six SOP 1 counties. These NGOs will be responsible for: collecting comments and opinions from community-level stakeholders; forwarding consolidated feedback to the FDA PIU for processing with the necessary technical and E&S expertise; and reaching out to stakeholders to report back on final decisions and how their input has been taken into account.

All comments written and oral will be recorded in a dedicated feedback registry maintained for this purpose. Suggestions, complaints, and other stakeholder inputs will be compiled into a standardized feedback form to be completed during or immediately after consultation meetings. In addition, stakeholders will have the option to submit feedback via email, physical mail, telephone, social media, or the FDA website. It is essential that all dialogue with stakeholders includes feedback in local languages relevant to the six SOP 1 counties. Following each consultation, responses to questions, comments, and suggestions will be prepared and used to determine the most appropriate method of communicating feedback to stakeholders whether through group meetings, public notice boards, written or verbal communication to stakeholder representatives, or media communications.

Return communications will be planned in agreement with the FDA PIU. Compiled feedback will be shared with the PIU Project Coordinator for review and support as needed. Where a formal decision is required, the relevant party will be notified in writing, with the letter tailored to the recipient's cultural context and level of education. Formal responses will include: (i) a summary of the understanding of the submitted comment or concern; (ii) the decision or solution chosen; (iii) an explanation of the rationale for the proposed solution; and (iv) the procedure and timeline for implementing the chosen solution.



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# Chapter 5: Information Dissemination

## 5.1 Proposed Strategies for Disclosure

The information disclosure strategy for the LiFE Project will be operationalized through a structured communication plan prepared during project implementation designed to provide clear, accurate, and timely information to all stakeholders across the six SOP 1 counties. The strategy will promote two-way exchanges between all internal and external actors ensuring that information flows not only from the FDA PIU to stakeholders, but also from communities and stakeholders back into project planning and decision-making.

As required under the World Bank Environmental and Social Framework (ESF), the Government of Liberia, through the FDA PIU, will make project information publicly available to enable all stakeholders to understand the potential risks, impacts, and opportunities associated with the LiFE Project. Communities and individuals familiar with the local environment and forest resources can provide contextual knowledge that will be valuable for the project's environmental and social assessments and implementation planning. Information gathered from community members will help ensure that the project is responsive to their needs, priorities, and concerns. This will explicitly include an assessment of the risks of sexual exploitation and abuse (SEA) and sexual harassment (SH) associated with project activities, and the measures put in place to prevent and respond to such risks.

The Government of Liberia, through the FDA PIU, will continue to provide stakeholders with access to the following information throughout all phases of the project cycle. With respect to the preparatory phase which has now been completed all key project information and environmental and social instruments were disclosed and made available to stakeholders prior to the World Bank's appraisal. Preparatory phase consultations were conducted at national level in Monrovia and sub-national field consultations across all 11 project counties. The information listed below will continue to be disclosed and updated throughout the implementation, monitoring, and completion phases of the project, in a timely, accessible, and culturally appropriate manner in accordance with the consultation timelines, methods, and frequencies set out in this SEP.

a. The purpose, nature, scope, and geographic coverage of the LiFE Project across the six SOP 1 counties
b. The duration of project activities under each of the four components, including the SOP1 implementation period from 2026 to 2031
c. The potential risks and impacts of the project on local communities and ecosystems, and the mitigation measures proposed, with particular emphasis on risks and impacts that may disproportionately affect vulnerable and disadvantaged groups including women, youth, persons with disabilities, the elderly, people living with HIV/AIDS or chronic illnesses, widows and orphans, traditionally neglected communities and describing the differentiated measures taken to avoid and minimize such impacts;
d. The stakeholder engagement process envisaged under the SEP, including modalities for meaningful participation by all stakeholder categories, and particular measures to reach and include disadvantaged and vulnerable groups
e. The dates, locations, and formats of proposed public consultation meetings, as well as the process for advance notification and the procedures for recording and disseminating minutes of such meetings; and
f. The Grievance Mechanism (GM) including its objectives, structure, case management procedures, referral channels, and timelines for response and how stakeholders, including vulnerable groups, can access it at any stage of project implementation.

This SEP will be made available by the FDA PIU to all key stakeholders and published on the FDA website and the World Bank project portal. The SEP is a “living” document and will be reviewed and updated



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periodically to reflect operational changes, lessons learned, and evolving stakeholder needs throughout implementation

## 5.2 Brief Description of the Information to be Provided

Key messages will be developed and refined as each project component is prepared in greater detail during implementation. The following key messages are relevant to the different components of the Liberia Integrated Forest Economy (LiFE) Project and are intended to keep all project stakeholders including government institutions, community bodies, private sector actors, civil society organizations, and local communities across the six SOP 1 counties informed throughout the project cycle:

- What is the Liberia Forest Economy Project (LiFE-P)
- Project purpose, nature, scope, its objectives and duration of the project activities)
- What are the components of the project? Clear descriptions of each component including the activities, beneficiaries, and expected results under each.
- The areas of intervention of the project. The six SOP 1 counties, and the specific communities, CFMA areas, protected areas (Gola Forest National Park and Lake Piso Multiple Use Reserve), and restoration and commercial forestry sites targeted within them.
- Be part of the planning of the Liberia Forest Economy Project (LiFE-P), Opportunities for all stakeholders
- Negative risks and environmental and social impacts, and planned mitigation measures: Information on potential adverse impacts of project activities including land use changes, forest restoration, construction of infrastructure, and commercial forestry operations and the mitigation measures embedded in the ESMF, RF, PF, LMP, and SEA/SH Action Plan and Accountability Framework.
- The beneficial effects of the project; The economic, social, and environmental benefits expected from the LiFE Project
- The grievance mechanism: Its objectives, structure, and the community-level, county-level, and national-level grievance management committees established under the project; how to access and submit a complaint through available channels including in-person, telephone, email, social media, and physical mail; the complaint handling process and timelines for response; and the extent to which the GM is utilized and resolved over time.
- NGOs selected by the project as intermediaries between the communities and the project; The role of locally engaged social intermediation NGOs as intermediaries between communities and the FDA PIU; how they collect and forward community feedback; and how they communicate decisions and outcomes back to communities in local languages.
- The Community's support during the implementation of the project is important: The importance of active community participation and ownership throughout implementation; the role of CFMBs, CFDCs, CLDMCs, Community Forest Guards, Women Leaders, Youth Leaders, and Traditional Councils in governance and monitoring; and how communities can contribute to and benefit from project activities.
- Employment and livelihood opportunities: job announcements will be made by contractors, the FDA PIU, and the private sector service provider through community radio, extension officer outreach, and community notice boards
- The environmental and social obligations applicable to all project activities including hygiene and occupational health and safety standards; prevention of sexual exploitation, abuse, and harassment (SEA/SH); protection of children and prohibition of child labor; waste management; biodiversity risk mitigation.
- Resettlement, land rights, and access restrictions. The objectives of the RF and PF; the principles governing land acquisition, involuntary resettlement, and restriction of access to natural resources; the eligibility criteria for affected and vulnerable persons; and the entitlement framework for compensation and livelihood restoration.



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- The eligibility criteria for affected and vulnerable people
- Stakeholder engagement process: The process envisaged for engaging all stakeholder categories throughout the project lifecycle, including the frequency and formats of consultations, how feedback is collected and incorporated, and how decisions are communicated back to stakeholders.
- Dates and locations of public consultation meetings. Advance notice of all scheduled public consultations, community meetings, and disclosure sessions across the six SOP 1 counties, including the process for notification, the format of meetings, and the procedures for recording and sharing meeting minutes with participants.

## 5.3 Proposed Disclosure Approach

The table 8 below provides an approach that may be used by the Project for the disclosure of information.

**TABLE 8:DISCLOSURE APPROACH**

| ESF Document | Disclosure Location | Responsible Entity | Timframe |
|---|---|---|---|
| Environmental and Social Management Framework (ESMF) with an annex on Labor Management Procedures (LMP) | FDA website; World Bank external website (project portal); FDA headquarters and regional offices in the six SOP 1 counties | FDA PIU | Disclosed on May 15, 2026, to fulfill the Pelosi Amendment requirement |
| Environmental and Social Commitment Plan (ESCP) | FDA website; World Bank external website | FDA PIU; World Bank | Prior to project appraisal |
| Process Framework (PF) | FDA website; World Bank external website; FDA headquarters and regional offices; community notice boards in protected area buffer zones (GFNP and LPMR); CFMB offices | FDA PIU | Prior to project appraisal |
| Stakeholder Engagement Plan (SEP) | FDA website; World Bank external website; FDA headquarters and regional offices; community notice boards in the six SOP 1 counties; CFMB offices; distributed to all key stakeholder groups | FDA PIU | Prior to project appraisal |
| Security Management Plan (SMP) | For Official Use Only (not disclosed) | FDA PIU | Prior to project appraisal |
| SEA/SH Action Plan and Accountability Framework | FDA website; World Bank external website; distributed to all project workers, contractors, and implementing partners; accessible versions shared with community-level focal points in the six SOP 1 counties | FDA PIU | Prior to project appraisal and will finalize it within 3 months following Project effective date |
| Institutional Assessment (IA) | FDA website; World Bank external website | FDA PIU | 3 months after project effective date |
| Strategic Environmental and Social Assessment (SESA) | FDA website; World Bank external website | FDA PIU | Within 12 months after the Project's Effective Date |
| Environmental and Social Impact Assessments (ESIAs)/Environmental and Social Management Plans (ESMPs) for specific sub- | FDA website; World Bank external website; relevant county environmental offices; community notice boards in directly affected communities; CFMB offices in | FDA PIU; Contractors | Prior to commencement of the relevant sub-project activity; site-specific ESMPs disclosed at least 30 days before |

| projects | relevant CFMA areas; | | activity starts |
|---|---|---|---|
| Resettlement Action Plans (RPs) / Livelihood Restoration Plans (LRPs) | FDA website; World Bank external website; community notice boards in affected communities; | FDA PIU | Prior to displacement or restriction of access, disclosed before affected activities commence |
| GM Manual | Community notice boards in all six SOP 1 counties; FDA website; community radio broadcasts in local languages; distributed in printed and visual formats to all communities, PAPs, and vulnerable groups; available at FDA headquarters, regional offices, and CFMB offices | FDA PIU; Social Intermediary NGOs | During the project preparatory phase and finalized one month after project effectiveness. |
| Semi-annual Environmental and Social Monitoring Reports | World Bank external website; FDA website | FDA PIU | Every six months throughout implementation |
| Annual Project Progress Reports | FDA website | FDA PIU | Annually throughout implementation |
| Project Completion Report | FDA website; World Bank external website; shared with all stakeholders; summarized in local languages for community-level dissemination | FDA PIU; World Bank | At project closing |



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# Chapter 6: Resources and Responsibilities for the Implementation of Stakeholder Engagement Activities

## 6.1 Resources

Stakeholder engagement requires adequate resources to achieve the objectives and activities of the SEP. A dedicated Project Implementation Unit (PIU) will be established within the FDA and will be responsible for the implementation of stakeholder engagement activities. Resources allocated to stakeholder engagement activities will be integrated into the components of the Project.

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The project PIU will provide all stakeholders affected by the project with the contact information for those responsible for responding to comments or questions about the project or the consultation process, including their telephone number, address, email address and job title (these persons may not be the same for the duration of the project).

Appendix 1 presents the SEP budget table. The estimated budget for the implementation of the SEP of the Liberia Forest Economy Project (LiFE-P) is estimated at three hundred fifty-seven thousand United States Dollars (US$ 357,000).

## 6.2 Resources and Responsibilities for Managing the Implementation of the SEP

The main people responsible for the implementation of stakeholder mobilization activities will be the experts in charge of Environmental and Social Risk management in the FDA PIU, in particular the Environmental Specialist, the Social specialist, the GBV Specialist , the GM Officer in addition to the Administrative and Financial Officer, the Communication Specialist, the Monitoring and Evaluation Specialist, the Procurement Specialist, the Local Government Management Specialist/Decentralization, an Internal Auditor, a Senior Accountant. This team will be supervised by the Project Coordinator to ensure the proper implementation of the activities.

The project team will also be supported by the regional structures that will be set up in the project's areas of intervention (regional branches) and the NGOs with which the project may, if necessary, enter into contracts to ensure information and awareness-raising among the population.

Table 9 below defines the actors and responsibilities for the implementation of engagement activities:

**TABLE 9:ACTORS AND RESPONSIBILITIES FOR THE IMPLEMENTATION OF ENGAGEMENT ACTIVITIES**

| No. | Contact person | Roles and responsibilities |
|---|---|---|
| 1 | Project Preparation Team | Coordinate the activities of the SEP during the preparatory phase of the Project pending the recruitment of the FDA PIU |
| 2 | FDA PIU | Coordinate and oversee the implementation of the SEP<br>Provide contact information for those responsible for responding to comments or questions about the Project or the consultation process, including their telephone number, address, email address and position. |
| 3 | Environmental specialist, social specialist, Gender based violence specialist | Implement the SEP under the supervision of the Project Coordinator |
| 4 | FDA PIU Administrative and Financial Management Specialist | Confirm budgeting and make sufficient resources available for stakeholder engagement in a timely manner |
| 5 | FDA PIU Procurement Specialist | Draw up contracts with the various service providers (contracts with radio and television, website, consultants, etc.) |



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|---|---|---|
| 6 | FDA PIU Communications and Stakeholder Engagement Expert | Develop and implement the communication plan with reference to the SEP |
| 7 | FDA PIU Monitoring and Evaluation Specialist | Establish a database of stakeholders at the national level and the registries of commitments at the regional level<br><br>M&E on the SEP |
| 8 | GM Operators (FDA PIU GM Officer, Environmental Specialist, Social specialist, GBV specialist and stakeholder engagement specialist) | Responsible for managing the Project GM |

The FDA dedicated GM Officer's responsibilities include but are not limited to the following:

- Day-to-day management of the GM from one month after project effectiveness
- Receipt, registration, and screening of all complaints submitted through any channel
- Maintenance and daily updating of the centralized GM tracking register
- Coordination with Community Grievance Committee focal points across all six SOP I counties
- Immediate referral of SEA/SH complaints to the GBV Specialist without registration of details in the standard register
- Immediate escalation of high-risk complaints (security personnel complaints, FPIC violations, PA access restriction complaints, retaliation allegations) to the Social Specialist and World Bank Task Team
- Secretariat functions for the FDA PIU-Level GRC (Tier 3): preparing agendas, recording minutes, tracking action points
- Production of monthly GM status reports (internal) and quarterly GM performance reports (for World Bank submission and public disclosure)
- Coordination of community-level GM intake channel establishment in all six SOP I counties
- Lead trainer for Community Grievance Committee focal point training, with NGO support



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# Chapter 7: Grievance Mechanism

A Grievance Mechanism (GM) will be designed for the Liberia Forest Economy Project (LiFE-P). The project recognizes the vulnerability of the different project participants who may be involved in or affected by the project (such as community members, workers, and other beneficiaries). Thus, it will examine culturally appropriate ways to address the concerns of different stakeholders. The GM involves a formal process of receiving, assessing, and remedying project-related grievances from affected stakeholders. The GM for project workers required under ESS 2 will be provided separately.

## 7.1 Objectives of Project Grievance Mechanism (GM)

The project Grievance Mechanism acts as a structured framework designed to ensure the prompt, fair, and satisfactory resolution of project-related concerns for all stakeholders. As a fundamental component of the Stakeholder Engagement Process, the GM establishes formal channels for voicing and addressing issues, while promoting accountability and constructive dialogue throughout project implementation.

The GM seeks to provide:

- A transparent and impartial process that delivers fair and sustainable resolutions
- Enhanced stakeholder confidence through verifiable due process
- Proactive conflict prevention and mitigation measures
- Strengthened community relations through responsive engagement

## 7.2 Principles of an effective GM

An effective grievance mechanism is guided by the following principles:

- **Fairness:** Grievances should be handled confidentially, assessed impartially and managed transparently.
- **Objectivity & Independence**: The GM should operate independently of all interested parties to be guarantee fair objective and impartial treatment to each case. Officials overseeing the GM should be equipped with the necessary authority and resources to investigate grievances.
- **Simplicity and accessibility**: Procedures to file grievances and seek action should be simplified enough for project beneficiaries to understand them. The GM should be accessible to all stakeholders, irrespective of the remoteness of the area they live in and the language they speak, and the **l**evel of education or income.
- **Responsiveness and efficiency-** The GM is designed to be responsive to the needs of all complainants. Accordingly, officials handling grievances are trained to take effective action upon, and respond quickly to, grievances and suggestions.
- **Speed and proportionality-** All grievances, simple or complex, are addressed and resolved as quickly as possible. The action taken on grievance or suggestion is swift, decisive, and constructive.
- **Participatory and social inclusion-** Special attention is given to ensure that poor people and marginalized groups, including those with special needs, are able to access the GM.

## 7.3 Elements of the GM

An effective grievance resolution system is built on multiple interconnected components designed to ensure fairness, transparency, and accountability. The LIFE-P Grievance Mechanism is designed in accordance with both project-level good practice and the international framework established by institutions such as the World Bank, which requires that grievance mechanisms ensure the social and environmental accountability of projects and provide affected communities including local

communities, vulnerable groups, and civil society with accessible, reliable, and impartial channels to raise concerns and request responses to possible negative project impacts. The elements of an effective grievance mechanism, integrating both project-level and international standards, are as follows:

**Complaint Intake-Multiple Channels and Accessible Uptake Locations:** The GM must establish clear, accessible, and varied channels for submitting grievances, ensuring that no affected party is excluded by virtue of geography, literacy, language, disability, or fear of identification. In line with international best practice, the LIFE-P GM provides multiple grievance uptake locations including community-level suggestion boxes, toll-free hotline, online portal, and in-person submission to Community Grievance Committees and multiple channels for receiving grievances, covering oral, written, digital, and anonymous submissions. All submissions must be formally acknowledged upon receipt to assure stakeholders that their concerns are being taken seriously and will be processed within defined timelines. Contact information for all recourse channels must be visibly displayed at community meeting points, project sites, PA buffer zone locations, and FDA offices across all project counties, and the possibility of filing a complaint anonymously or confidentially must be clearly communicated to all stakeholders, particularly those at risk of retaliation.

**Systematic Registration** Every grievance received through any channel must be systematically registered in a centralized complaints register maintained by the PIU Social Specialist. The register must capture the date of receipt, nature of the complaint, complainant details (or anonymous reference number), the channel through which it was submitted, the assigned responsible officer, and the current status of resolution. Systematic registration ensures that no complaint is lost, enables trend analysis, and provides an auditable record of GM performance for reporting to the World Bank and public disclosure purposes.

**Case Assessment** Upon registration, each grievance must be assessed to determine whether it falls within the mechanism's scope, the level at which it should be resolved (community, district/county, or national), and the urgency or sensitivity of the case including whether it involves SEA/SH, allegations against enforcement staff, or retaliation risks requiring immediate escalation. This assessment step ensures that resources are allocated appropriately and that complex or sensitive cases are not processed through the standard pathway where a specialized response is required.

**Comprehensive Review** Each in-scope grievance must be thoroughly assessed to understand its full context and nuances, gather relevant perspectives from all parties, review applicable project documents and commitments, and explore potential pathways for resolution. For grievances involving community-level disputes, this review should include consultation with the affected parties and, where appropriate, independent verification through field visits by PIU staff or regional community liaison officers.

**Resolution Options Including Escalation and Third-Party Mechanisms** The mechanism must offer a range of resolution approaches tailored to the nature and complexity of each dispute, with clear and known processing times established and communicated to all complainants at the point of registration. For straightforward complaints, resolution by the relevant Grievance Committee at community or district/county level guided by predefined standards and an established appeals process is appropriate. For disputes that cannot be resolved at the community or district level, a clear escalation mechanism must be activated to bring the case to the National Grievance Committee. Where a voluntary agreement between parties proves elusive even at national level, third-party mediation or arbitration by an independent body provides an impartial pathway forward. In all cases, complainants retain the right to external recourse including through the Office of the Ombudsman, the Environmental Protection Agency, the World Bank's Grievance Redress Service, and the Inspection Panel which must be communicated clearly and in accessible language



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to all project-affected persons.

**Pre-Training of Staff and Grievance Committee Members** All staff involved in administering the GM including PIU staff, regional community liaison officers, members of Community Grievance Committees, District/County Grievance Committees, and the National Grievance Committee must receive dedicated pre-training on GM procedures, confidentiality obligations, handling of sensitive complaints (including SEA/SH), conflict of interest protocols, and reporting requirements before the mechanism becomes operational. Refresher training must be provided at the midpoint of the project and whenever new staff or committee members are onboard.

**Ongoing Management: Tracking, Reporting, and Regular Communication** To maintain trust and accountability, all grievances must be monitored from submission to final resolution, with regular updates provided to complainants on the status of their cases within the processing timelines established by the GM. The PIU must produce quarterly GM performance reports tracking the total number of complaints received by category, channel, geographic area, and complainant profile (including gender and vulnerable group disaggregation), as well as resolution rates, average processing times, and any pending or escalated cases. These reports must be shared with the World Bank and semi-annually disclosed publicly on the FDA website and open-data dashboard to ensure transparency and accountability.

**Feedback Mechanisms and Continuous Improvement** Feedback mechanisms must be embedded throughout the GM to allow for the continuous refinement of procedures based on stakeholder input. This includes annual community-level feedback sessions in which the PIU reports back to affected communities on GM performance, resolution outcomes, and any systemic issues identified. The GM must function as a tool for organizational learning pinpointing recurring complaint types, systemic gaps in project implementation, and patterns indicating broader policy or design failures and feeding these insights into annual SEP updates, project supervision reports, and where necessary, project restructuring proposals. By incorporating these elements, the GM not only addresses individual grievances but also strengthens relationships between the project and affected communities and fosters long-term conflict prevention across all four project components.

## 7.4 Potential Complaints

Potential complaints and claims that may arise during the implementation of the project may include, but are not limited to, the following issues:

- The disruption of economic activities (jobs and income),
- Exclusion from project benefits
- Selection of beneficiaries
- Gender-based violence, including sexual exploitation and abuse, sexual harassment
- Conflicts related to the influx of labour
- Natural resource management
- Land, access restrictions, resettlement, compensation
- Pollution and nuisances during infrastructure rehabilitation work
- The presence and operation of infrastructure
- Procurement-related grievances from transparency and fairness of selection, exclusion of local suppliers and businesses, matching grants and beneficiary selection, delayed or non-payment of contractors, conflict of interest and corruption allegations etc
- Stakeholder engagement, consultations including exclusion from consultations, inadequate notice and timing of consultations, lack of feedback, elite capture of consultation processes, retaliation against complainants, FPIC violations, inaccessibility of the GM etc. Other environmental and social impacts arising from project activities



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- Other concerns related to the implementation of project activities
- Role of Security personnel in protected areas
- Grievances arising from or likely to arise from managing PAs, including enforcing the restrictions on access and the conduct of certain activities.

## 7.5 GRM Structure under the Liberia Forest Sector Project

The closed LFSP operated a functional and accessible Feedback and Grievance Redress Mechanism (FGRM). The LFSP supported PAs/PPAs (Sapo, Gola, Lake Piso, and Wonegizi). The LSFP established Grievance Redress Committees (GRCs) in all four landscapes (Lake Piso Multiple Use Reserve (LPMUR), Gola National Park (GNP), Sapo National Park (SNP), and the Wonegizi Proposed Protected Area (WPPA) with consolidated FGRM reports prepared covering all four project landscapes. The FGRM system was also hosted by the EPA which is embedded into the REDD+ Safeguards Information System (SIS) a public web-based platform, but it is not operational.

Under the LiFE project, support will be provided to selected PAs including the Gola Forest National Park and Lake Piso Multiple Use Reserve including project areas across six counties (Gbarpolu, and Lofa, in the Northwest cluster, and Rivercess, Grand Bassa, Grand Gedeh, and River Gee in the Central North and Southwest clusters).

The LiFE GM will retain the LFSP's three-tier community - county - national structure and processes, and include the following improvements informed by LFSP:

- Establishing the SEAH/GBV ST as a mandatory dedicated pathway for all GBV/SEA/SH complaints.
- Implementing multi-channel access including a toll-free hotline, suggestion boxes, online portal, email, and social media two months from project effectiveness.
- Ensuring the GM covers all project components including selected PA landscapes with Social Intermediation NGOs actively collecting complaints across CFMA areas, restoration sites, and commercial forestry operations.
- Training GRC members.
- Establishing a centralized GRM case registry at the FDA PIU that aggregates cases from all levels and counties, ensuring the PIU is always informed of all project-related complaints.
- Referral pathways for FPIC-related complaints, security personnel complaints, and access restriction complaints to the FDA PIU and World Bank.

## 7.7 Levels of the Grievance Mechanism

**intake channels established in all six SOP I counties:** Physical complaint intake channels including suggestion boxes, community notice boards displaying GM contact information, and designated Community Grievance Committee (CGC) focal points have been established and are operational in all six SOP I target counties two months after project effectiveness;

(c) **GM procedure publicly disclosed in local languages:** The GM complaint submission guide, including all available channels, processing timelines, the right to anonymous submission, and external recourse options, has been translated into the primary local languages of the project area (e.g Vai, Gola, and Mandingo etc) and has been publicly disclosed through community radio broadcasts, community notice boards, and distribution of printed materials in project communities;

(d) **GM tracking register established:** A centralized GM case tracking register whether in paper or digital form has been established within the FDA PIU, is operational, and is capable of recording all complaints two months from the date of effectiveness, including date of receipt, nature of complaint, complainant reference number, assigned responsible officer, and current resolution status.

The FDA PIU shall confirm fulfilment of all four conditions to the World Bank Task Team in writing prior to the project's effective date. Evidence of operationalization including photographs of suggestion boxes, community meeting records confirming GM disclosure, translated GM materials, and a screenshot or copy of the tracking register shall be submitted as part of the ESCP requirement of two months after project effective date.

In accordance with the project ESCP, the FDA PIU shall establish, publicize, maintain, and operate an accessible grievance mechanism, to receive and facilitate resolution of concerns and grievances in relation to the Project, promptly and effectively, in a transparent manner that is culturally appropriate and readily accessible to all Project-affected parties, at no cost and without retribution, including concerns and grievances filed anonymously, in a manner consistent with ESS10.

The grievance mechanism shall be equipped to receive, register, and facilitate the resolution of SEA/SH complaints, including through the referral of survivors to relevant gender-based violence service providers, all in a safe, confidential, and survivor-centered manner.

Multiple grievance uptake locations and multiple channels for receiving must be available for aggrieved parties to file and receive redress to their complaint(s). The means of filing a complaint include (table 10).

**TABLE 10:GM ACCESS CHANNELS**

| Channel | Description | Responsibility |
|---|---|---|
| Dedicated Toll-free telephone hotline[38] | Dedicated GM hotline operational during business hours; available in English and key local languages through Social Intermediation NGO operators | FDA PIU GM Officer, Social Specialist; Social Intermediation NGOs |
| Physical suggestion / complaint boxes | Installed at CFMB offices, FDA Regional Offices, community notice boards, and SEC facilities in each of the six SOP 1 counties; emptied weekly | Social Intermediation NGO |
| In-person submission | To CGRC focal point, Social Intermediation NGO, Community Extension Officer, or FDA Regional Office | Community Extension Officers; Social Intermediation NGOs |
| Written submission | Physical mail to FDA PIU or county-level FDA Regional Office | FDA PIU GM Officer, Social Specialist |
| Email[39] | Dedicated GM email address managed by FDA PIU Social Specialist | FDA PIU GM Officer, Social Specialist |
| Online portal | Accessible through the FDA website | FDA PIU IT Support |
| Social media (Messenger, WhatsApp etc. (pictures for additional evidence); | Monitored FDA project page through which complaints may be submitted by message | FDA PIU GM Officer, Social Specialist communications and stakeholder engagement specialist |
| GBV/SEA/SH - confidential channel | Separate, confidential reporting channel from the general hotline; managed by the SEAH/GBV ST to protect survivor identity | FDA PIU GBV Specialist and SEAH/GBV Team |

The FDA PIU shall prepare a dedicated Grievance Mechanism (GM) Manual. The GM Manual is a standalone operational document that translates the principles, channels, tiers, and processes described in the ESMF and the SEP into detailed, step-by-step procedural guidance for all parties responsible for implementing the GM including PIU staff, FDA Regional Foresters and their

[38] The toll-free number will be established and shared with stakeholders once the GM Manual is approved

[39] The email address to be set up for aggrieved parties to submit project related complaints will be available to anyone who wants to lodge a complaint. However, for confidential purposes, only certain staff members will be allowed to enter that email (using a password) to access and download complaint messages sent through that email.



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designated E&S Focal Points/Committees, community grievance focal points/committees, CFMB Executive Committees, private sector service providers, and civil works contractors. The GM Manual shall be prepared during the project preparatory phase and must be finalized, translated into the primary local languages of the project area, and publicly disclosed through the FDA website, and community-level distribution prior to project effectiveness.

**Independent Grievance Mechanism Verification Firm/NGO: Third-Party Monitoring Role**

Distinct from and independent of the FDA PIU GM Officer who is responsible for the day-to-day operational management of the GM, the project will engage an independent GM Verification Firm or NGO to serve as a third-party monitor of GM performance. This independent firm or NGO will be hired no later than one month from the Project's Effective Date and will have no operational role in receiving, registering, or processing complaints. Its mandate is solely one of independent verification: to assess whether the GM has been fully operationalized in accordance with the four conditions defined in Section 7.6; to verify that grievances recorded in the GM tracking register have been responded to within the prescribed processing timelines; to assess the quality, fairness, and impartiality of resolutions reached at all four GM tiers; to confirm that complainants particularly vulnerable and disadvantaged groups, seasonal PA users, and those who have raised complaints against FDA enforcement personnel have received timely and meaningful responses; and to identify any systemic patterns of unresolved complaints, procedural gaps, or risks of retaliation that the operational GM structure may not be positioned to detect or report objectively. The independent firm or NGO will submit its verification findings to the World Bank Task Team on a semi-annual basis, and its reports will be publicly disclosed on the FDA open-data portal as part of the project's commitment to transparent and accountable grievance management. Where the verification firm or NGO identifies material failures in GM operationalization or response quality, it is mandated to escalate its findings directly to the World Bank Task Team and, where the failure involves complaints within Tier 4 categories, to the Task Force GM Oversight Panel.

With respect to SEA/SH complaints specifically, the independent GM Verification Firm or NGO's role is strictly limited to verifying at the systemic level that a dedicated, functional, and confidential SEA/SH reporting channel has been established and is operational, that survivors are being referred to relevant GBV service providers in a safe and survivor-centered manner, and that aggregate anonymized SEA/SH complaint data is being tracked and reported; the independent firm or NGO shall have no access to individual SEA/SH case data and no role in receiving, investigating, or following up on individual SEA/SH complaints, all of which remain the exclusive responsibility of the FDA PIU GBV Specialist.

## 7.7 GM Institutional Structure- Three-Tier System

### 7.7.1 Community Level- Community Grievance Committee (CGC)- Tier 1

The Community Grievance Committee (CGC) is the first point of contact for all project-related complaints and concerns at the community level and is established in each CFMA area, protected area buffer zone, and restoration site across the six SOP 1 counties. The CGC is the entry point for the majority of complaints expected under the LiFE Project, given that the project's primary beneficiaries and most directly affected parties are forest communities, smallholder farmers, NTFP producers, and landowners whose day-to-day interactions with project activities occur at the community level. The CGC is designed to be close, accessible, and trusted building on existing traditional and community governance structures while ensuring that its composition and processes meet the project's gender inclusion, non-discrimination, and ESF compliance requirements.



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The CGC is composed of seven members: the CFMB Chairperson or a designated CFMB representative, who serves as CGC Chair; the Community Extension Officer, who serves as the direct communication link between the CGC and the FDA PIU and is responsible for ensuring that all complaints are entered into the centralized GM case registry; a Women Leader representative; a Youth Leader representative; a representative of Project Affected Persons (PAPs) in the community; and a Social Intermediation NGO focal point. A minimum of 40 percent women must be represented on every CGC, and all sessions involving women complainants must be facilitated by a female committee member to ensure safe and confidential engagement.

The CGC has jurisdiction over complaints amenable to community-level resolution within its geographic area including minor boundary disputes within a CFMA, concerns about access to and use of community forest resources, disputes arising from the local implementation of matching grant subprojects, interpersonal conflicts stemming from CFMB governance processes, and concerns about exclusion from community meetings or project benefits at the local level. The CGC does not have authority over complaints involving security personnel conduct, enforcement operations, FPIC violations, or institutional actors above the community level these are referred immediately and without investigation to the appropriate higher tier or dedicated pathway. In particular, any complaint involving GBV/SEA/SH received at the CGC level must be immediately and confidentially referred to the SEAH/GBV Safeguarding Team (SEA/SH/GBV ST) without the CGC conducting any independent investigation or disclosing the identity of the survivor to unauthorized parties.

Upon receipt of a complaint, the CGC registers it within two working days and issues the complainant with an acknowledgement of receipt and a case reference number within three working days. The CGC then convenes to assess the complaint and determine the most appropriate approach to resolution whether through site investigation, a consultation meeting, or mediation and notifies the complainant of the proposed approach and timeline within five working days of receipt. Following investigation or consultation, the CGC presents its proposed resolution to the complainant. Where the complainant accepts the resolution, the agreed actions are implemented within the agreed timeframe, the complainant signs a Complaint Resolution Form confirming satisfaction, and the case is formally closed in the GM registry. Where the complainant does not accept the proposed resolution, the complaint is formally escalated to the District Grievance Committee (DGC) or County Grievance Redress Committee (County GRC) within five working days, with the complainant notified in writing of the escalation and the next steps. In all cases whether resolved or escalated the CGC transmits the case record to the FDA PIU Social Safeguards Officer through the Social Intermediation NGO within five working days of receipt, ensuring the PIU is always informed of all project-related complaints regardless of their resolution status at community level. The target resolution timeline at CGC level is 7 to 10 working days from receipt (Table 11).

**TABLE 11:COMMUNITY LEVEL- COMMUNITY GRIEVANCE COMMITTEE (CGC)**

| | **Details** |
|---|---|
| **Institution** | Community Grievance Committee (CGC) |
| **Composition** | (i) CFMB Chairperson or designated CFMB representative serves as CGC Chair; (ii) Community Extension Officer serves as the direct communication link between the CGC and the FDA PIU; (iii) Women Leader representative; (iv) Youth Leader representative; (vi) Representative of Project Affected Persons (PAPs); (vii) Social Intermediation NGO focal point who supports documentation and reporting |
| **Gender requirement** | Minimum 40% women on the CGC; all sessions involving women complainants to be facilitated by a female committee member |
| **Jurisdiction** | First point of contact for all project-related complaints at community level; builds on traditional and local dispute resolution systems; handles complaints amenable to |



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|---|---|
| | community-level mediation within CFMA areas, restoration zones, and protected area buffer zones in the six SOP 1 counties |
| **Complaints the CGC can resolve** | Minor boundary disputes within a CFMA; access to and use of community forest resources; local implementation of matching grant subprojects; interpersonal disputes arising from CFMB governance; concerns about exclusion from community meetings or project benefits at local level |
| **Complaints the CGC must escalate immediately** | GBV/SEA/SH complaints (→ SEAH/GBV ST); complaints involving security personnel conduct (→ FDA PIU Project Coordinator); FPIC violations (→ FDA PIU Social Development Specialist and World Bank); access restriction complaints imposed by enforcement operations (→ County GRC and FDA Regional Forester) |
| **Process** | Step 1: Receipt and Registration (within 2 working days); Step 2: Acknowledgement to complainant (within 3 working days); Step 3: Assessment and approach (within 5 working days); Step 4: Investigation / consultation; Step 5: Proposed resolution and consensus check; Step 6: Implementation and case closure OR escalation to District/County level |
| **Resolution timeline** | 7–10 working days from receipt |
| **Escalation trigger** | Complainant does not accept CGC resolution → referred to District / County GRC within 5 working days |
| **Reporting to FDA PIU** | All complaints received regardless of resolution status transmitted to the FDA PIU Social Safeguards Officer via the Social Intermediation NGO within 5 working days of receipt; entered the centralized GM case registry |

### 7.7.2 District/County Level District Grievance Committee (DGC) /County Grievance Redress Committee (County GRC)- Tier 2

The District Grievance Committee (DGC) and County Grievance Redress Committee (County GRC) is the second tier of the LiFE GM and operate under the Ministry of Local Government (MLG) administrative structures at district and county level respectively across the six SOP 1 counties. This tier handles complaints that have not been resolved at the community level, inter-community disputes that cross CFMA or village boundaries, complaints involving institutions or actors above the community level, and complaints from communities or areas where a CGC has not yet been established. The DGC and County GRC involves local administrative authorities, FDA technical officers, civil society representation, and community leadership to provide robust forum for complaint resolution than the community tier alone can offer.

The DGC and County GRC are each composed of eight members: the District Commissioner or Assistant County Superintendent for the relevant administrative area, who serves as Chair; the FDA Regional Forester for the relevant county, an EPA County Representative, responsible for complaints with environmental compliance; the Project District or County Focal Point, the FDA PIU Social Safeguards Officer or a designated Social Intermediation NGO representative who is responsible for documentation, GM registry management, and reporting to the FDA PIU; a Paramount Chief or representative of the relevant Traditional Council; a Women Leader representative; a Youth representative; and a CSO or Social Intermediation NGO representative in a supporting capacity. This composition ensures that the committee has administrative authority, technical knowledge, community legitimacy, and gender-sensitive representation needed to assess and resolve the range of complaints likely to escalate beyond the community level under the LiFE Project.

The County GRC has jurisdiction over complaints unresolved at the CGC level, inter-community disputes crossing CFMA boundaries for example competing land claims between adjacent communities or disputes over shared restoration sites, complaints involving project activities implemented at county or landscape level, and complaints requiring referral to relevant government institutions. As at the community tier, any GBV/SEA/SH complaint received at this level whether directly or on escalation from



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the CGC must be immediately and confidentially referred to the SEAH/GBV ST without delay or independent investigation.

Upon receipt of an escalated or directly submitted complaint, the DGC or County GRC acknowledges receipt and issues a case reference number within three working days. The committee then convenes to determine the most appropriate approach investigation, hearing, site visit, technical assessment, or referral to a relevant government institution and notifies the complainant of the proposed process and timeline. Following the investigation or hearing, the committee presents its proposed resolution to the complainant. Where the complainant accepts the resolution, the agreed actions are implemented, the complainant signs a Complaint Resolution Form, and the case is formally closed, with the FDA PIU Social Safeguards Officer updating the centralized GM case registry accordingly. Where the complainant does not accept the proposed resolution, the complaint is formally escalated to the National Grievance Committee at the FDA PIU within ten working days, with the complainant notified in writing of the escalation, the national-level process, and the available external recourse options. All cases received at this tier, resolved or escalated, are transmitted to the Members of the PIU Level GRC within five working days of receipt, with updated resolution status reported weekly. The target resolution timeline at the DGC and County GRC level is 10 to 15 working days from receipt (Table 12)

**TABLE 12:DISTRICT/COUNTY LEVEL DISTRICT GRIEVANCE COMMITTEE (DGC) /COUNTY GRIEVANCE REDRESS COMMITTEE (COUNTY GRC)**

| | **Details** |
|---|---|
| **Institution** | District Grievance Committee (DGC) at district level; County Grievance Redress Committee (County GRC) at county level operating under the Ministry of Local Government (MLG) administrative structures in each of the six SOP 1 counties |
| **Composition** | (i) Chair: District Commissioner or Assistant County Superintendent for the relevant district/county; (ii) FDA Regional Forester for the relevant county; (iii) EPA County Representative; (iv) Project District / County Focal Point (FDA PIU Social Safeguards Officer or designated Social Intermediation NGO); (v) Local Leaders, Paramount Chief or representative; (vi) Women Leader representative; (vii) Youth representative; (viii) CSO / Social Intermediation NGO representative |
| **Jurisdiction** | Handles complaints unresolved at community level; inter-community disputes crossing CFMA boundaries; complaints involving institutions or actors above the community level; complaints from multiple communities about the same project activity; complaints in areas where no CGC has yet been established |
| **Process** | Step 1: Receipt and Acknowledgement (within 3 working days); Step 2: Assessment- DGC meets to determine approach (investigation, hearing, site visit, or referral to relevant government institution); Step 3 : Investigation / hearing: conducts hearings and site visits as necessary, records all findings in the District / County Grievance Register; Step 4: Proposed resolution and consensus check; Step 5: Implementation and case closure OR escalation to National / FDA PIU level |
| **Resolution timeline** | 10–15 working days from receipt |
| **Escalation trigger** | Complainant does not accept DGC / County GRC resolution → complainant may appeal to the National / PIU Level within 10 working days |
| **Referral pathways** | GBV/SEA/SH → SEAH/GBV ST (immediate, at any level) |
| **Reporting to FDA PIU** | All cases transmitted to the FDA PIU Social Safeguards Officer within 5 working days of receipt; updated resolution status transmitted weekly; entered into the centralized GM case registry |



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### 7.7.3 FDA PIU-Level GRC (National)-Tier 3

A GRC shall be set up at the FDA PIU level. This committee shall be comprised of a mix of management and technical staff of the FDA PIU including technical managers and relevant agencies related to the project. The FDA PIU GM Officer shall serve as the permanent secretariat of the FDA PIU-Level GRC. Members of the PIU Level GRC shall include the PIU's GM Officer, Social Specialist, GBV Specialist and the Communications and Stakeholder Engagement Expert and relevant representatives of implementing agencies. The number of persons shall be odd numbers, five (5) or seven (7) and should be decided by the PIU. The Project's GM Officer, shall serve as the secretary of the GRC at the PIU Level and be responsible for leading on documenting complaints. He/she shall receive all complaints, officially register those complaints, and coordinate with members of the PIU Level GRC to investigate and provide redress to complaints in a timely manner. Members of the committee will meet to resolve grievances that could not be resolved at the Community level as well as new complaints brought to their attention.

Depending on the severity of the complaint, the FDA PIU may refer to the grievance to the Project Steering Level (Committee), which consists of senior staff from the Government entities that constitute the Project Steering Committee. The PSC will include representatives from the public sector (FDA, EPA, MoA, LLA, LRA, MoJ, MoFDP, MoL, MoCI), private sector organizations, NGOs, and the National Union of Community Forestry Development Committees (NUCFDC). This could be grievances for which the complainants' (often a community or group of people) demands for resolution are way beyond the ability of the project to handle, or complaints which the complainants file directly with a parliamentary committee or other higher governmental body for resolution. Such situations are rare, but where they have occurred, the intervention of a higher authority or body (like the Project Steering Committee) has often been sought by the Project to resolve the reported complaint(s) (Table 13).

**Channel for Reporting at the FDA PIU** includes the following steps:

- Write a communication to the FDA Central Office Whein Town Mount Barclay Liberia
- Send an email (dedicated GM email address TBD) or contact FDA through https://www.fda.gov.lr/contact
- Report in person to the FDA Central Office Whein Town Mount Barclay Liberia
- Call the Project Coordinator; GM Officer, Social Specialist/GBV Specialist *(+231 770190096*)
- Call the LiFE-P Grievance number (Toll free number TBD)

The hotline should be managed by the FDA PIU GM Officer, Social Development and GBV Specialist at national level, with dedicated hotline arrangements to the Social Intermediation NGOs at county level for complaints originating in the SOP 1 counties. All calls must be logged into the central GM case registry within 24 hours of receipt. The SEAH/GBV ST must have a separate, confidential channel distinct from the general hotline for GBV/SEA/SH complaints to protect survivor identity.

#### 7.7.3.1 The Project Steering Committee (PSC) Level GRC (National)- Tier 3

The Project Steering Grievance Committee (PSGC) shall be set up by the FDA PIU and shall consist of five (5) senior/junior staff members and the PIU's Social Specialist and GBV Specialist who shall serve as the secretary on the committee. The PSGC membership shall contain the relevant agency of the LiFE-P that can facilitate the resolution of grievances forwarded to the committee. This includes access to legal advice from the Law Officers Department. The PSGC Chairman will direct the FDA PIU to deal with all grievances in an appropriate manner and if necessary, to designate members or others to assist or intervene directly in resolution activities (Table 13)



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**TABLE 13:NATIONAL LEVEL: NATIONAL GRIEVANCE COMMITTEE (NGC) / FDA PIU GRIEVANCE REDRESS COMMITTEE (PIU GRC)/PSC**

| | Details |
|---|---|
| **Institution** | FDA PIU-Level GRC (National) operating under the FDA PIU and the Project Steering Committee (PSC); also referred to as the PIU Grievance Redress Committee (PIU GRC) |
| **Composition** | (i) Chair: FDA PIU Project Coordinator; (ii) FDA PIU Environmental Specialist; (iii) FDA PIU Social Development, (iv) FDA PIU GBV Specialist (v) FDA PIU Communications and Stakeholder Engagement Expert; (vi) Representative of the Ministry of Local Government (MLG); (vii) EPA Representative; (vi) Representative of relevant sector agency depending on complaint nature (LLA for land; MoJ for legal; MOGCSP for gender); (vii) Project Steering Committee (PSC) Representative where complaint warrants PSC involvement |
| **Jurisdiction** | Final internal tier for unresolved complaints; complaints involving national-level institutions or FDA regulatory decisions; systemic or cross-county complaints; complaints with significant E&S implications; FPIC-related complaints escalated from lower levels |
| **Process** | Step 1: Receipt and Acknowledgement (within 3 working days); Step 2: Review of full case record from lower GM tiers; Step 3 — Additional investigation if required including field visits, hearings, and stakeholder consultations; Step 4: Proposed resolution and final consensus check; Step 5: Implementation and formal case closure OR notification of external recourse options |
| **Resolution timeline** | 21 working days from receipt |
| **If unresolved at PIU GRC level** | Complainant is informed in writing of all available external recourse options; World Bank is notified of any serious incident in accordance with the ESCP |
| **Reporting** | All PIU GRC cases entered into the centralized GM case registry; included in quarterly GM monitoring reports and semi-annual E&S monitoring reports to the World Bank |

The existence of this GM structure does not preclude aggrieved parties from resorting to the in- country judicial system (Courts) to resolve grievances directly or in the event they are not satisfied with the outcomes of the project Grievance Mechanisms. A person dissatisfied with the outcome of the Grievances at the Community, District, PIU or National/Higher level could also resort to Alternative Dispute Resolution or go to Court to seek legal remedy. Both PIU-based and local-level grievance mechanisms will be established *within two months after the project effective date* of the project's commencement to address non-sensitive and minor complaints.

However, for sensitive cases involving sexual exploitation, abuse, or harassment (SEA/SH/GBV), specialized reporting channels will be created with clear protocols (see section 7.14). These will include carefully vetted local contact persons and confidential entry points, identified through consultations with women and girls conducted in safe, gender-segregated settings. This dual approach ensures cultural appropriateness while maintaining safeguards for vulnerable groups. The project acknowledges and respects the existing traditional conflict resolution systems within local communities. Many disputes, particularly those involving customary issues such as land boundaries or inheritance, can often be effectively resolved through these established mechanisms without project or government intervention, frequently with the involvement of family structures, village elders, or traditional leaders.



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### 7.7.4 Task Force for the Forest Economy: GM Oversight Panel (Tier 4)

Tier 4 involves the Task Force for the Forest Economy[40] operates independently of FDA management as a national oversight mechanism, receiving and reviewing specific categories of escalated complaints with the independence to act on findings related to complaints on concession awards and community forestry decisions. Its establishment provides a dedicated, structurally independent escalation pathway for governance-sensitive complaint categories.

**Composition of the Task Force GM Oversight Panel**

The Task Force GM Oversight Panel is a standing sub-function of the Task Force for the Forest Economy, established under the Task Force's Terms of Reference. It draws from the full Task Force membership and is convened specifically for GM oversight purposes. Its composition is as follows (Table 14):

**TABLE 14:COMPOSITION OF THE TASK FORCE GM OVERSIGHT PANEL**

| Member | Institution | Role in GM Oversight Panel |
|---|---|---|
| Co-Chair 1 | Ministry of Finance and Development Planning (MFDP) | Co-Chair of Panel; receives all escalated complaint referrals; convenes emergency sessions when automatic escalation threshold is triggered |
| Co-Chair 2 | Forestry Development Authority (FDA) Managing Director | Co-Chair of Panel; recuses from deliberations where the complaint involves FDA senior management, board members, or the Managing Director personally |
| Panel Member | Liberia Revenue Authority (LRA) | Reviews complaints involving royalty payments, tax obligations, and revenue sharing from concession decisions |
| Panel Member | Liberia Land Authority (LLA) | Reviews complaints involving land tenure disputes, communal land deeds, and CFMA boundary overlaps |
| Panel Member | Environmental Protection Agency (EPA) | Reviews complaints involving environmental non-compliance, PA management decisions, and related enforcement actions |
| Panel Member | Ministry of Justice (MoJ) | Provides legal review of complaints involving potential violations of national law, including CRL 2009, Land Rights Act 2018, and NFRL 2006 |
| Panel Member | Liberia National Police (LNP) | Reviews complaints involving alleged criminal conduct, illegal logging enforcement, and conduct of security personnel |
| Independent Observer | Civil Society Representative | Provides civil society oversight of Panel deliberations; ensures community voices and interests are represented; has observer status with the right to submit written dissenting opinions |
| Secretariat | FDA PIU GM Officer | Provides administrative support to the Panel: compiles complaint dossiers, circulates materials, records minutes, tracks action points, and reports on resolution status without participation in deliberations |

**Mandate and Functions of the Task Force GM Oversight Panel**

The Task Force GM Oversight Panel has the following mandate and functions within the LIFE-P GM:

[40] The Task Force on the Forest Economy - Ministry of Finance and Development Planning (MFDP), Forest Development Authority (FDA), Liberia Revenue Authority (LRA), Environmental Protection Agency (EPA), Liberia Land Authority (LLA), Ministry of Agriculture (MoA), Ministry of Mines and Energy (MME), Liberia Institute of Statistics and Geo-Information Services (LISGIS), National Climate Change Steering Committee (NCCSC), Ministry of Justice (MoJ), Liberia National Police (LNP)



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1. **Receipt of Escalated Complaints:** The Panel receives and reviews complaints in the following specific categories, regardless of whether they have been previously reviewed at Tiers 1 through

- Complaints relating to concession awards including allegations that a concession was awarded through a non-transparent process, to a politically connected party, or in violation of community consultation requirements under the CRL 2009, NFRL 2006, or Land Rights Act 2018
- Complaints relating to community forestry decisions including allegations that CFMA establishment, benefit-sharing arrangements, or community forest management plans were influenced by elite capture, local power imbalances, or inadequate community validation
- Complaints relating to enforcement decisions including allegations that enforcement actions (or the absence thereof) regarding illegal logging, boundary encroachment, or royalty non-payment were influenced by political interference or corruption
- Complaints against FDA board members, senior management, concession review panel members, or politically exposed persons with an interest in project activities
- Complaints where the complainant has expressed a reasonable and documented fear that their complaint cannot be handled fairly within the FDA management structure

**2. Automatic Escalation Review:** The Panel is the designated body for automatic independent review when the escalation triggers automatic independent review when complaints about a concession is triggered. Upon activation, the Panel must be convened within 10 working days of notification by the GM Officer.

**3. Anti-Elite-Capture Oversight:** The Panel ensures that elite capture complaints defined as allegations that benefit from concession awards, community forestry decisions, or enforcement actions have been diverted to political elites, FDA officials, or well-connected actors are examined by a body with sufficient independence and seniority to act on findings. Panel findings on elite capture complaints are submitted directly to the MFDP Co-Chair for onward referral to the relevant accountability bodies (Liberia Anti-Corruption Commission, General Auditing Commission, or the Office of the Ombudsman) where the Panel determines that the evidence warrants further investigation.

**4. Reporting and Transparency** the Panel produces a **biannual GM Oversight Report** summarizing: the number and categories of complaints received; the Panel's deliberations and decisions on each complaint; any recusals recorded; cases referred to external accountability bodies; and the residual elite capture risk assessment. This report is submitted to the World Bank Task Team

**5. Coordination with the World Bank** All complaints reviewed by the Panel that involve potential violations of World Bank Environmental and Social Standards, allegations of fraud or corruption, or matters of significant reputational risk to the project must be communicated to the World Bank Task Team within 5 working days of the Panel's receipt of the complaint referral.

## 7.8 Grievance Management Procedures

The grievance management procedures described in this section are activated one month after the date of project effectiveness. The FDA PIU GM Officer to be recruited within one month after project effective date is responsible for implementing these procedures within two months from effectiveness. All procedural steps complaint receipt, registration, screening, assessment, response formulation, and closure must be followed from Day 1 of implementation. See Section 7.6 for the full definition of GM operationalization conditions that must be met two months after effectiveness.

Figure 3 below depicts the general stages for the GM, and Figure 4 provides the main channel



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through such the GM would take complaints or feedback and provide follow-up support.

**FIGURE 3:STAGES IN GM CASE HANDLING**

**FIGURE 4:GM CHANNELS**

## 7.9 General Complaints Handling Process

The following standard procedures will be used in responding to complaints in the project:

**Step 1: Receive and Register a Complaint**

The project will enable aggrieved stakeholders ("complainants") to communicate their grievances through a variety of channels (e.g. Toll-free line phone, letter, walk-in, email, website, meeting, etc.), which will allow people to inform the project about concerns directly and if necessary, anonymously or through third parties shown in Figure 5. Complaints will be made, ideally, but if received verbally, the project contact person (the dedicated FDA PIU GM officer) and community-level complaint intake channels

established in all six target counties will ensure written documentation is made and that the complaint is dated and recorded.

The project will ensure that procedures are effective, convenient, culturally appropriate, simple to understand, and easy to use. The grievance register will contain the information outlined in Box 1 below. See Appendix 8 for a Sample of the Grievance Register/Log. The main requirements of complaint registers to be maintained on site are depicted in Figure 5 below.

The complaint register will include:

- Unique reference number
- Date of the complaint
- Name of the complaints (in case of non-anonymous enquiries and grievances) Gender, location and address of the complainant(s)
- Content of the complaint
- Identification of parties responsible for the addressing and resolution of the issue, Dates when the investigation of the complaint was initiated and completed
- Findings of the investigation
- Information on proposed corrective actions to be sent to the initiating party (unless it was anonymous) and the date of the response sent on measures of redress Deadlines for internal actions required from Project's staff
- Indication of whether a statement of satisfaction was received from the person who lodged the grievance, or a reason for non-resolution of the grievance
- The date of resolution
- Any outstanding actions for non-closed grievances

FIGURE 5:COMPLAINTS REGISTER REQUIREMENTS

**Step 2: Screening and Processing Complaints**

The project will assign focal points at different levels for receiving and registering complaints from stakeholders and affected persons. The FDA PIU GM officer, including the Environmental and Social Specialists, for the project will have overall responsibility for tracking and following up on issues and complaints raised. They will serve as focal points at the national level. After receiving and registering the complaint, the focal points will establish the eligibility of the complaint received. The following criteria will be used to assess and verify eligibility:

- The complainant is identifiable and has provided a name and contact details.
- The complainant is affected by the project.
- The complaint has a direct relationship with the project. Does the complaint indicate that the programme has caused a negative economic, social, or environmental impact on the complainant or has the potential to cause such an impact? Does the complaint specify what kind of impact has occurred or may occur, and how the programme has caused or may cause that impact?
- The issues raised in the complaint fall within the scope of the issues that the GM is mandated to address.

**Step 3: Establish Grievance Category**

As a result of the screening (see Annex 3 for a sample of the Grievance Screening and Investigation Sheet), the grievance will be assigned to one of the four categories outlined in Table 15 below.



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**TABLE 15: CATEGORY OF GRIEVANCE**

| Category | Description | Required Action |
|---|---|---|
| Category 1 | Complaints that are not related to the project | The project will confirm receipt and discuss with the complainant to understand the issue before responding. If it is confirmed that the complaint is not related to the project, the complainant will be referred to the appropriate project or institution |
| Category 2 | Queries, comments, and suggestions | The project will confirm receipt, and the relevant staff will assist in responding to the queries, comments and suggestions |
| Category 3 | Complaints and concerns which are not criminal or do not require the involvement of police | Complaints may be straightforward and can often be resolved on first contact. If this is not the case, then the complaint may require investigation. The investigation includes gathering documents, proof, and facts, as well as clarifying background information to verify the circumstances surrounding grievance. It will involve coordinating with appropriate authorities, making decisions, proposing resolutions, and implementing agreed actions |
| Category 4 | Complaints and concerns that relate to cases of a criminal nature and will require investigation or intervention by the police or other law enforcement authorities, such as sexual abuse | This will be escalated to the police without any delay. If grievances include more than one issue, the Grievance Officer will ensure that all issues are reviewed and addressed simultaneously to avoid any delays. |

**Step 4: Assess the Complaint**

If the initial assessment establishes the eligibility of the complaint to be pursued, a further assessment will be undertaken to determine the complaint's seriousness. During the assessment, the project gathers information about the case, key issues, and concerns and helps determine whether and how the complaint might be resolved. The project will undertake the following:

- Identify the parties involved.
- Clarify issues and concerns raised by the complaint
- Gather the views of other stakeholders, including those of the project
- Measure/classify impact and urgency in high, medium, or low. Assessing the seriousness of a complaint is not easy, as it could be subject to biases. The seriousness of a complaint is linked to who in the project needs to know about it and whether senior management is advised.

Criteria should be established and could include the following:

  - Severity of the problem,
  - Potential impact on the well-being and safety of an individual or group,
  - Potential impact on the project and
  - Public profile of the issue.

- Determine initial options that parties have considered and explore various approaches for settlement.

Based on the risk-urgency combinations, a composite score will be produced (Table 16 below). Composite scores are generated by cross-multiplying the individual risk and urgency scores.



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**TABLE 16:CATEGORIZATION OF GRIEVANCES - RISK-URGENCY SCORES**

| Urgency (Ranking) | | Risk (Ranking) | | |
|---|---|---|---|---|
| | | High (3) | Medium (2) | Low (1) |
| | High (3) | 9 | 6 | 3 |
| | Medium (2) | 6 | 4 | 2 |
| | Low (1) | 3 | 2 | 1 |

A priority index will be developed based on the composite scores as follows:

- Priority 1: Score 9
- Priority 2: Score 6
- Priority 3: Scores 3 and 4
- Priority 4: Score 2
- Priority 5: Score 1

Priority 1 is critical and accorded immediate attention as it will likely lead to loss of project funds, life, etc. All GBV/SEA/SH complaints are treated as Priority 1 for survivor referral to support services, irrespective of composite score. On the other hand, priority 5 is not urgent, and the impact is low (Table 17).

**TABLE 17:POTENTIAL GBV/SEA/SH PRIORITY INDEX**

| Priority Level | Composite Score | Risk-Urgency | Potential GBV/SEA/SH Issues |
|---|---|---|---|
| Priority 1 | 9 | High Risk + High Urgency | Critical: immediate response required. Applies to active or recent rape, sexual assault, or gang rape of a community member, project worker, or beneficiary; trafficking of women or girls in or around project areas; physical violence against a survivor who has reported a SEA/SH incident; a credible and imminent threat to a survivor's life or safety; or a case involving a minor. The SEAH/GBV ST must be activated within 24 hours, the survivor immediately referred to medical and psychosocial support services, and the World Bank notified directly without delay. Police involvement: Mandatory within 24 hours: Under the Rape Law Amendment Act (2016), rape, sexual assault, and gang rape are criminal offences requiring mandatory reporting to the Liberia National Police (LNP) Gender-Based Violence Unit (GBVU) / Women and Children Protection Section (WCPS). MoGCSP involvement: Mandatory within 24 hours: The GBV Specialist must notify the Ministry of Gender, Children and Social Protection (MoGCSP) GBV Sub-Cluster focal point within 24 hours to activate the national GBV referral pathway, including emergency shelter, psychosocial counseling, legal aid, and survivor economic support. Where the survivor is a child (under 18), the MoGCSP Child Protection Unit must also be notified and the case jointly managed with a MoGCSP Child Protection Officer. |
| Priority 2 | 6 | High Risk + Medium Urgency OR Medium Risk + High Urgency | Serious: urgent response required within 5 working days. Applies to: sexual harassment by a project worker, contractor, or FDA enforcement officer against a community member or fellow worker; non-consensual touching or indecent exposure in or around project sites, CFMA areas, or consultation venues; coercive transactional sex linked to project benefits such as matching grants, training enrollment, |



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| | | | |
|---|---|---|---|
| | | | or employment opportunities; or retaliation against a survivor or witness who has submitted a GBV/SEA/SH complaint through the GM. Police involvement: Mandatory for domestic violence causing bodily harm; facilitated for all other Priority 2 cases: Under the Domestic Violence Act (2019), physical assault causing bodily harm triggers mandatory reporting to the LNP GBVU/WCPS. MoGCSP involvement: Coordination and service referral within 72 hours (with survivor consent): The GBV Specialist notifies the MoGCSP GBV Sub-Cluster focal point within 72 hours to activate psychosocial and social support services. Where the survivor is a minor, MoGCSP Child Protection Unit notification is mandatory. |
| Priority 3 | 3 or 4 | High Risk + Low Urgency OR Medium Risk + Medium Urgency | Moderate: structured response required within 15 working days. Applies to: verbal sexual harassment, unwanted sexual advances, or inappropriate behavior by project workers or community leaders in consultation settings; exclusion or intimidation of women from CFMB governance or consultation processes linked to gender-based power dynamics; threats or pressure against women to withdraw GBV/SEA/SH complaints; or reports of gender-based discrimination in access to matching grants, SEC training, or livelihood support that may constitute economic coercion. Police involvement: Survivor-led referral only. Police involvement is not mandatory at Priority 3. MoGCSP involvement: Case-by-case: The GBV Specialist may notify the MoGCSP GBV Sub-Cluster focal point on a case-by-case basis, at the survivor's request or where patterns of similar complaints across communities suggest a systemic GBV risk requiring a coordinated community-level preventive response. |
| Priority 4 | 2 | Medium Risk + Low Urgency OR Low Risk + Medium Urgency | Low: standard case management required within 21 working days. Applies to unverified or historical reports of past SEA/SH incidents not involving an immediate safety risk; community concerns about inadequate SEA/SH prevention measures at project sites or during consultation events; or complaints that project codes of conduct have not been adequately communicated or enforced by contractors or private sector operators Police involvement: Not activated unless a credible threat is identified. MoGCSP involvement: Coordinated preventive outreach: Where the risk assessment identifies a systemic GBV risk pattern in a specific county or community, the GBV Specialist notifies the MoGCSP GBV Sub-Cluster focal point for coordinated preventive outreach and community-level GBV awareness activities. |
| Priority 5 | 1 | Low Risk + Low Urgency | Negligible urgency: response within 30 working days. Applies to general feedback or requests for information on the project's SEA/SH prevention framework, codes of conduct, or referral pathways; suggestions for improving the accessibility of safe reporting channels for women and girls; or non-specific community concerns about gender dynamics that do not involve a specific incident or identifiable risk. Police involvement: Not applicable. MoGCSP involvement: Not applicable: No MoGCSP notification is required at Priority 5. General feedback and information requests are managed by the GBV Specialist through the standard SEA/SH prevention and awareness framework without external referral. |



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**Step 5: Formulate a Response**

Having completed the complaint assessment, a response will be formulated by the FDA PIU GM officer on how to proceed with the complaint. The response will be communicated to the complainant. The response will include the following elements:

- acceptance or rejection of the complaint
- reasons for acceptance or rejection
- next steps: where to forward the complaint
- a time frame, and
- (if accepted) Further documents or evidence are required for investigation, e.g., field investigations.

The response will consider the complainants' views about the settlement process and provide a specific remedy. The response may suggest an approach for settling the issues or offer a preliminary settlement.

**Step 6: Corrective Actions, Follow-Up, and Closing a Grievance**

The complainant will be informed of the outcome if grievance is resolved. Suppose grievance is unresolved and escalated for consideration and resolution at another level. In that case, appropriate information will be provided to the complainant, including when the case will be passed to a higher level and when the outcome is expected.

The project will consider a closed grievance after an amicable resolution between the parties. In certain situations, however, the project may "close" a grievance under special circumstances, even if the complainant is unsatisfied with the outcome. Such situations, in which the project closes a grievance before a stakeholder is satisfied with the outcome, may arise if the complainant cannot substantiate the grievance or if there is an obvious speculative or fraudulent attempt. In such situations, all steps and efforts are taken to investigate the complaint before concluding. This information will be documented and communicated to the complainant without putting the lives of those who provided the information in danger.

It is, however, important to note that all project staff involved in handling grievances should not dismiss any grievance based on a hasty review and close off an investigation before the complainant has been notified and allowed to provide additional information. Consequently, a decision to close such grievances requires the endorsement of the project coordinator.

After the procedures, an internal report on each grievance, including recommendations, will be prepared and documented. Recommendations may be operational corrective actions or improvements to existing policies or procedures. A corrective action plan should be developed and implemented where possible and appropriate.

Contractors should prepare and submit quarterly reports on complaint handling and resolution to the FDA PIU. The register of all complaints lodged into the project, third-party implementers / contractors / clients' Grievance Mechanism, as well as all information collected in the course of handling procedures, shall be duly filed and archived Liberia Forest Economy Project (LiFE-P), third-party implementers/contractors/clients, ensuring restricted access and, where possible, deploying chain of custody measures.



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TABLE 18:OUTLINE OF RESPONSE TIMELINES FOR THE PROJECT GM

| Step | Activity | Timeframe |
|---|---|---|
| 1 | Receive and register grievance | within 1 day |
| 2 | Notification of receipt | Within 2 business days of receipt of the complaint |
| 3 | Screening/Classification of Grievance for admissibility and preliminary assessment | Within 5 business days of receipt of a complaint |
| 4 | Notification of action | Within 10 business days from receipt of the complaint depending on the type of complaint |
| 5 | Formulation of response | Within 20 business days of receipt of the complaint depending on the type of complaint |
| 6 | Implement/review recommendation(s) and close grievance | within 30 days |

## 7.10 External Recourse Options

Where a complainant is not satisfied with the final resolution issued by the FDA PIU GRC, or where they choose not to engage the internal GM at any stage, they retain the unconditional right to pursue resolution through any of the following external mechanisms. The FDA PIU informs all complainants in writing of these options at the point of PIU GRC final decision, and ensures that this information is also publicly available through the FDA website, community notice boards, and the project's GM procedures documentation (table 19):

TABLE 19:EXTERNAL RECOURSE OPTIONS

| Mechanism | Description |
|---|---|
| Alternative Dispute Resolution (ADR) | ADR centres operating at national and county level in Liberia; accessible where parties prefer mediated resolution outside the formal GM |
| World Bank Grievance Redress Service (GRS) | Allow any individual or community affected by a World Bank-financed project to submit complaints directly to the World Bank at www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service |
| World Bank Inspection Panel | An independent accountability mechanism for complaints about World Bank projects, accessible at www.inspectionpanel.org |
| Courts of Law | National courts of the Republic of Liberia; complainant may pursue legal remedy at any stage |

## 7.11 Appeal Process

Once the redress procedure has been followed and if the complainant is still not satisfied then he/she should be advised of his/her right to legal recourse through a competent court of Law.

## 7.12 Workers' Grievance Mechanism

In accordance with the LMP (annexed to the ESMF) for Liberia Forest Economy Project (LiFE-P), workers on the project will have access to a grievance mechanism where they can report any workplace issue of concern. The grievance mechanism for workers shall be separate from the main project grievance mechanism and shall operate based on the principles of accessibility; confidentiality and cultural sensitivity; fairness, impartiality and protection from retaliation; accountability; adaptation based on severity of the complaint; right to appeal and escalate cases

and continuous improvement.
The grievance mechanism for workers will be a multi-tier system with a lower tier workplace grievance entry point / office and a higher tier for more complex or sensitive cases. The Worker GM (WGM) shall give special considerations and have referral procedures for severe cases related to legal & ethical violations such as sexual harassment, exploitation, or abuse, workplace discrimination, forced labor, human trafficking, or exploitative working conditions, child labor involvement or violations, serious safety risks that have led to injuries or fatalities, retaliation against whistleblowers. For such cases, the project will establish collaboration protocols with relevant statutory and professional services for such cases to get tailored support and remediation.

The mechanism will include multiple accessible channels for submitting grievances, such as comment/complaint forms, suggestion boxes, a dedicated email address, and a telephone hotline. Clear timeframes will be established for responding to and resolving complaints, ensuring timely action. A central grievance register will be maintained to record and track all complaints, along with their resolution status. A designated officer will be responsible for receiving, documenting, and managing the redress process to ensure accountability.

The Supervision Engineer/E&S team will monitor the contractors' implementation of the grievance mechanism, including the recording and resolution of complaints, and will report on progress in their monthly updates. Oversight of the entire process will be conducted by the FDA PIU GM Officer, Social Specialist, GBV specialist, Environmental Specialist and the Project Coordinator, ensuring adherence to established procedures and effective grievance management throughout the project lifecycle.

In terms of implementing Corrective Actions, Follow-Up, and Closing a Grievance, Sub-contractors should present a report to the contractors on completing the agreed action and closing the grievance.

## 7.13 World Bank's Grievance Redress Service

The Grievance Redress Service (GRS) enables individuals and communities to submit complaints directly to the World Bank if they believe that a World Bank-supported project has, or is likely to have, adverse effects on them, their community, or their environment. The GRS enhances the World Bank's responsiveness and accountability to project-affected communities by ensuring that grievances are promptly reviewed and addressed. Any individual or community who believes that a World Bank-financed project has, or is likely to, adversely affect them may submit a complaint.

The GRS considers a complaint admissible when it:

- The complaint relates to a World Bank-supported project that is under preparation, active, or has been closed for less than 15 months
- The complaint is submitted by individuals or communities affected by a World Bank- supported project or by their authorized representative and
- the complainants allege that they have been or will be affected by the World Bank-supported project.

Complaints must be made in writing and addressed to the GRS. The following methods can send them:

- online, access the online form,
- by emailing grievances@worldbank.org ,
- by letter or by hand delivery to the World Bank Headquarters in Washington D.C., United States or any World Bank Country Office.

Information to include in a complaint must



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- identify the project subject of the complaint,
- clearly state the project's adverse impact(s),
- identify the individual(s) submitting the complaint,
- specify if the complaint is submitted by a representative of the person(s) or community affected by the project, and
- if a representative submits the complaint, include the representative's name, signature, contact details, and written proof of authority.

Presentation/submission of supporting evidence is not necessary but may help review and resolve the complaint. The complaint may also include suggestions on how the individuals believe the complaint could be resolved. All complaints will be treated as confidential. The GRS will not disclose any personal data that may reveal the identity of complainants without their consent.

## 7.14 Sexual Exploitation, Abuse and Harassment (SEA/SH), Gender- Based Violence (GBV) and Violence Against Children (VAC) Grievance Management

The GM upholds strict protocols for handling Gender-Based Violence (GBV) complaints. When such complaints are received at the first or second tier, receiving officers must immediately implement confidentiality measures while sensitively documenting only essential details: the survivor's exact account, age, and any potential connection between the perpetrator and project activities. This information must be promptly shared with the designated SEA/SH/GBV Safeguarding Team (SEAH/GBV ST) for appropriate action that fully respects the survivor's autonomy, preferences, and fundamental rights.

Central to this process is ensuring that survivors receive clear and accessible information regarding the complaint procedure, including expected timelines, potential outcomes, and available support services, all communicated in straightforward and comprehensible language. Survivors retain full control throughout the process, deciding whether to pursue formal grievance procedures and granting explicit consent for any data sharing. The gender-based grievance channel, by adopting best practices, will ensure:

- Safety and Well-being: Ensures survivor protection throughout the reporting and investigation processes while mitigating risks for all involved parties. Survivors must feel believed and supported, not investigated.
- Confidentiality: Maintains strict privacy protections, sharing information only with informed consent on a need-to-know basis.
- Survivor-Centered Approach: Balances due process with survivor autonomy, prioritizing their choices, safety, and dignity at every stage.
- Accessibility: Offers multiple entry points and clear reporting information while accepting third-party reports to encourage disclosure and prevent stigma.

All SEA/SH complaints received by the GM Officer through any channel are immediately referred to the GBV Specialist without being registered in the standard GM tracking register, consistent with the survivor-centered approach

A special team known as the **SEA/SH/GBV Safeguarding Team** (SEA/SH/GBV ST) will be established from the GM team to handle GBV/SEA/SH complaints (Table 20). This approach will help minimize the exposure of such cases, including victims and perpetrators, and provide officers with highly specialized skills to address GBV/SEA/SH cases.



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**TABLE 20:PROPOSED COMPOSITION OF THE SEA/SH/GBV ST**

| No | Member | Responsibility | Role within the SEAH/GBV ST |
|---|---|---|---|
| 1 | FDA PIU GBV Specialist | FDA PIU Team Lead | Team coordinator; manages the restricted-access SEA/SH case registry; ensures survivor-centered case management; trains all team members; liaises with the World Bank Task Team on SEA/SH matters; produces aggregate anonymized SEA/SH quarterly reports |
| 2 | FDA PIU Social Specialist | FDA PIU | Secondary oversight; receives immediate notification of all SEA/SH cases from the GBV Specialist; ensures interface between the SEA/SH confidential channel and the broader GM is properly managed; does not access individual case data |
| 3 | Female GM Focal Points (one per SOP 1 county | FDA County-level Community Liaison | Primary community-level intake points for SEA/SH complaints; provides a trusted female contact in each county; routes complaints to the GBV Specialist without registering them in the standard GM tracking register; trained on survivor-centered principles and referral pathways |
| 4 | Social Intermediation NGO Gender Officers | Social Intermediation NGOs | Community outreach and sensitization on SEA/SH prevention; assist in identifying and mapping GBV service providers in each county; support female GM focal points in community-level intake; report patterns and trends in aggregate, anonymized form to the GBV Specialist |
| 5 | GBV Service Provider Representative (one per PA buffer zone area- GFNP and LPMR) | Local GBV service provider (health facility, legal aid organization, or psychosocial support NGO) | Provides direct survivor referral services medical, psychosocial, and legal upon the GBV Specialist's referral request with survivor consent; does not access GM case data; participates in periodic SEAH/GBV ST coordination meetings to review referral pathway functionality |
| 6 | Community Women's Group Representative (one per project SOP 1 county) | Community women's groups or associations in the six SOP I counties | Provides community-level trust and awareness; ensures that women in CFMA and PA buffer zone communities know the confidential SEA/SH channel exists and how to access it; reports community-level SEA/SH risk signals in aggregate to the NGO gender officer; does not manage cases |
| 7 | Legal Focal Point | Ministry of Justice (MoJ) Gender and Legal Aid Unit, or contracted legal aid NGO | Provides legal assessment in cases where a complainant wishes to pursue formal legal action; advises the GBV Specialist on applicable national law (including the Domestic Violence Act and the Rape Law Amendment Act); available on referral basis not a standing participant in all SEAH/GBV ST meetings |

The procedure for handling GBV/SEA/SH complaints is duly outlined below:

**Registering or Logging a Grievance:** The Project's Grievance Mechanism offers multiple confidential channels for individuals to report concerns related to Sexual Exploitation and Abuse (SEA) or Sexual Harassment (SH), as presented sections. Complainants may submit complaints via trusted reporting avenues, including anonymous complaint boxes, grievance forms, dedicated hotlines, service providers, community-based structures, or designated focal points. Although SEA/SH claims can also be lodged through contractor grievance processes, such cases must be promptly referred to the SEA/SH GM focal person for verification and appropriate action.

Upon receiving a complaint, the assigned representative must complete a complaint intake form, ensuring that the survivor provides written consent before proceeding. If the survivor has not yet been connected to support services, the intake officer must confirm their preferences and facilitate referrals to local medical, psychosocial, or legal assistance, either in person or remotely, as required.

To ensure proper handling of cases at the community level, community-based reporting points must receive training on:

- Active listening techniques to engage survivors with sensitivity,
- Secure referral procedures for SEA/SH incidents, and
- Confidential storage of intake documentation.

Crucially, the survivor's autonomy must be respected at all stages. This approach prioritizes the safety, dignity, and access to essential support for survivors while maintaining rigorous accountability measures. Any information collected about a survivor or the alleged perpetrator should be stored separately from other grievance documentation, in a secure, lockable space, with strictly limited access.

**Sort and process**: Upon receiving a sensitive complaint, the GM operator processes it with the complainant's informed consent. The GM focal point first verifies whether support services have been offered, and referring the survivor if necessary. The case is then classified as SEA/SH, triggering a notification to the verification coordinator. Within 24 hours, the GM focal point alerts the relevant PIU contact, who subsequently informs the World Bank Task Team Leader. Shared details include the nature of the case, the complainant's age and sex, the project connection, and the services provided, all while strictly protecting the identities of both the survivor and the alleged perpetrator. This ensures a prompt response while maintaining confidentiality.

**Acknowledge receipt:** The GM focal point must provide a formal acknowledgement of the SEA/SH grievance within three days of filing, depending on the initial delivery method. If the complaint was received via a service provider, all communication with the survivor may be managed through the provider.

**Verification process:** The SEA/SH/GBV Safeguarding Team (constituting personnel trained in survivor-centered approaches, and including the GBV Specialist at the PIU), will act as the verification body for SEA/SH complaints, examining the facts of each case and its potential project links, whereas the Gender based violence Specialist will act to facilitate the survivor's access to this forum, and make appropriate referrals to GBV service providers, where needed. Within a strict 10-day timeframe, the team assesses incidents to: (1) establish any project linkage and (2) recommend proportionate disciplinary actions to the accused's employer. These recommendations, ranging from formal warnings to termination, consider applicable codes of conduct, the severity of violations, and labor regulations. Crucially, the SEA/SH/GBV ST's role is investigative rather than adjudicative; it neither determines guilt nor imposes sanctions. Final disciplinary decisions remain with employers, while legal determinations fall to judicial authorities. This process ensures accountability while respecting institutional boundaries and due process.

**Monitor and Evaluate:** Robust monitoring of SEA/SH complaints is essential to guarantee proper service referrals, respect for informed consent, and efficient case resolution. The project's Grievance Mechanism (GM) operator must execute secure information-sharing procedures with service providers to uphold confidentiality while facilitating necessary case coordination. Information disclosed to the PIU or World Bank will be meticulously restricted to protect privacy, whilst ensuring appropriate case closure. These measures collectively safeguard the secure and confidential management of all complaints.

**Feedback to involved parties:** The survivor must be informed of the verification outcome within 14 days, by the SEA/SH/GBV ST and be facilitated by the appointed SEA/SH/GBV GM focal points in the PIU for safety planning through an established GBV service provider that is accessible to the survivor. The alleged perpetrator may also receive notification. Both parties retain the right to appeal the SEA/SH/GBV ST's decision through the GM appeals process within 14 days of receiving the verification results. A dedicated appeals committee will be established by the Permanent Secretary, comprising the Project Coordinator and PIU representatives.



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**TABLE 21:SEA/SH/GBV SAFEGUARDING TEAM (SEAH/GBV ST) DEDICATED PATHWAY**

| | Details |
|---|---|
| **Composition** | FDA PIU GBV Specialist; Female GM focal points designated in each of the six SOP 1 counties; Social Intermediation NGO gender officers |
| **Confidentiality** | All GBV/SEA/SH cases managed in a restricted-access registry separate from the general GM registry; identity of survivor and alleged perpetrator disclosed only to authorized SEAH/GBV ST members |
| **Survivor-centered approach** | All decisions on investigation, referral, and resolution guided by the wishes, safety, and wellbeing of the survivor; survivor may withdraw from the process at any time without adverse consequences |
| **Response time** | Survivor contacted within 24 hours of complaint receipt; immediate referral to medical, psychosocial, legal, and safety support services through pre-mapped county referral pathways |
| **Reporting** | Aggregate and anonymized GBV/SEA/SH case data included in quarterly GBV/SEA/SH report to the FDA PIU and the World Bank; serious incidents reported to the World Bank immediately per ESCP requirements |

## 7.15 Information Gathering, Recording and Documentation on SEA/SH

The following guidelines will be followed in engaging stakeholders and affected parties on SEA/SH:

- Information gathering and documentation must be done in a manner that presents the least risk to respondents, is methodologically sound, and builds on current experience and good practice.
- In maintaining records, all details will be kept unidentifiable in individual cases, and the confidentiality and safety of GBV survivors will be protected above all. This means restricting access to case date and incidents' report in the data management system.
- The safety and security of all those involved in information gathering about SRGBV is of paramount concern and should be continuously monitored. The confidentiality of individuals who provide information about SRGBV must be protected at all times.
- Anyone providing information about SRGBV must give informed consent before participating in the data gathering activity.
- All members of the data collection team must be carefully selected and receive relevant and sufficient specialized training and ongoing support.
  Additional safeguards must be put into place for children under 18 years, that are to be the subject of any direct incident information gathering, including mandatory presence of a trained professional adept at communicating with children safely and ethically.

## 7.16 High-Risk Complaint Stakeholder Categories

- **Security Personnel Complaints**

Complaints involving the conduct of security personnel including FDA enforcement officers, Chain of Custody Rangers, Conservation Rangers, park wardens, Liberia National Police (LNP), Ministry of Defense (MoD) personnel, or contracted security personnel must not be investigated or resolved at the CGC or DGC/County GRC level. These tiers lack institutional authority and mandate to hold security actors accountable, and any attempt to do so at community or county level risks exposing complainants to retaliation and undermining the credibility of the GM. The pathway may include the following:



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The CGC or County GRC receives and registers the complaint and immediately refers it without conducting any independent investigation to the FDA PIU Project Coordinator through the Social Intermediation NGO within 24 hours of receipt. The FDA PIU Project Coordinator engages the relevant chain of command through a formal inter-agency complaint referral under the project's Security Management Plan (SMP). The FDA PIU GRC then manages the case to resolution at national level, engaging the FDA enforcement directorate, LNP, or MoD as applicable. Where the incident involves physical harm, use of excessive force, unlawful detention, or death, the World Bank Task Team is notified immediately in accordance with the ESCP this obligation does not wait for internal resolution and is non-negotiable.

- **Grievances on Access Restriction**

Complaints about restrictions on access to forests, farmland, protected area buffer zones, or rights of way arising from project monitoring operations, boundary demarcation, or PA management activities are handled primarily at the County GRC level, with FDA PIU notification in all cases. The CGC receives and registers the complaint and may provide the complainant with initial information but cannot resolve complaints involving FDA enforcement decisions or PA management restrictions as these are institutional decisions above community authority. The complaint is referred to the County GRC within five working days, where the FDA Regional Forester, a mandatory County GRC member has the technical and institutional authority to review enforcement operations and coordinate with the FDA PIU on whether the restriction is justified, proportionate, and properly communicated to affected communities. Where the access restriction affects community livelihoods or constitutes an involuntary restriction of access to natural resources under the Process Framework (PF), it is escalated to the FDA PIU GRC and treated as a potential ESF compliance issue, with the World Bank notified accordingly. Where the restriction is linked to protected area boundary demarcation at GFNP or LPMR, it is handled under the PA complaint protocol.

- **FPIC Grievance**

Complaints alleging that communities were not adequately consulted or that their free, prior, and informed consent was not obtained before project activities affecting their land, resources, or livelihoods were initiated, constitute a potential ESF non-compliance issue and are escalated immediately to the FDA PIU GRC. Any tier that receives an FPIC complaint registers it and refers it immediately within 24 hours to the FDA PIU Social Development Specialist, without attempting resolution at community or county level. The FDA PIU GRC reviews the complaint against the project's SEP, ESMF, RF and Process Framework commitments and determines whether a consultative process was conducted appropriately. The World Bank Task Team is notified promptly upon receipt of any FPIC complaint at the FDA PIU. The LiFE Project treats FPIC complaints as among the most serious categories of grievance from the outset of implementation. Where the FDA PIU GRC confirms an FPIC failure, a remedial consultation process is designed and conducted before the activity in question proceeds further.

- **Protected Area Grievance in GFNP and LPMR**

Protected area complaints arising from Sub-component 2.3 activities at Gola Forest National Park (Grand Cape Mount and Gbarpolu counties) and Lake Piso Multiple Use Reserve (Grand Cape Mount County) require a dedicated routing within the project’s GM given the institutional complexity of PA management The LiFE GM establishes a dedicated PA complaint protocol at the County GRC level for Grand Cape Mount and Gbarpolu counties, under which the with the FDA Regional Forester and Park Wardens of GFNP and LPMR are included as standing technical advisers to the County GRC for PA-related cases, providing the operational knowledge essential for fair and informed resolution. For example, Human-wildlife conflict (HWC) compensation claims are handled at the County GRC level, with the FDA Regional Forester and Park Wardens engaged as technical advisers and must be resolved within the 10 to 15 working day County GRC timeline. PA boundary demarcation disputes are handled at the County GRC level with referral to the Liberia Land Authority (LLA) for land tenure dimensions and



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escalated to the FDA PIU GRC where unresolved within 15 working days. Complaints about restriction of access to resources within buffer zones are handled at the County GRC level under the Process Framework access restriction protocol, with the FDA PIU notification in all cases. Complaints about the conduct of park rangers or wardens are referred directly to the FDA PIU GRC, as park staff are FDA employees subject to PIU institutional oversight. Conservation agreement disputes between CFMAs and the FDA are handled first at the CGC level and escalated to the County GRC if unresolved. Ecotourism benefit-sharing disputes are handled at the County GRC level. FPIC complaints related to PA gazettement or management plan decisions are referred immediately to the FDA PIU GRC and treated as ESF non-compliance issues with immediate World Bank notification, consistent with the FPIC complaint protocol above.

Communities residing within or adjacent to the Gola Forest National Park (GFNP) and its buffer zone;, communities residing within or adjacent to the Lake Piso Multiple Use Reserve (LPMR) and its buffer zone, and forest-dependent and seasonal resource users including farmers, fishers, hunters, and NTFP collectors who access natural resources within these two protected areas, whether on a permanent or periodic basis are deemed primary stakeholders under the PF (a standalone instrument) because their rights, livelihoods, and resource access are directly implicated by PA management decisions and any associated restrictions. Complaints and grievances raised by these communities relate specifically to restrictions on access to forests, farmland, PA buffer zones, or rights-of-way arising from boundary demarcation or PA management activities are to be processed under the PF's participatory mechanism.

## 7.17 Capacity Building of Actors on the GM

Capacity building is an integral part of project strategies. They will particularly concern training to acquire sufficient knowledge and skills in the implementation of the GM.

The following table present respectively the training topics and an overview of the needs (table 22) for capacity building of the actors involved in the implementation of the GM.

**TABLE 22:TRAINING PLAN FOR CAPACITY BUILDING ON THE GM**

| Training Topics | Timelines | Beneficiaries | Implementation Responsibility | Estimated Budget (US $) |
|---|---|---|---|---|
| Training of GM implementation actors:<br>- Clarification of the key concepts of the GM (valid grievance, sensitive and non-sensitive grievance);<br>- Raising awareness on the objectives of the GM<br>- Stages of implementation of the GM<br>- Roles and responsibilities of key actors in the implementation of the GM<br>- Complaint Resolution and Appeals<br>- Reporting and archiving. | Before the start of activities | FDA PIU<br>Local authorities, Local communities, | Consultant<br>FDA PIU GM Officer with support from the Social Intermediation NGOs | 20,000 |
| Training of beneficiaries on the operation of the GM:<br>- Presentation of the programme, project activities and sub-projects<br>- Information on the existence of the GM; | Before and during the implementation of activities | FDA PIU<br>Local authorities, local communities, NGOs/CSOs | Consultant<br>FDA PIU GM Officer with support from the Social Intermediation NGOs | 50, 000 |



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| Training Topics | Timelines | Beneficiaries | Implementation Responsibility | Estimated Budget (US $) |
|---|---|---|---|---|
| - Raising awareness on the objectives of the GM<br>- Raising awareness on the different channels of transmission of complaints<br>- Awareness of the complaints process<br>- Raising awareness of the different means of recourse. | | | | |
| **TOTAL** | | | | **70,000** |



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# Chapter 8: Monitoring and Reporting of the Stakeholder Engagement Plan

## 8.1 Participation of the Various Stakeholders in Follow-Up Activities

The Liberia Forest Economy Project (LiFE-P) will ensure the participation of stakeholders in the monitoring activities of the project and the risks and impacts associated with it. Within the framework of the Project, stakeholders will participate in monitoring and mitigating adverse E&S impacts, including those contained in the ESF instruments (ESMF, LMP, RF, PF, SMP, IA, SEA/SH Action Plan, GM Procedures).

The following indicators will be used to monitor and evaluate the effectiveness of stakeholder engagement activities:

- Number of meetings of different kinds (public consultations, workshops, meetings with local leaders) held with each category of stakeholders and number of participants
- Number of suggestions and recommendations received by the project using feedback mechanism----
- Number of communications covering the project in the media
- Number of complaints and grievances registered
- Number of complaints resolved.

The SEP will be updated annually during the early phases of implementation.

This Information is Provided in more detail in Table 23 below.

**TABLE 23:M&E INDICATORS FOR SEP**

| S. No. | Indicator | Source of Data | Frequency of Report | Type of Report | Audience |
|---|---|---|---|---|---|
| 1 | Formal engagement events | Emails, calls logs, minutes of events | Periodic | Activity report | All stakeholders |
| 2 | Number of community meetings held to discuss project progress and address stakeholder concerns | Meetings reports, attendance sheets | Quarterly | Consultation report | Implementing agency and other partners |
| 3 | Number of informative materials disseminated (including GM) | Copy PDFs of printed material; Reports from GM focal points; Identifiable pictures of display sites; other meeting reports for where material is provided | Quarterly , following two months after project effectiveness date | Progress update | World Bank; GM focal points |
| 4 | Stakeholder feedback and Corrective Action Plans | Stakeholder meetings and consultation notes; special audits; monitoring visits | Quarterly | Quarterly progress report | World Bank; Other development partners |
| 5 | Number of grievances submitted, addressed, and resolved through the Grievance Mechanism (GM); Number of GBV/SEA/SH/Child Labor cases reported and referred to relevant | GM data | Monthly | GM summary reports | FDA PIU (GM Officer, Social Specialist); World Bank SEA/SH/GBV Safeguarding Team |



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| | | | | | |
|---|---|---|---|---|---|
| | authority (disaggregated by Sex and Age); and Level of stakeholder satisfaction with the project and the grievance resolution process, measured through follow-up surveys and feedback mechanisms | | | | |

The FDA's PIU's GM Officer, Environmental, Social and Gender Based Violence Specialists will compile a monthly report on the SEP and Grievance Mechanism (GM) progress, including the corrective measures taken. These reports will facilitate a timely assessment of grievance resolution efficiency and inform necessary operational adjustments.

## 8.2 Reporting Framework

The project SEP necessitates ongoing collaboration between stakeholders and the project team. A two-way communication mechanism will be essential to ensure this. Towards this end, the project team will conduct mini evaluations following workshops, conferences, and stakeholder meetings to assess the effectiveness of engagement activities. Feedback from participants will be collected and analyzed to refine implementation strategies and enhance future sessions. Findings from these evaluations will be shared internally and disseminated to relevant stakeholders, with key stakeholders receiving updates through formal project reports.

When stakeholder concerns are addressed, the project team will communicate resolutions directly to the parties involved. Reporting and stakeholder communication will adhere to the following principles:

- **Tailored Information Sharing**: The type of information, dissemination medium, and frequency will be determined based on stakeholder needs
- **Transparency in Project Adjustments**: Any modifications to previously agreed-upon commitments or publicized actions will be promptly communicated.
- **Accessibility:** Reports and updates will be provided in the predominant local language, accompanied by visual aids such as photographs and diagrams to improve understanding.

Furthermore, the project team will ensure public accessibility of monitoring results and provide regular updates on stakeholder engagement progress to all parties involved. This approach underscores the project's commitment to accountability, responsiveness, and continuous improvement in stakeholder relations.

### 8.2.1 Monitoring Reports During Preparation and Construction Stages

Monitoring during the preparation and construction stages will involve collaborating with stakeholders to ensure that these activities are implemented according to plan. Both formal and informal (structured and unstructured) methods will be employed through a variety of communication channels to solicit comments and ideas as stakeholders are identified for the project. To ensure the successful delivery of the project, the project team will be committed to methodically identifying, documenting, and addressing any stakeholder issues that may arise.

### 8.2.2 Monitoring Reports During Operation

The reporting system will employ an inclusive methodology to track all engagement activities and their outcomes. Monthly reports will capture routine interactions, while quarterly and annual reports will offer more detailed analyses. Monitoring reports will involve multiple data sources, including meeting documentation, grievance log summaries, feedback mechanisms, and field



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observations, to ensure robust monitoring. The monitoring report during the operational phase will concentrate on the following areas:

- Engagement activities tracking all consultations and outreach efforts.
- Stakeholder feedback analysis categorizing input by type, location and source.
- Grievance management monitoring, resolution, timelines and outcomes.
- Compliance assessment against SEP targets and indicators.
- Corrective actions documenting responsiveness to stakeholder concerns.
- Lessons learned identifying improvements for future engagement.

## 8.3 Involvement of Stakeholders in Monitoring Activities

Where the Environmental, Social and Gender Based Violence Specialists at the FDA PIU ensure effective implementation, it, will oversee the implementation of activities outlined in the SEP in accordance with the stipulated agreement of the project with support from focal persons at partnering ministries and implementing agencies. Among shared duties will be tracking and recording any agreements and commitments made during stakeholder discussions, including any modifications required by changes to the SEP or the project design.

Data from beneficiaries, businesses, associations, training providers, and other project implementation stakeholders will be gathered to monitor progress. Self-reporting will be carried out according to predetermined schedules using defined data collection instruments (forms, to be developed by PIU) to standardize reporting across the spectrum of stakeholders. Additionally, monitoring visits will be conducted by designated staff from implementing and partner ministries to verify and supplement the collected data.

Regular consultations will be held with women and girls in order to establish and then to help monitor the effectiveness of the GM procedures, including those specifically designed to address SEA/SH, GBV, VAC risks, and whether the GM is in fact accessible, safe, and adequate to address the needs and risks of these stakeholders. These consultations should not seek out or discuss personal experiences of violence or abuse of individual survivors but ask for overall feedback from women and girls.

Beyond internal oversight, independent third-party monitors will periodically be engaged to assess project performance and ensure accountability. Key monitoring indicators will include:

- Stakeholders' level of understanding of the program,
- Number of grievances received and resolved annually, and
- Degree of participation among affected communities and other stakeholders.

## 8.4 Reporting to Stakeholder Groups

The results of the stakeholder engagement activities will be communicated both to the various stakeholders concerned and to the broader stakeholder groups in the forms and timeframes set out in the previous sections. The reports drawn up for this purpose will be based on the same sources of communication as those provided for the notifications to the various actors concerned. The existence of the GM will be systematically reminded to stakeholders.

To facilitate reporting, the following templates and templates can be used:

- Consultation log template (see Appendix 5)
- Stakeholder consultation framework (Appendix 6)
- Sample Feedback Template (Appendix 7)
- Sample Grievance Registration Form (Appendix 8)

# Chapter 9: Stakeholder Engagement, Disclosure, and Consultations

The SEP once disclosed (prior to appraisal) will be available on the FDA website and WB external website.

## 9.1. Stakeholder Consultation Undertaken During Project Preparation and E&S Instruments

Stakeholder consultations were undertaken for the LiFE-P. The subsections below capture summarized findings from these stakeholder engagement activities. It had the following objectives: (i) Consult key people, the FDA/PIU, as well as other key partners and stakeholders to inform about the preparation of the proposed program; (ii) Discuss the preliminary content of the LiFE-P, solicit stakeholder inputs and fill requisite gaps; (iii) Present the program preparation timeline.

### 9.1.1 Preparatory Missions

As part of the project preparation, a World Bank (WB) undertook three (3) preparatory missions in Monrovia; September 29 to October 9, 2025, February 9-13, 2026, and from May 25-29, 2026. The meetings involved the FDA/PIU and officials of FDA and relevant government agencies. It had the following objectives: to ensure key aspects of the project design are covered including discussions on the Environmental and Social aspects of the project and to go over the key documents, including project component description, the ESCP, and schedule for stakeholder consultations for the ESF instruments in Liberia. Questionnaires for the instruments (ESMF, LMP, IA, RF, PF, SMP, SEA/SH and SEP) were shared with the FDA/PIU, including the E&S focal points, to gather responses on the E&S aspects of the project at the national and sub-national levels.

### 9.1.2 Key feedback from Stakeholder Consultation during E&S Instruments Preparation

Stakeholder engagements during the E&S instruments preparation were held physically and virtually with Government and regulatory agencies on March 24, 2026, NGOs and the private sector on March 25, 2026. Field visits and consultations were held at the sub-national levels in 11 counties (Lofa, Gbarpolu, Grand Cape Mount, Rivercess, Grand Bassa, Nimba, Sinoe, Maryland, Grand Kru, Grand Gedeh, and River Gee) between March 31- April 28, 2026, co-led by the FDA/PIU. The consultations had the following objectives: (i) consult key relevant institutions, the FDA, as well as other stakeholders to inform about the preparation of the proposed project; (ii) discuss the preliminary content of the LiFE-P, solicit stakeholder inputs and fill requisite gaps. Appendix 2 presents the feedback from stakeholder consultations at the National and Sub-national levels. Appendix 3 presents the Stakeholder Attendance List and Appendix 4, the Stakeholder Consultation Photo Log.

In addition, national and regional stakeholder consultations for the LiFE-P project were conducted by Partners in Development (PADEV) in collaboration with the Forestry Development Authority (FDA) between June 19 and June 30, 2026. A total of 158 stakeholders participated across four primary consultation locations and two community pilot sites. Key issues and concerns raised by stakeholders are captured in Appendix 2.

The project has considered the stakeholder feedback received during consultations conducted as part of project preparation. The inputs, concerns, and recommendations raised by communities, civil society organizations, government agencies, and other stakeholders have informed the design of key project



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components. Stakeholder engagement is a continuous and iterative process that will be sustained throughout the entire project cycle, from preparation through implementation and closure.



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### 9.1.3 Participation analysis of stakeholder consultation

The stakeholder consultations conducted under the LiFE Project preparatory phase engaged a total of 434 participants across national institutions and eleven counties, comprising 236 males (54.4%) and 198 females (45.6%). Table 24 presents the county-level consultations participation include 184 males (49.6%) and 187 females (50.4%), demonstrating that targeted community-level engagement strategies were effective in reaching women. Particularly strong female representation was recorded in Nimba County (73.7% female), Lofa (63.0%), River Gee (59.3%), River Cess (59.4%), and Gbarpolu (55.0%), The counties with the most male participation were Grand Kru (59.4% male) and Grand Bassa (60.5% male)

TABLE 24:PARTICIPATION ANALYSIS OF STAKEHOLDER CONSULTATION

| Category | Total | Males | Females |
|---|---|---|---|
| Government and Regulatory Agencies | 26 | 24 | 2 |
| NGOs/CSOs and Private sector | 25 | 19 | 6 |
| FDA | 12 | 9 | 3 |
| **National Total** | **63** | **52** | **11** |
| **County** | **Total** | **Males** | **Females** |
| Grand Cape Mount | 50 | 25 | 25 |
| Gbarpolu | 40 | 18 | 22 |
| Lofa | 27 | 10 | 17 |
| Nimba | 19 | 5 | 14 |
| Grand Gedeh | 35 | 21 | 14 |
| Grand Kru | 32 | 19 | 13 |
| River Gee | 27 | 11 | 16 |
| Maryland | 34 | 17 | 17 |
| Sinoe | 37 | 22 | 15 |
| River Cess | 32 | 13 | 19 |
| Grand Bassa | 38 | 23 | 15 |
| **County Total** | **371** | **184** | **187** |
| **Grand Total** | **434** | **236** | **198** |

### 9.1.4 Summary of Key Findings

- **Positive Support for the Project**

Across all 11 counties, stakeholders welcomed the LiFE-Project initiative, recognizing its potential to: improve forest governance, enhance livelihoods and strengthen conservation outcomes. However, stakeholders emphasized the need for substantial, long-term benefits, citing past projects with limited sustained impact.

- **Livelihood Strong Constraints and Expectations**

A dominant theme across all consultations was the lack of sustainable alternative livelihoods, which directly affects conservation efforts in various communities. The key issues raised include Substantial reliance on forest resources (charcoal, mining, hunting, NTFPs), limited access to markets and infrastructure (e.g., roads) and inefficient benefit-sharing mechanisms. Stakeholders recommended agriculture-based alternatives (cassava, cocoa, oil palm, fisheries), employment opportunities (recruitment as Eco guards, restoration activities) and value chain development and access to finance (VSLA schemes). The FDA PIU noted that alternative livelihood restoration and enhancement should be central to project design.

- **Governance and Institutional Coordination Gaps**

Significant concerns were raised regarding inadequate inter-agency coordination, particularly among the FDA, EPA, MME, MoA and the MLG. The key governance issues include overlapping mandates and concession conflicts among these agencies, mining licenses issued in forest and protected areas, weak enforcement of community rights laws and ineffective benefit-sharing mechanisms (e.g., NBSTB, CFDCs). The PIU noted that these institutional gaps require strengthened institutional coordination frameworks and governance safeguards.

- **Human-wildlife conflicts**

Human-wildlife conflict emerged as a recurring and significant concern raised by communities during stakeholder consultations, particularly among farming households living within and adjacent to the protected area buffer zones. Destroying crops, especially elephants, cause direct economic losses for affected households and generate tension between local communities and PA regulators.

- **Illegal Activities and Forest Degradation**

Across the counties that were consulted, stakeholders reported widespread Illegal mining, Chainsaw milling, poaching and encroachment

The key drivers of these activities include poverty and the lack of livelihood alternatives, weak enforcement capacity of the FDA and inadequate ranger logistics and staffing. The PIU noted that there is a need for integrated enforcement of forest protected and buffer zones, improved community monitoring of forest resources and alternative livelihood strategies.

- **Demarcation and Land Use Conflicts**

The unclear demarcation of Protected Areas (PAs), Proposed Protected Areas (PPAs), and Community Forests were discussed as a recurring issue resulting to land conflicts, Community resistance and misunderstanding of conservation restrictions. Stakeholders emphasized on participatory boundary setting, awareness and sensitization and the integration with land-use planning initiatives

- **Capacity Constraints in Forest Management**

Frontline actors (rangers, wardens) highlighted severe manpower shortages, limited logistics (vehicles, fuel, equipment) and the dependence on NGO support for patrol. Capacity strengthening for various across FDA staff especially at the county level including PAs is critical for effective ESF implementation.

- **Stakeholder Inclusion and Social Dynamics**

Women across the 11 counties expressed Strong interest in participation and empowerment. There was generally low reported SEA/SH risk in some areas, but underreporting may have contributed to this outcome. The Youth had high willingness to participate (especially as Eco guards). There were concerns



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over lack of noticeable project benefits in communities. Community Leadership were supportive but emphasized the need for transparency and inclusion.

- **SEA/SH/GBV Risks**

There were varying SEA/SH/GBV risks observed across the counties visited. Low reported risk in some communities e.g., Sehbehum and moderate to high prevalence in other counties such as Nimba, Maryland, Sinoe. The issues include sexual harassment, Rape cases, Weak confidentiality in reporting and lack of safe homes. Existing systems include Community-based grievance handling, Police and health sector involvement and emerging taskforces (e.g., Rivercess). The PIU notes that there is a need for a strong SEA/SH Action Plan, Survivor-centered response systems and confidential GM channels

- **Grievance Mechanisms (GM)**

The current grievance systems are informal and community-based and are routed through traditional leaders, CFDCs, or police. The challenges include lack of formalization, weak documentation and follow-up and limited accessibility for vulnerable groups.

- **Infrastructure and Service Delivery Gaps**

Stakeholders raised concerns on poor road access, limited healthcare and education services and corporate social responsibility from concessionaires which could influence project outcomes and social risks.

Overall, the LiFE-P E&S Team expressed the need to strengthen stakeholder engagement throughout the project cycle, promote inclusive participation (women, youth, vulnerable groups), promote participatory land-use planning and enhance awareness on boundaries and rights; develop sustainable livelihood interventions, improve inter-agency coordination mechanisms and clarify mandates and improve enforcement mechanisms, support awareness and capacity-building initiatives and strengthen community monitoring systems; establish a functional and accessible multi-tier GM system and ensure accessibility, confidentiality, and responsiveness, develop and implement a robust SEA/SH/GBV Action Plan as well as strengthen referral pathways and survivor services and promote awareness and prevention campaigns

The project has prepared and disclosed an ESMF addressing project related risks and impacts associated with the proposed intervention while integrating biodiversity conservation with livelihood strategies

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## Appendix 1: SEP Budget

| No | Budget Category / Activity | Quantity | Unit Cost (US$) | Times / Years | Total Cost (US$) | Remarks |
|---|---|---|---|---|---|---|
| **1** | **Estimated Staff Salaries and Related Expenses** | | | | | |
| 1a | FDA PIU Social Specialist/Environmental Specialist/ GBV/SEA/SH Specialist | 3 specialists full-time | - | 5 years | Covered under Component 4 PIU budget | Core PIU staff; salary funded through project consulting services budget under Component 4 |
| | FDA GM Officer | 1 officer full-time | | 5 years | Covered under Component 4 PIU budget | Core PIU staff; Responsible for receiving, registering, screening, routing, tracking, and reporting on all project grievances |
| 1b | FDA PIU Communications and Stakeholder Engagement Expert | 1 specialist full-time | - | 5 years | Covered under Component 4 PIU budget | Core PIU staff; Leads communication campaigns, media outreach, and disclosure activities |
| 1c | FDA PIU M&E Specialist | 1 specialist full-time | - | 5 years | Covered under Component 4 PIU budget | Core PIU staff; Oversees SEP monitoring indicators, KPI tracking, and reporting |
| 1d | FDA Regional Staff/Community Liaison Officers (6 SOP 1 counties) | 6 officers | - | 5 years | Covered under Component 4 PIU budget | Regional officers supporting community-level engagement across six SOP I counties |
| 1e | NGO/Social Intermediaries for community engagement (contracted) | TBD NGOs | - | 5 years | Covered under Component 4 sub-contracts budget | NGOs with demonstrated expertise in community engagement, gender mainstreaming, and GBV/SEA/SH prevention to be contracted through Component 4 |
| 1f | Independent GM | 1 firm | - | 5 years | Covered under | Independent |



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| No | Budget Category / Activity | Quantity | Unit Cost (US$) | Times / Years | Total Cost (US$) | Remarks |
|---|---|---|---|---|---|---|
| | Verification Firm/NGO | | | | Component 4 sub-contracts budget | firm/NGO to verify GM operationalization and grievance response quality; funded through Component 4 |
| 1g | Travel costs for PIU and regional staff (field visits, community consultations, GM monitoring) | - | - | 5 years | Covered under Component 4 operational budget | Per diem and transport for FDA PIU and regional staff to conduct community consultations and monitoring visits across 6 SOP1 project counties |
| | **Sub-total Category 1** | | | | **Covered under Component 4 Budget** | |
| **2** | **Consultations / Participatory Planning and Decision-Making Meetings** | | | | | |
| 2a | SEP disclosure and validation workshop (national level) | 1 workshop | $15,000 | 1 | 15,000 | Covers venue, facilitators, translations, materials, and for national-level disclosure and validation; includes representatives from government, civil society, communities, and private sector |
| 2b | County-level stakeholder consultations (6 SOP 1counties) include Community meetings, town halls, and focus group discussions (CFMA communities, PA buffer zone communities, women's groups, youth groups) | 6 SOP 1 counties | $2,000 | Ongoing | 55,000 | Continuous consultation conducted in the SOP 1 counties; costs included within the communication and engagement budget (Category 3) |
| 2c | Task Force for the Forest Economy co-chaired by Ministry of Finance and Development Planning and FDA as a regular platform to elevate | Multiple meetings | - | Quarterly | Included in engagement activities | Logistical costs within Component 1 budget. Include the review of GM complaints related to concession |



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| No | Budget Category / Activity | Quantity | Unit Cost (US$) | Times / Years | Total Cost (US$) | Remarks |
|---|---|---|---|---|---|---|
| | high-level coordination across Liberia's forest economy, through defined TORs[41] | | | | | awards, community forestry decisions, and enforcement actions that are escalated from FDA internal management, ensuring that elite capture complaints are examined by a body with sufficient independence and seniority to act on findings. |
| | **Sub-total Category 2** | | | | **70,000** | |
| **3** | **Communication Campaigns** | | | | | |
| 3a | Development of communication and awareness-raising strategy (design, production, and branding) | 1 strategy | 20,000 | 1 | 20,000 | Covers design of project communication strategy; production of core materials (templates, key messages, guide); coordination with FDA communications team |
| 3b | Printing and distribution of project brochures, leaflets, and posters (in English and local languages) | Multiple formats | 1600 | Annually | 8,000 | Materials to be prepared in simplified local languages for communities in project counties; included within the $20,000 communication materials budget |
| 3c | Community radio broadcasts (local FM stations across 6 SOP1 counties) | Multiple stations | $750/quarter | Quarterly for 5 years | 15000 | Quarterly radio broadcasts in local languages on project activities, CFMA developments, PA management updates, GM access, |

[41] The Task Force's TORs will explicitly include: (i) a biennial review of the FDA's fee, royalty, and concession revenue structure against the FDA's operational cost baseline, with recommendations submitted to MFDP; and (ii) review of GM complaints related to concession awards, community forestry decisions, and enforcement actions that are escalated from FDA internal management, ensuring that elite capture complaints are examined by a body with sufficient independence and seniority to act on findings.



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| No | Budget Category / Activity | Quantity | Unit Cost (US$) | Times / Years | Total Cost (US$) | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | and community meetings; critical channel for remote and low-literacy communities |
| 3d | Purchase of media space-radio, television, and written press | Annually | - | Annually | Included in communication budget | Paid media airtime and press coverage for project milestones, public disclosures, and awareness campaigns; covered within the communication budget |
| 3e | Development and maintenance of digital platforms (interactive website, Facebook, Twitter/X, WhatsApp community groups) | 1 platform | 10,000 | Year 1 | 10,000 | Cost for digital engagement platforms; ongoing maintenance costs within Component 4 operational budget |
| 3f | Community notice boards (procurement and installation at community centers, markets, and religious sites) | Boards (no.) | - | Year 1 | Included in communication budget | On site disclosure channel for communities with limited digital access; costs included within communication materials budget |
| | **Sub-total Category 3** | | | | **53,000** | |
| **4** | **Trainings** | | | | | |
| 4a | FDA PIU staff training on ESF requirements, SEP implementation, GM, and SEA/SH prevention and response | 1 workshop | 20,000 | Year 1 | 20,000 | Training for all FDA PIU staff; covers ESF/ESS10 requirements, SEP implementation procedures, GM protocols, and SEA/SH Code of Conduct |
| 4b | Training of implementing partners (NGOs, CSOs, community facilitators) on community engagement, ESF, GM, gender mainstreaming, and GBV in accordance with the ESCP. | Multiple sessions | 10000 | Year 1 and annual refreshers | 10000 | Training for NGO implementation partners engaged under Component 4; costs included within the GM capacity building budget |



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| No | Budget Category / Activity | Quantity | Unit Cost (US$) | Times / Years | Total Cost (US$) | Remarks |
|---|---|---|---|---|---|---|
| 4c | Training of traditional leaders, local authorities, and community GM focal points on GM administration and community-level grievance resolution | 6 county workshops | 15000 | Year 1 and annual refreshers | 15000 | Covers community Grievance Committees (CGCs) and District/County Grievance Committees (DGCs); included within GM capacity building budget |
| 4d | Training of community actors (CFMB members, CFDCs, CLDMCs) on community forestry governance, participatory planning, and grievance rights | 6 county workshops | 10000 | Annually | 10000 | Delivered in partnership with NGO implementing partners across six SOP I counties |
| | **Sub-total Category 4** | | | | **55,000** | |
| **5** | **Beneficiary Surveys** | | | | | |
| 5a | Project Mid-term project stakeholder perception survey | 1 survey | 12000 | Year 3 | 12000 | Assesses quality and inclusiveness of stakeholder engagement, GM performance, and community satisfaction; costs included within M&E monitoring reports budget |
| 5b | project closure stakeholder perception survey | 1 survey | 15000 | Year 5 | 15000 | Comprehensive beneficiary assessment at project close; integrated into the final SEP evaluation |
| 5c | Annual community feedback sessions (reporting back to stakeholders on project implementation, GM outcomes, and M&E data) | 6 counties | 12000 | Annually | 12000 | Annual sessions to close the feedback loop with communities; costs within communication and engagement budget |
| | **Sub-total Category 5** | | | | **39000** | |
| **6** | **Grievance Mechanism** | | | | | |
| 6a | Training of GM Committees- Community, District/County, and National levels (supplies, venue, | 3 tiers | 40000 | Year 1 and refreshers | 70,000 | Covers training for all four GM tiers; included within the GM operationalization and equipment |



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| No | Budget Category / Activity | Quantity | Unit Cost (US$) | Times / Years | Total Cost (US$) | Remarks |
|---|---|---|---|---|---|---|
| | facilitators) | | | | | budget |
| 6b | Operationalization and equipping of GM Committees (suggestion boxes, furniture, stationery, supplies, meeting logistics) | Community/ District/ National level | 20000 | Annually | 20000 | Covers physical infrastructure for all GM tiers: procurement and installation of suggestion boxes at community meeting points, markets, and religious sites; provision of office supplies, registers, and grievance log forms; meeting logistics support for Community, District/County, and National Grievance Committees |
| 6c | Development and deployment of accessible online GM portal (web-based complaint submission system) | 1 portal | 25,000 | 1 | 25,000 | Online portal enabling written grievance submission via web browser; linked to FDA GM management system; includes development, testing, and launch; maintenance costs |
| 6d | Toll free hotline- setup and annual operating costs | 1 hotline | 3000 | 5 years | 15000 | Toll-free telephone channel for community and field-level grievance submission; set-up and initial operating costs within GM operationalization budget |
| 6e | Dedicated SEA/SH/GBV confidential GM channel- setup and operation | 1 channel | 30000 | 5 years | 30000 | Separate, confidential reporting channel for SEA/SH/GBV complaints managed by the GBV Specialist; linked to survivor referral services; included within GM |



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| No | Budget Category / Activity | Quantity | Unit Cost (US$) | Times / Years | Total Cost (US$) | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | operationalization budget |
| 6f | GM communication materials (grievance submission guides, community posters, GM brochures in local languages) | Multiple formats | - | Year 1 and revisions | Included in communication budget | Community-facing materials explaining GM access channels, timelines, and rights; included within the communication materials budget |
| 6g | Grievance investigations and site visits (by PIU Social Specialist) | As required | - | As required | Covered under staff travel costs | Field visits to investigate, verify, and follow up on community grievances; travel costs covered under PIU operational and travel budget |
| 6h | GM support for functioning of Grievance Committees (sessions, and operational costs over project lifetime) | All tiers | 2000 | 5 years | 10000 | Ongoing operational support for Committee meeting costs (venues, refreshments, and documentation); included within the GM operationalization budget |
| | **Sub-total Category 6** | | | | **90,000** | |
| **7** | **Monitoring, Evaluation, and Reporting on SEP Implementation** | | | | | |
| 7a | Publication and distribution of quarterly SEP implementation monitoring reports | 4 reports/year | 750 | 5 years | 15000 | Quarterly reports tracking SEP KPIs and GM performance; submitted to FDA management, the World Bank, and disclosed publicly on FDA website and open-data dashboard |
| 7b | Annual update and revision of the SEP (desk review, stakeholder consultations, document revision) | 1 update/year | 3000 | 5 years | 15000 | Annual review and update of the SEP to reflect changes in project scope, stakeholder landscape, or engagement risks; submitted to World |



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| No | Budget Category / Activity | Quantity | Unit Cost (US$) | Times / Years | Total Cost (US$) | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | Bank for review |
| 7c | Final evaluation of SEP implementation (independent review at project closing) | 1 evaluation | 20,000 | 1 | 20000 | Comprehensive independent assessment of SEP implementation quality, GM effectiveness, and inclusiveness of engagement; includes community satisfaction data and lessons learned; included in Project Completion Report |
| | **Sub-total Category 7** | | | | **50000** | |
| **8** | **Other Expenses** | | | | | |
| 8a | SEA/SH referral pathway coordination costs (linkage with survivor support services and external referral organizations) | - | - | As required | Covered under Component 4 GBV Specialist budget | Costs of coordinating survivor referral to health, legal, and psychosocial support services; managed by the GBV Specialist within the PIU budget |
| 8b | Accessibility accommodations for consultations (sign language interpreters, large-print materials, audio formats, accessible venues) | As required | - | Ongoing | Included in consultation and communication budgets | Accommodation to ensure Persons with Disabilities can participate in consultations and access GM channels; integrated across consultation and communication budgets |
| 8c | Translation of project and GM materials into local languages (for all 6 project counties) | Multiple languages | - | Year 1 and as revised | Included in communication budget | Key materials- project brochures, GM guides, SEP summaries to be translated into relevant local languages; costs within communication materials budget |
| | **TOTAL STAKEHOLDER ENGAGEMENT BUDGET** | | | | **357,000** | |



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## Appendix 2: Report on Public Consultations

### Proposed Project Strategy for Stakeholder Engagement

Stakeholder consultations were undertaken for the LiFE-P. The subsections below capture summarized findings from these stakeholder engagement activities. It had the following objectives: (i) Consult key people, the FDA/PIU, as well as other key partners and stakeholders to inform about the preparation of the proposed program; (ii) Discuss the preliminary content of the LiFE-P, solicit stakeholder inputs and fill requisite gaps; (iii) Present the program preparation timeline.

This SEP ensures that stakeholders receive timely, clear, relevant, and accessible information, and are consulted in a culturally appropriate manner, free from manipulation, interference, coercion, discrimination, or intimidation. Transparent engagement between the LiFE-P and project stakeholders is critical throughout the entire project lifecycle from preparation and planning to implementation. As new stakeholders are identified during the project, they will also be incorporated into this plan.

### Objectives of Stakeholder Engagement under the Project

The consultations aimed to:

- Inform stakeholders about the LiFE-Project and its proposed Environmental and Social Framework instruments
- Gather feedback on environmental and social risks, impacts, and opportunities
- Identify priority community concerns, including livelihood, governance, and social risks
- Strengthening stakeholder ownership and promoting inclusive participation
- Inform the development of ESF instruments including:
  - Stakeholder Engagement Plan (SEP)
  - Environmental and Social Management Framework (ESMF)
  - Resettlement Framework (RF), where applicable
  - SEA/SH/GBV Action Plan
  - Grievance Mechanism (GM)

### Coverage Area of Consultations

The consultations covered eleven (11) counties including Grand Cape Mount, Gbarpolu, Lofa, Nimba, Grand Gedeh, River Gee, Maryland, Grand Kru, Sinoe, Rivercess, and Grand Bassa.

### Methodology

Stakeholder consultations were conducted through:

**At the National Level:**

- Engagement with the FDA PIU (LiFE-P) and FDA Technical Managers Commercial, Community and Conservation Units
- Engagements with Government and Regulatory Institutions, Non-Governmental Organization/Civil Society Organization (NGO/CSO) and Private Sector
- Security agencies (LNP, LIS, AFL, LDEA)
- Academic institutions (e.g., Tubman University)

- 

**At the Regional/District and County Level**

- County-level meetings with local government authorities, community leaders, youth and women.
- Ministry of Local Government (Superintendents, CAOs) Town chiefs, clan chiefs, CFMBs, NUCFMB
- Focus group discussions for disadvantaged and vulnerable groups (specifically for girls and women)
- Engagements with technical stakeholders (EPA, CFMBs, NGOs, academia)
- Discussions with frontline actors (FDA rangers, ecoguards, security agencies)

Participants included:

- Ministry of Local Government (Superintendents, CAOs)
- Community Forest Management Bodies (CFMBs)
- National Union of CFMBs (NUCFMB)
- Environmental Protection Agency (EPA)
- NGOs and development partners
- Youth and women groups
- Security agencies (LNP, LIS, AFL, LDEA)
- Academic institutions (e.g., Tubman University)

**Key feedback from Stakeholder Consultation during E&S Instruments Preparation**

Stakeholder engagements were held virtually with Government and regulatory agencies on March 24, 2026, and with NGOs and the private sector and March 25, 2026. Field visits and consultations were held at the sub-national level between March 31- April 15, 2026, co-led by the FDA/PIU. The consultations had the following objectives: (i) consult key relevant institutions, the FDA, as well as other stakeholders to inform about the preparation of the proposed project; (ii) discuss the preliminary content of the LiFE-P, solicit stakeholder inputs and fill requisite gaps. National and regional stakeholder consultations were conducted by Partners in Development (PADEV) in collaboration with the Forestry Development Authority (FDA) between June 19 and June 30, 2026. (Table 25. Feedback from Stakeholder Consultations at the National and Sub-national level).

The project has considered the stakeholder feedback received during consultations conducted as part of project preparation. The inputs, concerns, and recommendations raised by communities, civil society organizations, government agencies, and other stakeholders have informed the design of key project components. Stakeholder engagement is a continuous and iterative process that will be sustained throughout the entire project cycle, from preparation through implementation and closure.

**TABLE 25: FEEDBACK FROM STAKEHOLDER CONSULTATION**

| No | Date | Stakeholder (Group or Individual) | Summary of Feedback | Response of Project Implementation Team | Follow-up Action/Next Steps |
|---|---|---|---|---|---|
| 1 | March 24, 2026 | Government and Regulatory Institutions[42]<br><br>Total number of participants: 26<br><br>Sex disaggregated:<br><br>Male: 24<br>Female: 2 | The Forestry Development Authority (FDA), with World Bank support, convened a stakeholder consultation with Government of Liberia Ministries, Agencies, and Commissions (MACs) as part of the preparation of the Liberia Forest Economy Project (LiFE). The consultation aimed to present the project design and Environmental and Social Framework (ESF) requirements, introduce the three livelihood intervention components, clarify institutional roles, and collect feedback to strengthen project design and safeguard instruments. The consultation generated strong institutional support for LiFE's objectives and produced a set of concrete recommendations on coordination, ESF compliance, land governance, SEA/SH/GBV risk mitigation, enforcement, and inclusive participation.<br><br>The project team presented LiFE's structure and objectives, covering its three pillars of forest governance strengthening, sustainable forest management, and livelihood enhancement. The ESF presentation introduced all ten Environmental and Social Standards (ESS1–ESS10), with particular emphasis on assessment and risk management (ESS1), labor and working conditions (ESS2), community health and safety (ESS4), land acquisition and involuntary resettlement (ESS5), biodiversity conservation (ESS6), and stakeholder engagement (ESS10).<br>Participants highlighted four cross-cutting ESF | The consultation aimed to present the project design, outline Environmental and Social Framework (ESF) requirements, and introduce the three livelihood components: Commercial Forest Activities, Community Forest Management Activities, and Conservation Activities.<br><br>Commercial Forest Activities<br>The project will support sustainable timber production, value chain development, private sector investment, and the promotion of legal and traceable forest products through strengthened concession governance. MACs emphasized the need to strengthen monitoring systems to prevent illegal logging and timber production and called for enhanced revenue transparency mechanisms to ensure that fiscal flows from commercial forestry are publicly disclosed and accurately tracked.<br><br>Community-Based Activities<br>The project will support the establishment of Community Forest Management Areas (CFMAs), development of local enterprises and cooperatives, agroforestry and climate- | The consultation demonstrated strong inter-agency commitment to the Liberia Forest Economy Project. Stakeholders endorsed the project's integrated approach combining commercial forestry, community development, and conservation.<br>Key recommendations focused on strengthening coordination, ensuring ESF compliance, addressing land and security risks, and promoting inclusive participation.<br>Governance and coordination: Establish a formal inter-agency coordination platform with clear TORs, defined roles, and regular reporting to manage ESF compliance across institutions.<br><br>ESF compliance capacity: Incorporate dedicated capacity-building programs for FDA and MAC counterparts on ESF instruments, monitoring, and reporting obligations. |

[42] Liberia National Police (LNP), Liberia Immigration Service (LIS), Ministry of Justice (MoJ), National Bureau of Concessions (NBC), Liberia Revenue Authority (LRA), Liberia Institute of Statistics and Geo-Information Services LISGIS), Ministry of Gender, Children and Social Protection (MGCSP), Ministry of Local Government (Formally Ministry of Internal Affairs-MIA), Ministry of Labor (MoL), Cooperative Development Agency (CDA), Liberia National Fire Service (LNFS), National Investment Commission (NIC), Ministry of Commerce and Industry (MoCI), Liberia Extractive Industries Transparency Initiative (LEITI)



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| No | Date | Stakeholder (Group or Individual) | Summary of Feedback | Response of Project Implementation Team | Follow-up Action/Next Steps |
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| | | | implementation concerns: the need to strengthen institutional capacity across MACs for meaningful ESF compliance; the importance of integrating SEA/SH and GBV risk mitigation into project design from the outset; the requirement for functional and accessible Grievance mechanisms (GM) at both community and institutional levels; and the need to align project instruments with national environmental regulations administered by the Environmental Protection Agency (EPA) Act 2018, and robust GM systems were identified as the primary response mechanisms.<br>**Security risks**: Illegal mining and logging activities in target landscapes pose security risks for project workers and communities. Participants called for strengthened inter-agency collaboration between FDA, LNP, and the Ministry of Justice to address these risks through coordinated joint enforcement mechanisms.<br>**Gender and social inclusion**: The Ministry of Gender, Children and Social Protection emphasized the need for a dedicated GBV Action Plan covering awareness, confidential reporting, and survivor-centered support. Ensuring gender-sensitive targeting and meaningful participation of women and vulnerable groups across all three livelihood components was identified as a priority. | smart agriculture, and skills development for women and youth. MACs stressed the importance of ensuring inclusive and meaningful participation of women and vulnerable groups, and recommended strengthening local governance structures in coordination with the Ministry of Local Government to underpin community forest management arrangements.<br><br>**Conservation Activities**<br>The project will support protection and restoration of forest ecosystems, biodiversity conservation and protected area management, and alternative income streams linked to conservation, including ecotourism and NTFP development. MACs recommended strengthening enforcement through joint operations with the Liberia National Police (LNP) and Ministry of Justice, and called for integration of spatial data and monitoring systems through the Liberia Institute of Statistics and Geo-Information Services (LISGIS) to support evidence-based conservation management.<br><br>The PIU confirmed that the LMP will cover all categories of workers direct FDA staff, contracted workers, community workers, and primary supply chain workers and will enforce labor standards and OHS measures across all project activities. A standalone GBV/SEA/SH Action Plan will be developed and integrated into the LMP and GM. | Integrate forest fire prevention and response systems into ESMF activity-specific provisions<br><br>Livelihood development: Expand and operationalize all three livelihood pathways: commercial, community, and conservation with adequate targeting mechanisms for women, youth, and vulnerable groups.<br><br>Gender and social inclusion: Develop and implement a standalone GBV/SEA/SH Action Plan with confidential, survivor-centered reporting mechanisms integrated into the GM.<br><br>Data and monitoring: Develop an integrated data platform linking FDA, LISGIS, EPA, and other MACs to support planning, compliance monitoring, and adaptive management.<br><br>Strengthen joint enforcement mechanisms against illegal logging and mining through structured collaboration with LNP and Ministry of Justice, FDA, LNP, Ministry of Justice. |



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|---|---|---|---|---|---|
| | | | Labor Standards and GBV/SEA/SH): The Ministry of Labor confirmed that LMP will be required to govern all labor and working conditions under LiFE-P, covering both direct and contracted workers. The Ministry emphasized the need to enforce labor standards and occupational safety measures including child labor prohibitions with clear penalties across commercial forestry operations, community-based activities, and infrastructure construction. The Ministry of Gender, Children and Social Protection called for a dedicated GBV/SEA/SH Action Plan covering awareness, confidential reporting, and survivor-centered support mechanisms, noting that gender-based risks in forest sector operations particularly involving male-dominated workforces in remote areas require proactive and structured management. The Ministry emphasized that GBV/SEA/SH provisions must be integrated into the LMP and linked to the GM.. Multiple MACs emphasized the need for inclusive and meaningful participation of women and vulnerable groups across all three livelihood components, including in paid labor opportunities. | Anonymous reporting mechanisms will be incorporated into the FGM design as a standard feature. The PIU noted that LMP provisions will explicitly address child labor prohibitions, penalties, and institutional escalation pathways consistent with Liberia labor law. Joint enforcement collaboration with LNP and the Ministry of Justice will be incorporated into the LMP's community health and safety provisions to address security risks for workers in project areas | Develop and implement a standalone GBV/SEA/SH Action Plan with confidential, survivor-centered reporting mechanisms integrated into the GM — FDA, Ministry of Gender, Children and Social Protection;<br><br>Enforce labor standards and OHS measures across all project activities in coordination with the Ministry of Labor - FDA, Ministry of Labor;<br>Incorporate anonymous reporting options and suggestion boxes into FGM design<br>Establish clear institutional processes and escalation pathways for child labor violations consistent with Liberia labor law;<br>Ensure gender-sensitive targeting and meaningful participation of women and vulnerable groups in paid labor opportunities across all three livelihood components FDA, Ministry of Gender;<br>Strengthen joint enforcement mechanisms against illegal logging and mining to protect worker safety -FDA, LNP, Ministry of Justice; |



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| | | | | | Establish M&E indicators for vulnerable groups including women, youth, and persons with disabilities linked to LMP labor compliance monitoring |
| | March 25, 2026 | Non-Governmental Organization/Civil Society Organization (NGO/CSO) and Private Sector<br><br>Total number of participants: 25<br><br>Sex disaggregated:<br><br>Male: 19<br>Female: 6 | Participants were briefed on the legal and institutional prerequisites for project effectiveness. All required environmental and social documents must be prepared prior to project appraisal, with ongoing consultation with the World Bank's consultants. Compliance with Liberian labor law including child labor prohibitions and associated penalties was emphasized. Institutional coordination arrangements were discussed, including the roles of the District Council, local chiefs, women's groups, relevant line ministries (including the Ministry of Gender), and the PIU in project governance and oversight.<br>The consultation discussed the project's approach to community engagement and the design of Feedback and Grievance mechanisms (FGMs). Counties in the project area are clustered into two regions for phased initial engagement, with sessions involving district commissioners, council members, chiefs, women's groups, and vulnerable populations. Separate, confidential sessions are being planned for sensitive topics including sexual exploitation and abuse.<br>FGMs are being established at community level, with Grievance Redress Committees (GRCs) trained to receive, manage, and escalate complaints. The Project Implementation Unit (PIU) staffed independently of FDA operational departments will maintain overall oversight of grievance management. A key concern raised by participants was the reluctance of community members to report grievances due to fear of identification. In response, the team committed to incorporating anonymous reporting options, including suggestion boxes, into the FGM design. Escalation | Maxwell Borbor presented the World Bank's Environmental and Social Standards (ESS) framework and the project-specific instruments being developed. Key points included:<br><br>LiFE is by the relevant ESSs of the ESF covering assessment, labor, pollution prevention, community health and safety, land acquisition, biodiversity, indigenous peoples, and cultural heritage.<br><br>A Stakeholder Engagement Plan (SEP) is being developed to identify all affected and interested parties and ensure inclusive, barrier-free participation, including for vulnerable populations.<br><br>Resettlement and Process Frameworks have been drafted to guide any land acquisition, access restriction, and community participation processes.<br><br>An Institutional Assessment is underway to evaluate FDA's capacity to manage E&S risks and identify targeted capacity-building measures.<br><br>Specific action plans are being developed to address SEA/SH risks, including confidential reporting channels and survivor-centered support mechanisms. | Arrange visits by 2–3 FDA staff to countries implementing CFMA clustering to gather lessons learned<br><br>Incorporate anonymous reporting option (including suggestion boxes) into FGM design<br><br>Establish M&E framework with specific indicators for vulnerable group livelihood support<br><br>Advocate for increased budget allocation for ecotourism development, and infrastructure |



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| | | | pathways for serious violations, including direct communication channels to the World Bank, were confirmed.<br><br>Participants discussed strategies for ensuring long-term project sustainability. Revenue generation pathways identified include park entry fees, ecotourism PPP investment, and sales of locally produced forest goods under ecotourism models at Gola Forest National Park and Piso Lake Multiple Use Reserve. Community protection funds deposited directly to communities were highlighted as a mechanism to incentivize local stewardship and reduce dependence on external enforcement. Direct and indirect job creation was noted as an expected outcome across tourism, supply chains, and agroforestry.<br><br>GM, Worker Grievances, and Enforcement): The PIU presented the FGM design, noting that counties are clustered into two regions for initial engagement, with separate consultation sessions for sensitive topics such as SEA/SH. A key challenge identified was the reluctance of workers and community members to report grievances due to lack of anonymity The PIU recommended incorporating anonymous reporting options and physical suggestion boxes to encourage participation. The PIU was identified as the primary body responsible for managing grievances, with GRCs established and trained at community level. The importance of non-project staff involvement in GRCs was emphasized to ensure independence and effectiveness. Legal compliance obligations including penalties for child labor violations were outlined, with the need for clear institutional processes and escalation pathways confirmed. Illegal logging and mining activities in project areas were noted as posing security risks for project workers, requiring | | |



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| | | | coordinated enforcement responses linked to the LMP's community health and safety provisions. | | |
| | April 2, 2026 | FDA Technical Managers Commercial Community and Conservation Units<br><br>Total number of participants: 11<br><br>Sex disaggregated:<br><br>Male: 8<br>Female: 3 | Stakeholders raised issues relevant to ESMF design across multiple thematic areas: (a) Community Forest Clustering: The strategy of merging smaller, commercially non-viable community forests (ranging from 10,000–20,000 ha) into larger investor-attractive clusters was discussed. Stakeholders debated whether to use existing clusters such as Zuza and Basa which have established boundaries but are small and of limited commercial viability or establish new ones. It was agreed that spatial planning, including cluster maps and buffer zone demarcation, is critical and must underpin ESMF subproject screening. Management of clustered forests was described as involving three compartments each managed for five years, with harvesting decisions dictated by concessionaires under authority supervision. (b) Protected Areas and Buffer Zones: Stakeholders clarified that protected areas are legally defined, with a three-kilometer buffer zone between commercial and protected forests. Communities within five kilometers of a project are considered affected and must be engaged in planning. A 30–60 day objection period applies to demarcation processes. Encroachment, illegal hunting, mining, and human-wildlife conflicts particularly elephant crop damage were identified as recurring management challenges requiring attention (c) Land Use and Grievances: Participatory land use plans must be completed before any commercial activity. The current regulatory framework: including community forest bylaws and regulations, was described as largely descriptive rather than prescriptive, and stakeholders called for more detailed guidelines on managing operational issues between communities and concessionaires. Grievances are collected by community forest management bodies (CFMBs) and | The PIU confirmed that the ESMF will incorporate provisions for cluster mapping, buffer zone management, participatory land use planning as a prerequisite for commercial activities, and community engagement for all communities within five kilometers of project activities. Port handling facilities, processing facilities, and the wood laboratory will be subject to ESMF risk screening and will likely require site-specific ESMPs or ESIAs. The team acknowledged the need to strengthen prescriptive guidance on community-concessionaire operational issues and grievance escalation within the ESMF, including development of more detailed GM guidelines.<br><br>The PIU confirmed that the LMP will cover all categories of workers engaged under LiFE-P including community workers in CFMA and conservation operations, FDA regional staff as direct workers, concessionaire-engaged workers, and community alternative livelihood participants. The PIU noted that existing FDA ranger terms of reference will be reviewed for consistency with LMP requirements. LMP provisions will explicitly address OHS and grievance access for community workers in alternative livelihood activities under | Share current cluster map with for review and integration into ESMF spatial planning provisions Review and analyze ESMF questionnaire and instrument to identify gaps and recommendations<br>Share community engagement handbook and SOP documents for ESMF baseline reference<br><br>Document community labor arrangements in clustered forest management to inform LMP provisions on community and contracted worker engagement terms;<br>Ensure LMP provisions explicitly cover alternative livelihood IGA participants |



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| | | | escalated to FDA, but the grievance register is not publicly disclosed. (d) Economic Activities and Infrastructure: The planned development of port handling facilities at Greenville and Grand Bassa, a wood processing facility, and a wood laboratory at the University of Liberia were discussed. These investments are expected to create up to 1,500 jobs and shift Liberia from raw log exports to processed timber products but will generate site-specific E&S risks requiring ESMF-governed assessment. Transportation challenges, poor roads and high haulage costs, were raised as factors reinforcing the need for local processing. (e) Boundary Disputes: A case study of two neighboring communities where a boundary dispute arose from incomplete notification and demarcation illustrated the need for robust pre-works screening, documentation requirements, and dispute resolution procedures within the ESMF.<br>Other key feedback from stakeholders includes:<br>Gola Forest National Park at Grand Cape Mount County, cuts across Sierra Leone and Liberia, Illicit mining (gold and diamonds) hampers the effective management of forest resources.<br>Hunting of bush meat at Gola: e.g elephant, pangolin.<br>No interagency SOPs for effective conservation.<br>Each ranger operating at the national parks and reserve has a TOR.<br>PAs have management plans e.g Gola management plan and monthly reports are developed.<br><br>LMP related issues- (a) Community Worker Arrangements in Clustered Forests: Management of clustered community forests involves dividing areas into three five-year compartments, with harvesting and processing decisions dictated by concessionaires under authority supervision. This raises questions about terms and conditions applicable to community workers engaged in these operations and the extent of | conservation management plans. | |



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| | | | concessionaire accountability for labor standards. (b) Ranger Capacity and Working Conditions: Rangers operate under terms of reference from the FDA but face severe resource constraints with limited personnel, vehicles, and equipment affecting their ability to conduct effective enforcement. This raise OHS and labor rights concerns for rangers as direct workers under the project, including access to appropriate equipment, safety provisions, and grievance mechanisms. (c) Alternative Livelihood Workers: Management plans for conservation areas include community engagement in beekeeping, honey production, agriculture, and agroforestry. These activities engage community members as workers and require minimum labor standards, OHS provisions, and access to grievance mechanisms consistent with LMP requirements. (d) Informal Labor and Illegal Activities: The absence of formal labor arrangements in and around protected areas was noted as a factor driving community members towards illegal logging, hunting, and mining which carry significant OHS risks without any formal labor protections or grievance access. | | |
| **Regional/County level**[43] | | | | | |
| | April 6, 2026 | Grand Cape Mount County- (Sehbehum town), Piso Lake Multiple use Reserve (LPMR)<br><br>Total number of participants: 30<br><br>Sex disaggregated: | The town chief acknowledged the presence of FDA in their community and expressed good working relationship.<br>Maintaining forest regulations and executing recommendations from the FDA staff.<br>The community often depends on charcoal production, fishing (hopeful of expansion) and are also involved in village savings loan schemes.<br>The youth leader sought to understand what type of project was envisaged for the Lake Piso area and how the community would be positively impacted and expressed willingness to cooperate with FDA as they | The Park Warden of the FDA introduced the PIU and the team to the community. The PIU then presented the scope of the proposed project.<br><br>The PIU noted that the proposed interventions would target women and youth, with particular emphasis on support for women-led activities.<br><br>Informed the youth of their roles and responsibilities during project | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |

[43] County level Stakeholders: Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council, Youth Leaders, Women Leaders, Community members, Women/Girls, Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers, Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB



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| | | Male: 12<br>Female: 18 | have always done and would appreciate the opportunities that the LiFE – Project will contribute to their livelihoods.<br>The County Chief, women's leader, and community members expressed their commitment and support for the project's outcomes.<br>The County Chief explained that the existing livelihoods in the community include cassava production, local fishing at the creeks, and charcoal production.<br>Community members noted that the FDA has been raising awareness within the Lake Piso Multiple Use Reserve.<br>Three communities surrounding the forested mountain areas of the Piso Reserve include Robertsport, Torsor, and Sembehun.<br>A community member asked how their livelihoods would be sustained if they were no longer able to access the forest.<br>The Town Chief noted that the community will support the FDA in preserving the forest and indicated that they understand and are aware of the forest demarcation. He further noted that the community has been committed to refraining from using forest resources for the past three to four years. | implementation. Process that leads to youth participation is of high priority for the project, as contribution toward the livelihood of the town will be done through youth involvement<br>The PIU further noted that the project would explore the development of sustainable livelihood options for impacted forest communities, with targeted support for women, to reduce communities' dependence on forest resources. | |
| | April 6, 2026 | Focus Group Discussion (FGD) with Women<br><br>Grand Cape Mount County-(Sehbehum town) | Issues with SEA/SH/GBV are at a low risk in the town. Women participation in the project will be of good support for empowerment and developmental initiatives | The LiFE Project acknowledges the assessment that SEA/SH/GBV risks are currently low in the town. The project will, however, maintain a proactive approach by strengthening awareness, prevention measures, and accessible grievance mechanisms to ensure risks remain minimized.<br><br>We also consent on the importance of women's participation. LIFE-Project will promote inclusive engagement and | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | | | | ensure that women are actively involved in project activities, decision-making processes, and livelihood opportunities, in order to support empowerment and sustainable development outcomes. | |
| | April 7, 2026 | Grand Cape Mount County-Park Warden, Piso Lake Multiple use Reserve (LPMR)<br><br>Total number of participants: 5<br><br>Sex disaggregated:<br><br>Male: 5<br>Female: 0 | There are nine forest rangers stationed at Lake Piso under the FDA, a number they consider inadequate to manage 1,844 hectares of primary forest. There are no conservation assistants or eco-guards to support conservation efforts.<br>Approximately 120 settlements surround the reserve, encompassing the forest areas, the lake, and the mangrove area.<br>Equipment required for forest monitoring, including speed boats, motorcycles, vehicles, and 5KVA generators, is either absent or non-functional.<br>Regarding forest encroachment activities such as tree cutting, fish smoking, pit sawing, and hunting, these are first reported to the Town Chiefs for resolution between the FDA and the county administration. | Although the ranger reports were not available at the time of the consultations, the FDA noted that they would provide them. | The protected area management plan |
| | April 6, 2026 | Grand Cape Mount County-Ministry of Local Government (Superintendent Office) - (Land of Endless Opportunities) Superintendent, County Admin Officer, Fiscal Affairs<br><br>Total number of participants: 10<br><br>Sex disaggregated: | The Superintendent noted that the county was established in 1856 and has been exploited for many years; however, it is considered a land of endless opportunities.<br>Stressed the need for women participation in forest related project activities<br>He emphasized that there is a significant issue with the FDA's management and enforcement mechanisms, given the high degree of illegal logging activities. He further highlighted the importance of the FDA working closely with communities and educating them on the benefits of forest preservation, including through the proposed project.<br>The Superintendent expressed concern about the conduct of an FDA staff member (Park Administrator) in the community, who was reportedly involved in an incident related to the Wakolo water utility. Letters were written to the Managing Director of the FDA to | The project team appreciated the Superintendent for welcoming them at his county office and assured him of providing updates on the project, as it is still in its preparatory phase.<br>The team further commended the local government for its support to the FDA staff (Rangers) assigned in the county at the Protected Areas (Lake Piso Multiple Use Reserve, Warkolor).<br>The PIU noted that the proposed project would prioritize women in the envisaged programs, given their dependence on forest resources for their livelihoods.<br><br>The PIU also noted that they would follow up on the matter involving their staff member, the Park Administrator. | FDA to follow up on the issue the superintendent raised concerning the park administrator.<br><br>Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |



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| | | Male: 9<br>Female: 1 | report on the matter, and the Superintendent indicated that he does not want the individual present in their communities.<br>Stakeholders noted that the ecosystem is degrading and emphasized that women should be encouraged to participate in the project, as their livelihoods are heavily dependent on forest resources.<br>Fire outbreaks are a recurring issue in and around the communities. An example was cited by a nursery supported by the donors, which lost approximately 10,500 trees across 50 hectares of degraded land. | | |
| | April 8, 2026 | Regional Forester-FDA Regional Office in Bomi County<br><br>Total number of participants: 4<br><br>Sex disaggregated:<br><br>Male: 3<br>Female: 1 | Logistics and mobility: There is insufficient logistical support to manage more than 8,000 hectares of the Gola Forest. Only one motorbike is available, a situation similar to that at Lake Piso.<br>Understaffing: There are fewer than 25 active staff at the Gola Forest National Park, which is inadequate for effective management of the area.<br>Commercial logging management: It has been challenging to manage the only active logging company operating in the area.<br>Miscellaneous funding and law enforcement: On January 4, 2026, in Gbarpolu County, seven community members attacked an elephant. Although they denied involvement in the elephant's demise, they were charged in court for possession of protected animal parts, including tusks, were fined and detained for 3 weeks. The police were involved prior to prosecution. Access to auditable miscellaneous funding is critical for following up on forest-related violations, particularly as the regional office in Bomi is located in a remote area.<br>Ranger rations and staffing: There is an ongoing issue regarding rations for rangers. Approximately 82 staff are deployed across commercial conservation, carbon, law enforcement, and checkpoint functions. Over the past two years, two cases of bushmeat hunting have been recorded. Human-wildlife conflict remains a | The PIU will maintain ongoing stakeholder engagement with county leadership on environmental and social matters related to LiFE-P implementation throughout the project lifecycle. | The ESMF will facilitate the identification of these risks and the development of appropriate management measures.<br><br>The Court ruling and fact-finding report on the elephant cases<br>Monitoring report (Jan-April) |



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| | | | significant issue within Protected Areas (PAs), with elephants having destroyed approximately 35 hectares of Cassava farmland, causing tension between regulators and community members.<br>Additionally, the Gbarpolu Superintendent expressed concern regarding an incident in which an elephant killed a community member. The FDA's response was reportedly delayed, and a compensation offer of $1,000 was made but rejected by the community. | | |
| | April 8, 2026 | Gbarpolu County Gola Forest National Park<br><br>Total number of participants: 8<br><br>Sex disaggregated:<br><br>Male: 5<br>Female: 3 | A key challenge is the lack of equipment to monitor forest activities. Available equipment is limited to two GPS devices, one compass, and one motorbike to manage 88,000 hectares of the Gola Forest significantly insufficient for the scale of operations required.<br>Staffing is also a critical issue. There are currently only 19 active rangers, while approximately 88 additional rangers are needed to adequately manage the area.<br>Several communities are situated within and have encroached upon the Gola Protected Area and its 3-kilometer buffer zone, which includes the river bordering Liberia and Sierra Leone. Managing the Protected Area has been particularly challenging due to ongoing mining activities by these communities.<br>The Society for the Conservation of Nature of Liberia (SCNL), a local NGO, has been supporting Gola Forest rangers by providing 40 eco-guards for field operations. | The PIU will maintain ongoing stakeholder engagement with county leadership on environmental and social matters related to LiFE-P implementation throughout the project lifecycle. | |
| | | Park Warden/Rangers of Gola National Forest | Acknowledged the presence of the LiFE-Project team idea of the Project.<br>Expressed challenges in manning the Forest especially with limited logistics availability and manpower increase. Patrols in the Forest areas require a significant number of rangers and a definite provision of materials needed to keep the patrol persistent. Patrols are often supported by NGOs through Ecoguards they hire and also provide logistics for the FDA Rangers to initiative and monitor the patrol | Operational challenges related to limited manpower and logistical constraints in effectively managing and patrolling forest areas is of concern.<br>We recognize that sustained patrol efforts require adequate ranger capacity and consistent provision of essential materials. The current support from NGOs, including the deployment of ecoguards and logistical assistance, is | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | | | activities in the forest. | noted and appreciated as a critical contribution to ongoing monitoring efforts.<br><br>LIFE-Project will work with relevant stakeholders to explore opportunities for strengthening capacity, improving coordination, and supporting sustainable approaches to forest monitoring and protection, in line with the World Bank Environmental and Social Framework. | |
| | April 8, 2026 | Gbarpolu County-Teamah Town Town County administrators and community members<br><br>Total number of participants: 40<br><br>Sex disaggregated:<br><br>Male: 18<br>Female: 22 | The community members welcomed the FDA team and expressed positive responses regarding the outcomes of the proposed project.<br>Community members emphasized the need to strengthen the efforts of forest rangers and improve their engagement with the community.<br>The General Town Chief acknowledged the benefits of preserving forest resources; however, he expressed concern over the lack of proper demarcation and boundary markings, which makes it difficult for community members to identify forest boundaries. He called on the FDA to address this issue. He further noted that the FDA should conduct routine checks on forest rangers to ensure the forest remains protected. Due to a lack of manpower and the discontinuation of eco-guard support following the expiration of the SCNL engagement in December 2025, rangers are unable to adequately patrol the large Protected Area extending to Grand Cape Mount County.<br>The Youth Leader raised concerns about rangers restricting community members from accessing their farmlands situated within the forest buffer zone, noting that this creates tension between community members and rangers, particularly given the prevailing economic hardships.<br>The Women's Leader expressed concern over the lack of schools and health facilities in the area, despite FDA | The PIU clarified the details of the eco-guard disengagement package and noted that ongoing stakeholder engagement with county leadership on environmental and social matters related to LiFE-P implementation will be continuous. | |



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| | | | project interventions in the Gola Forest. She also highlighted the absence of alternative livelihood support from the FDA, which restricts community members from accessing the forest zone.<br>Community members acknowledged that some of their members had previously been engaged as eco-guards to support FDA rangers. However, following the expiration of their contracts, these individuals have remained unemployed and without support. The community appealed to the FDA to reinstate their involvement in patrol activities, noting that without support, former eco-guards may resort to utilizing forest resources.<br>A female community member noted that due to the absence of healthcare facilities, community members rely on the forest for medicinal purposes. She further noted that while they have been encouraged to engage in lowland farming, they lack the capacity to do so. She emphasized that without alternative support, communities will continue to depend on forest resources, particularly for medicinal use. | | |
| | | Teamah Town (forest-fringe community) | • Appreciate the presence of FDA Rangers in the community and the orderly coordination and mutual working engagements.<br>• Residence of Teamah town mentioned that the ideas previously shared with them about the management of the forest through restricted farming, mining and other activities felt like a threat to their livelihoods. But nowadays, they realized that it is for their general good.<br>• The town chief emphasized the need for clearer demarcation so as to identified areas that are around the community to be used for gardening, fishing and lowland farming for alternative livelihood support.<br>• Ecoguards recruitment by conservational NGOs working around the Gola National Forest serves as | The LIFE-Project team appreciates the community's evolving understanding of forest management measures and their long-term benefits for livelihoods and environmental sustainability.<br>We acknowledge the concerns raised regarding clear demarcation of land for community use. Ensuring clarity on boundaries is essential to reduce conflicts and support planning for alternative livelihoods such as gardening, fishing, and lowland farming.<br>The project will work with relevant stakeholders to strengthen awareness and communication around demarcation processes. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | | | a boost for jobs creation.<br>There is a need that the Rangers manning the forest be effectively supported to strengthen the protection of the forest. | We also recognize the positive role of ecoguard recruitment in creating employment opportunities and supporting conservation efforts around Gola National Forest. In addition, we note the need to further support rangers responsible for forest protection. The project will engage stakeholders to explore opportunities for strengthening capacity, logistics, and coordination to enhance effective forest management.<br><br>The project aims at balancing conservation objectives with sustainable livelihood opportunities for communities, in line with the World Bank Environmental and Social Standards (ESS). | |
| | | Teamah Town Youth | There has been a lot of information about development projects around the forest areas, but during the implementation of these projects, benefits are not reflected in the lives of the community dwellers.<br>• Access to road remains a major challenge for our community. Rehabilitation of pliable roads is of concern for our communities.<br>• Youth in the communities are willing to work with FDA as Ecoguards to help manned the Gola Forest. Thus serving as a livelihood alternative for youth empowerment<br>Society for the Conservation of Nature (SCNL) provided cocoa seedling for the town. Also, Welt Hunger (WHH) provided grant to the town for small skill farming | The Project team acknowledges that, in many cases, development projects have not delivered visible benefits to local communities, and we acknowledge the need to improve how project outcomes translate into real livelihood gains.<br>We note the challenge of poor road access, which limits movement, trade, and service delivery. While road rehabilitation is not a component focus of the project, LIFE-Project will coordinate with relevant authorities to ensure such issues are considered within broader development efforts in project areas.<br>We also welcome the willingness of youth to engage as ecoguards in support of forest protection. This presents a valuable opportunity for employment and community participation in | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | | | | conservation.<br>Furthermore, we recognize the contributions of SCNL and WHH in supporting cocoa production and small-scale farming. The project will aim to build on these efforts by strengthening sustainable livelihood options and improving coordination among partners. | |
| | | Religious Leader | After posing the restriction on the forested areas believed to be inherited from our forefathers, there are no sustainable livelihood alternatives mechanisms put in place and monitored to have forest-fringe community dwellers managing forest surroundings. Including schools and hospitals | Restrictions on access to forest resources, particularly in areas with strong customary ties can have significant implications for livelihoods and social services if not adequately accompanied by sustainable alternatives. We acknowledge the need for sustainable livelihood options that are both accessible and effectively monitored to support forest-fringe communities in managing their surroundings. And the need to prioritize the development of community-based livelihood interventions, alongside capacity building and support systems to ensure their sustainability over time.<br><br>We also note the broader concerns related to access to essential services such as education and healthcare. While these may extend beyond the direct scope of the project, inclusive interventions and coordinated efforts with relevant authorities and partners to contribute to improved community well-being.<br><br>In keeping with the World Bank Environmental and Social Framework, the project encourages promoting a | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | | | | balanced approach that supports conservation objectives while safeguarding livelihoods and social outcomes. | |
| | April 9, 2026 | Gbarpolu County-Superintendent, County Administrator, NUCFMB, National Head<br><br>Total number of participants: 8<br><br>Sex disaggregated:<br><br>Male: 7<br>Female: 1 | The County Superintendent stated that communities that preserve the forest do not receive any benefits in return. He further noted that if the FDA restricts communities from farming in the forest, alternative livelihoods must be provided.<br>Stakeholders raised concerns about the FDA's past performance, noting the absence of a structured system to protect both wildlife and humans. The Superintendent also reiterated his grievance regarding the elephant incident described in Bomi County by the Regional Forester, which remains unresolved.<br>The following key issues were highlighted by stakeholders:<br>The lack of alternative livelihood options remains a critical issue for forest-dependent communities.<br>There is a need for a clearly defined system to delineate the mandates and responsibilities of each institution involved in forest management and protection.<br>Significant conflict exists among government institutions regarding the protection and management of forest resources.<br>Elephants have destroyed more than 30 hectares of cassava farmland, exacerbating tensions between communities and regulators<br>More than 30 excavations have been recorded in forest areas, driven by mining activities that are causing significant degradation of forest resources. | The PIU will maintain ongoing stakeholder engagement with county leadership on environmental and social matters related to LiFE-P implementation throughout the project lifecycle. | Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |
| | | Local Government<br><br>Superintendent | The idea of the LiFE Project was welcomed by the Superintendent and his staff.<br>He emphasized the need for collaborative efforts from the FDA in tackling illegal activities in forested areas in the county.<br>Coordinated strengthening of the local government in | Thank you, Superintendent, for the warm welcome and for your valuable observations. The LIFE-Project E&S team appreciates the support of the local government and the ongoing efforts of the FDA and its partners in the county. | Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |



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| | | | monitoring projects in the county.<br>There is high level of chainsaw milling and illegal mining activities ongoing in the county's Protected Areas<br>Human-wildlife conflicts need more attention and a resolution in handling those conflicts<br>Alternative livelihood should be of high priority so that benefits can be felt by everyone in the project area<br>Benefit-sharing in the county at most levels is not affecting the livelihood of communities in the most positive manner.<br>We would like to know more about the project to understand the community aspect<br>Interagency (FDA,EPA, MME, MLG) coordination requires strong coordination to curb overlaps in concession areas | We acknowledge that limited livelihood alternatives remain a key challenge affecting conservation outcomes. And the need to prioritize support for sustainable, community-based livelihood options to reduce pressure on forest resources and enhance local benefits.<br>We also note the concerns related to demarcation of Protected Areas and Proposed Protected Areas. And that strengthening clarity and awareness around boundaries will be important to minimize future conflicts, and the project will work with relevant stakeholders to support improved processes and communication.<br>The need for stronger collaboration with the Ministry of Local Government and other institutions to promote inclusive and coordinated engagement mechanisms to ensure effective implementation and alignment with national and local priorities, in line with the World Bank Environmental and Social Framework is very significant. | |
| | | Chief Administrative Officer (CAO) of the Local Government | The county CAO commended the LiFE-Project E&S Team for the engagement and expressed interest in working with the project team at the county level during the implementation of the project. | Appreciates the County Administration's support and commitment to engage with the project during implementation. Recognizing the critical role of the County Administration, particularly the CAO, in facilitating coordination, stakeholder engagement, and oversight at the local level. The project will work closely with county authorities to ensure that E&S measures are effectively integrated, and that implementation is aligned with local priorities and institutional frameworks. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | | | | LIFE-Project ESF will focus on fostering strong partnerships at the county level to support inclusive and sustainable project outcomes in line with the World Bank Environmental and Social Framework. | |
| | | National Union of Community Forest Management Body (NUCFMB) | Emphasized the need for strengthen coordination with the FDA and its partners before initiation of the project the region.<br>The illegal mining activities in the county is causing significant degradation in most forest areas and requires attention and continuous monitoring from relevant institutions governing forest resources. | It is significant to have strengthened coordination with the FDA and its partners prior to and during project implementation. As effective collaboration will be essential to ensure alignment with existing forest management efforts and to support coherent planning and execution at the regional level.<br><br>We also acknowledge the significant impact of illegal mining activities on forest degradation. Addressing these risks will require enhanced monitoring, enforcement, and interagency coordination among institutions responsible for forest governance.<br><br>The LIFE-P seeks support efficient stakeholder collaboration, promote integrated monitoring approaches, and reinforce environmental redress mechanisms to help mitigate such risks in project areas. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |
| | April 10, 2026 | Lofa County (Voinjama City)- Superintendent Regional officer<br><br>Total number of participants: 4<br><br>Sex disaggregated: | The Superintendent emphasized that the most critical issue is the coordination among the various government institutions involved in forest governance, alongside the need for proper documentation of monitoring activities.<br>He further noted that some community members are being arrested for entering the forest, highlighting the need for clearer communication regarding community rights and responsibilities in relation to forest use. | The PIU will maintain ongoing stakeholder engagement with county leadership on environmental and social matters related to LiFE-P implementation throughout the project lifecycle. | |



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| | | Male: 4<br>Female: 0 | Communities must have a clear understanding of the enforcement aspects of the FDA, including what activities are permitted and prohibited within forest areas.<br>Regarding forest demarcation and boundaries, the FDA should clearly communicate forest boundaries, buffer zones, and permissible activities to community members. This should include the demarcation of private farms and forest zones. Demarcation should be conducted properly, with full community participation including the involvement of women and youth and supported by adequate documentation.<br>There are four CFMAs in Lofa County with ongoing encroachment issues. It was noted that every government land acquired should be surveyed by the appropriate government institutions and formally deeded.<br>The plantation within the county is government-owned but lacks proper documentation, with community members also laying claim to the plantation land. This situation underscores the urgent need for formal land surveys, titling, and documentation to resolve competing claims and prevent further conflict. | | |
| | April 10, 2026 | Lofa County (Voinjama City)- Regional Forester<br><br>Total number of participants: 4<br><br>Sex disaggregated:<br><br>Male: 4<br>Female: 0 | The regional office has five staff members, with three proposed Protected Areas (PAs) Wonesgizi, Wolosgizi, and Foya PPAs each with a designated Park Warden.<br>The Foya office has four staff members, comprising a Silviculture Officer, a Nursery Officer, and two rangers.<br>Demarcation issues persist on both the FDA and community sides, contributing to ongoing tensions over land boundaries and forest use.<br>The absence of alternative livelihood options for forest-dependent communities remains a critical challenge, as communities resort to cutting down trees for charcoal production in the absence of other income sources.<br>Regarding the existing plantation and land, the | There is a need for fire control measures<br>Community engagement and awareness<br>Proper documentation by the FDA<br>Reinforcing co-management of the plantation in Foya is important with adequate community engagement. | |



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| | | | government had previously negotiated with community approval and formal documentation. However, following the war, most of these documents including MoUs and land deeds were lost or destroyed. As a result, the FDA was required to renegotiate the plantation and the land on which the FDA regional office is situated, working through the Land Authority (CLA) to re-demarcate the land and secure all land titles for the office land and plantation. | | |
| | April 10, 2026 | Lofa County (Foya) Silviculturist<br><br>Total number of participants: 7<br><br>Sex disaggregated:<br><br>Male: 7<br>Female: 0 | Degraded lands suitable for restoration and commercial tree crops have been identified in Foya, including community woodlots, old tree plantations, and degraded forests.<br>Forest fire is the primary threat to the forest, largely driven by farming practices particularly the slash-and-burn method used by farmers. A fire control system has been introduced, including field patrols and community awareness campaigns to reduce fire incidents. Fire control is community-based and is not conducted in coordination with the Liberia Fire Service. A recommendation has been made to communities to farm around swamps and low-lying areas rather than upland areas to reduce fire risk.<br>Approximately 16 communities surround the Foya plantation areas. However, three of these communities Ndenu, Banpulo, and Lapalloe were laying claim to the oil palm plantation due to the absence of formal documentation on both the government and community sides.<br>Approximately 50 hectares of plantation were lost in 2020 as a result of a fire outbreak. | The PIU will maintain ongoing stakeholder engagement with county leadership on environmental and social matters related to LiFE-P implementation throughout the project lifecycle. | |
| | April 10, 2026 | Lofa County CFMB st Selayea district<br><br>Total number of participants: 5 | The Chief Officer described the structure of the Community Forest Management Body (CFMB) and Community Assemblies, noting that Selayea is an authorized community forest comprising six towns and 17 villages. The six towns include Selayea, Yarpuah, Telemu (where mining activities are ongoing), Gorlu, Ganglota, and Beyan. The following challenges were | | |



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| | | Sex disaggregated:<br><br>Male: 3<br>Female: 2 | identified:<br>There is a lack of effective coordination between the FDA and the Ministry of Mines and Energy regarding forest and mining governance.<br>The community forest has followed the required process to engage in conservation activities across 8,270 hectares within the six towns.<br>Local authorities have been interfering with community decisions within the CFMB in CFMAs, particularly in Telemu.<br>Regarding support mechanisms:NGOs provide support to communities in prosecuting forest-related cases.<br>FDA forest guards conduct weekly and monthly patrols, with reporting carried out accordingly. A joint enforcement team operates at the county level, comprising representatives from Immigration, the Police, the National Security Agency, the Fire Service, the Drug Enforcement Agency (DEA), the County Attorney's office, and the Ministry of Justice. | | |
| | | Superintendent (Local Government) | The superintendent welcomed the LiFE-Project team into the county and applauded the idea of the project.<br>The local government office acknowledged the presence of FDA in the county and their activities with other partners in the county<br>Provision for livelihood alternatives is of serious concern for conservation activities in the county<br>FDA should enhance demarcation concerns arising in PA and PPs in the county so as to avoid near future challenges.<br>There is a need for strengthened collaboration with the Ministry of Local Government (MLG) and other relevant stakeholders for proactive engagements in the forest areas. | Thank you, Superintendent, for the warm welcome and for your constructive feedback. The LIFE-Project team appreciates the support of the local government and acknowledges the ongoing efforts of the FDA and its partners in the county.<br>Limited livelihood alternatives remain a key constraint to effective conservation. And it is important to prioritize the development of sustainable, community-based livelihood options to reduce pressure on forest resources while enhancing local economic opportunities.<br><br>We also note the concerns related to demarcation of Protected Areas and Proposed Protected Areas. Strengthening stakeholder engagement around | Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |



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| | | | | boundary setting is essential to minimizing potential conflicts.<br><br>There is a need for collaboration with the Ministry of Local Government and other stakeholders. The project will promote inclusive coordination mechanisms to ensure proactive engagement and alignment with local and national priorities. | |
| | | Foya Reforestation Area | NGOs support reforestation activities and other programs focus on planting diverse, native tree species on degraded landscapes.<br>There are current nurseries breeding ongoing in the area for planting.<br>SCNL conduct stakeholders meetings and trainings for farmers in reducing deforestation from palm oil and cocoa value chain. And established nursery site for palm oil. The training is conducted in clustered segments to facilitate the initiatives | Thank you for these inputs. The project team acknowledges and supports ongoing NGO-led reforestation efforts, including the use of diverse native species and active nursery development.<br><br>We also recognize SCNL's stakeholder trainings and clustered approach in addressing deforestation in the palm oil and cocoa value chains, as well as the establishment of nursery sites.<br>We will continue to collaborate with partners to strengthen coordination and scale up impact. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |
| | | NUCFMB (Lofa) | The CFMB continue to experience high disadvantage often rising from non-negotiation between Ministry of Mines and Energy (MME) and the FDA before issuance of mining licenses after expressing interest in conservation of the Community Forest (CF).<br>Complaints are not being formally addressed and sometimes ignored. The Multi-Stakeholder Forest Governance and Accountability Project (MFGAP) have been instrumental in addressing some of these concerns. | Thank you for raising these concerns. The project team recognizes the challenges faced by CFMBs, particularly limited coordination between MME and FDA in issuing mining licenses affecting community forests.<br><br>We also acknowledge gaps in addressing complaints and will work to strengthen grievance redress and ensure issues are formally handled.<br><br>We appreciate MFGAP's role and will continue engaging partners to improve | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | | | | coordination, transparency, and accountability. | |
| | April 11, 2026 | Nimba County-Superintendent<br><br>Total number of participants: 3<br><br>Sex disaggregated:<br><br>Male: 2<br>Female: 1 | The issue of revenue sharing was discussed, with the Superintendent noting that the FDA does not operate in the interest of communities or the county. Nimba County does not benefit from forest tourism, as the revenue sharing mechanism remains unclear. Under the Forest Management Contract (FMC) arrangements, revenue is distributed as follows: 40% to the Republic of Liberia, 30% to affected communities, and 30% to the counties.<br>The Superintendent further noted that community engagement by the FDA is insufficient, and that the FDA should operate within the existing county administrative structure. She cited the EPA as an example of an agency that has been effective and supportive in environmental protection.<br>There is a clear need for interagency coordination among all government institutions on landscape management, particularly within the local government structure at the county level. | The PIU will maintain ongoing stakeholder engagement with county leadership on environmental and social matters related to LiFE-P implementation throughout the project lifecycle. | |
| | April 11, 2026 | Ministry of Local Government<br><br>Superintendent | Welcomed the LiFE-P team into the county and appreciate the idea of the project being share with relevant stakeholders before the implementation.<br>The coordination of FDA in the county is only with the CFMBs, and not cordial with the Ministry of Local Government. | Thank the superintendent for the feedback. The project E&S team appreciates the importance of early engagement and will continue to ensure that project information is shared with all relevant stakeholders prior to implementation.<br><br>We also take note of the coordination concerns involving the FDA and the Ministry of Local Government. Strengthening inter-agency collaboration at the county level is essential, and we will engage the respective institutions to promote more inclusive and effective coordination moving forward. | Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |



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| No | Date | Stakeholder (Group or Individual) | Summary of Feedback | Response of Project Implementation Team | Follow-up Action/Next Steps |
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| | April 11, 2026 | Nimba County-NUCFMBs<br><br>Total number of participants: 6<br><br>Sex disaggregated:<br><br>Male: 5<br>Female: 1 | The National Union of Community Forest Management Bodies (NUCFMBs) was established in 2009. The NUCFMB oversees 57 CFMAs and their associated CFMBs across all counties in Liberia, with each CFMB comprising five members. In terms of reporting, assembly meetings are held once a year in December, with quarterly reports shared with the national union.<br>The following concerns and challenges were raised:<br>There is a lack of coordination between the FDA and the Ministry of Mines and Energy. Stakeholders noted that mining licenses and concessions are being granted by the Ministry of Mines and Energy within designated CFMA conservation areas. Although the FDA is notified of these issues in writing, feedback is rarely received. During task force meetings convened to address these challenges, key decision-makers are frequently absent, making it difficult to take concrete steps and agree on a way forward<br>NUCFMB participants advocated for the development of a National Land Use Plan through a national survey, or the creation of a dedicated body to strengthen coordination among all ten regulatory institutions.<br>There is a need to provide education and awareness to community members, along with a coordination mechanism for the management of Liberia's natural resources.<br>There is a need for lawyers well-versed in FDA regulations, conservation, and environmental law to assist with judicial matters at the county level.<br>Community participation in CFMA processes: During CFMA demarcation and inventory exercises, some community members are not adequately informed. While county-level administrators, including women leaders, typically attend, there is insufficient dissemination of information and decisions reached to forest community users and farmers.<br>FPIC process: The Free, Prior, and Informed Consent (FPIC) process is followed for boundary harmonization, | The PIU will maintain ongoing stakeholder engagement with county leadership on environmental and social matters related to LiFE-P implementation throughout the project lifecycle. | |



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| No | Date | Stakeholder (Group or Individual) | Summary of Feedback | Response of Project Implementation Team | Follow-up Action/Next Steps |
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| | | | with consultations conducted at the local, county, and national levels, including newspaper advertisements.<br>There is a concern regarding elite capture, whereby county administrators concession community lands while excluding NUCFMBs from the process. | | |
| | | NUCFMB National President | The National Union of Community Forest Management Bodies expressed gratitude to the LiFE-Project team for the regional stakeholder engagement.<br>Interagency (EPA, FDA, MME, MoA) and non-compliance of forest governance coordination has been a serious challenge for CF management in most parts of the country. Including issuance of mining licenses to miners to operate in Protected Areas. Especially Community Forest that are conservational areas.<br>The NUCFMB has proposed a National Land-Use Plan for CF, with cost-benefit analysis to inform the Plan development.<br>There is a need for strengthened awareness for demarcation of CFMAs.<br>There is a need for enforced community land regulations for the protection of PAs and PPAs and Natural Reserves.<br>Considerably, the East Nimba Nature Reserves (ENNR) merged and formed a co-management body with the Blei CF in Nimba County. They have 100 Ecoguards, and the CF has 12 Forest Guards. | Thank you to NUCFMB for the engagement and partnership. As the E&S team, we recognize the challenges with weak interagency coordination (EPA, FDA, MME, MoA), including non-compliance and mining activities in protected and community conservation areas. We will continue engaging institutions to strengthen coordination and safeguards.<br>We acknowledge the proposal for a National Land-Use Plan for Community Forests and support the use of cost-benefit analysis for informed planning.<br>We also note the need to improve awareness on CFMA demarcation and enforce community land regulations to protect PAs, PPAs, and reserves. | NUCFMB National President |
| | | Ministry of Health Community Health Assistant (CHA)<br><br>SEA/SH/GBV | Trained to treat malaria, fever, and support midwifery in the region.<br>There is a challenge of awareness creation in the region on maternal care, primarily due to lack of mobility and limited staffing.<br>In 2025, there were cases of GBV in parts of the county.<br>Rape case was reported in 2024 in Gbapa town, Nimba County, and the perpetrator was investigated and turned over to the relevant authority.<br>Sexual Harassment occurred at a substantial level in | As the E&S team, we recognize the efforts in healthcare delivery despite mobility and staffing constraints, and the project will support increased awareness.<br><br>We are concerned about SGBV, and also strengthening prevention, reporting, and survivor-centered response systems.<br><br>We also note that grievances are mainly | Ministry of Health Community Health Assistant (CHA)<br><br>SEA/SH/GBV |



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| No | Date | Stakeholder (Group or Individual) | Summary of Feedback | Response of Project Implementation Team | Follow-up Action/Next Steps |
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| | | | the region.<br>Grievances are mostly handled at the community leadership level.<br>It is of high importance that responses to SEA/SH/GBV be prompt and timely | handled at the community level and will work to improve formal GM systems to ensure timely and appropriate responses in project areas. | |
| | April 13, 2026 | Grand Cape Mount County-Torsor Community, Piso Lake Multiple use Reserve (LPMR)<br><br>Total number of participants: 10<br><br>Sex disaggregated:<br><br>Male: 6<br>Female: 4 | Livelihood activities in the community include farming (rice, vegetables, and cassava) and fishing.<br>The County Town Chief expressed support for the proposed project and noted that the community maintains a good working relationship with the FDA.<br>He stated that the land on which the FDA office is situated was voluntarily provided by the community.<br>Community members noted that monkeys in the Lake Piso Multiple Use Reserve (LPMR) forest zone, managed by the Wakolo Jungle Lodge and Reserve, are destroying their crops.<br>The community indicated that they are aware of the forest boundaries, which are marked along the tree lines. | The PIU will maintain ongoing stakeholder engagement with county leadership on environmental and social matters related to LiFE-P implementation throughout the project lifecycle. | |

| Stakeholder (Group or Individual) | Summary of Feedback | Response of Project E&S Team | Follow-up Action/Next Steps |
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| Ministry of Local Government<br><br>(Superintendent)<br><br>**Grand Gedeh County**<br><br>Total number of participants – 35<br>Sex disaggregated:<br><br>Male: 21<br>Female: 14 | • Acknowledge the presence of the LiFE-Project team in the county, and the idea of the project E&S activities.<br>• Community Rights Laws, 2018 is compromised in most of the forested communities in the county.<br>• And the National Benefit-Sharing Trust (NBST) Board that manages and distributes forest land rental fees to communities affected by logging, specifically through Community Forestry | Thank the superintendent for the warm acknowledgment and for sharing these concerns. As the project E&S team, we appreciate the importance of inclusive engagement and the role of E&S measures in project implementation.<br>We recognize the reported gaps in the application of the Community Rights Law (2018) and concerns regarding the effectiveness of the NBST Board and CFDCs in representing community interests. We will continue to engage relevant institutions and stakeholders to promote transparency, accountability, and adherence to established legal frameworks.<br>We also note the need for stronger coordination among LIS, LRRRC, MoS, and FDA, particularly in | Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |



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| | Development Committees (CFDCs), is not completely working in the interest of the communities they represent.<br>• There is a need for a strong coordination of Liberia Immigration Services (LIS), Liberia Refugee Repatriation and Resettlement Commission (LRRRC), Ministry of State (MoS) and the FDA.<br>• Legal agreement should be for foreigners migrating into bordered counties in the region.<br>• There is cordial relationship with other national, yet the CFDC leadership is not working with the local government in the county. | managing cross-border dynamics and migration. Strengthening institutional collaboration and clarifying legal arrangements for migrants in border counties will be important areas of engagement. | |
| Regional Forester<br><br>Region Four (4) | • Thanks to the management of the FDA for the LiFE-Project preparations and E&S stakeholder engagements in the region.<br>• Currently, there are 2 protected areas and one proposed protected area. Eight CF and 3 FMCs.<br>• The PAs and PPA are under-staff with limited logistics.<br>• Encroachments (illegal mining, poaching) in these CF remains a major challenge in most parts of the region.<br>• Most patrols in the protected areas are supported by partners (WCF, FF) through joint security initiatives for monitoring of Sapo National | As the project E&S team, we acknowledge the current landscape, including the presence of Protected Areas, Proposed Protected Areas, Community Forests, and FMCs in the region.<br>We recognize the challenges of understaffing and limited logistics affecting effective management, as well as ongoing encroachments such as illegal mining and poaching. These pose significant risks to conservation efforts.<br>We also appreciate the role of partners like WCF and FF in supporting patrols and joint security initiatives, particularly around Sapo National Park. Working with relevant stakeholders to strengthen capacity, improve coordination, and support measures that enhance protection and monitoring across these areas are priorities for consideration | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | Park. | | |
| Park Warden<br><br>Grebo-Krahn PA | • Grebo-Krahn National Park which currently covers approximately 96,000 plus hectares is challenge with manpower. There is low manpower to staff the PA. This has led to continuous poaching, illegal mining and farming in the PA. | Thank you for raising this concern. As the project E&S team, we recognize the significant staffing constraints in Grebo-Krahn National Park, given its large size, and the implications for effective protection.<br>Acknowledging that limited manpower contributes to ongoing challenges such as poaching, illegal mining, and encroachment for farming. There is a need to explore opportunities for strengthening ranger capacity, improving logistics, and supporting community-based monitoring approaches. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |
| Park Warden<br><br>KWA PPA | • There are currently four hotspots in the PPA with approximately 173 thousand hectares. Monthly joint patrol consisting of Arm Forces of Liberia (AFL), Liberia Immigration Services, Liberia National Police (LNP) and FDA.<br>• For patrols support, NGOs usually provide ration for patrolmen including for, Ecoguards, Rangers, and national security apparatuses who join the operations. This initiative was initially agreed for a period of three months through EU funded project SUSTAIN. However, due the effective work being carried on by these forest guards, it has since continued from October 2025, to present. | The LiFE -Project E&S team recognize the significance of the identified hotspots within the PPA and commend the ongoing joint patrol efforts involving the AFL, LIS, LNP, and FDA. And also acknowledge the critical support provided by NGOs in sustaining patrol operations through rations and logistics; particularly beyond the initial SUSTAIN project timeframe. This reflects the effectiveness and importance of these coordinated efforts. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |
| SEA/SH/GBV | • Several substantial concerns were raised on the SEA/SH/GBV including possible SGBV actions due to influx of foreigners in the region. | Thank you for raising these concerns. The project team takes SEA/SH/GBV risks seriously, including potential SGBV linked to the influx of foreign workers.<br>The project will enforce a strict Code of Conduct, conduct trainings, and strengthen community | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | | awareness and reporting mechanisms. We will also work with local partners to ensure confidential, survivor-centered response services. Monitoring and addressing these risks will continue throughout project implementation. | |

| Stakeholder (Group or Individual) | Summary of Feedback | Response of Project Implementation Team | Follow-up Action/Next Steps |
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| Ministry of Local Government<br><br>Superintendent<br><br>**River Gee County**<br><br>Total number of participants – 27<br>Sex disaggregated:<br><br>Male: 11<br>Female: 16 | • The Ministry of Local Government acknowledges the presence of LiFE-Project team in the county, and coordination with the FDA regional team in the county is cordial. Limited staffing of FDA personnel in the region remains a challenge; thus causing the absence of personnel in the forest communities.<br>• Communications need to be enhance at all level (companies, NGOs) involve in forest related operations in the county. Especially companies meeting their social corporate responsibilities.<br>• The active NGO (WCF) in the county engaged with forest related activities is working cordially with the communities. Including the hosting of workshops and rehabilitation of community road.<br>• The local government through the communities is sometimes dissatisfied with demarcation processes due to lack of sufficient | Thank you for the feedback and continued collaboration. The project E&S team acknowledges the cordial coordination between the Ministry of Local Government and FDA, while recognizing that limited FDA staffing affects presence in forest communities.<br>We note the need to strengthen communication among all actors, including companies and NGOs, particularly in meeting corporate social responsibilities. We also appreciate the positive role of WCF in supporting community engagement and infrastructure.<br>Concerns around demarcation and limited awareness on land matters are well noted, and support to enhanced sensitization and stakeholder engagement is of high importance. We further recognize enforcement efforts by FDA staff in addressing illegal activities, and the need for sustainable alternative livelihoods for communities around Grebo-Krahn PA. | Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |



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| | awareness in land matters in forested communities.<br>• FDA staff in various parts of the county especially to checkpoints oftentimes initiative arrest of illegal hunters in the protected areas.<br>• Challengingly, sustained alternative livelihood for communities around Grebo-Krahn PA is an issue of concern to be addressed | | |
| Community Forest Development Council (CFDC)<br><br>Forest Management Concession (FMC) – F | • The FMC-F might possibly be a benefactor of the LiFE-Project, owing to the fact that the county is a part of the project counties.<br>• Challenges of local communities hiring foreigners in forest areas is causing encroachments by illegal hunters, farmers, and miners, thereby leading to land conflict in most parts of the forested communities. These activities are causing serious depletion to the forest. This requires awareness on forest management for forest-fringe communities<br>• The CFDC encourage grievances to be address through community members-FDA-LNP at the district level before it is further escalated to other authorities, if require. | Thank you for sharing these points. From the project E&S perspective, we see clear potential for FMC-F to benefit from the LiFE Project, given its location within the project areas.<br><br>We understand the concerns around the hiring of foreigners in forest communities, which is contributing to encroachment, illegal activities, and land conflicts. Strengthening awareness on sustainable forest management for forest-fringe communities is a key focus to minimize these activities.<br><br>We also appreciate the existing approach to handling grievances at the community and district levels through CFDCs. There is a need to strengthen and better link these processes with formal grievance mechanisms to ensure issues are addressed in a timely, transparent, and effective manner. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |
| Regional Forester | • The region is calm and the | The project E&S team is encouraged by the stable conditions in the region and the progress toward LiFE | Continue engagements with the county leadership on LiFE-Project E&S related |



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| Region Five (5) | LiFE-Project implementation will boost activities in the region. Kulaway CF, in Maryland County is in the process of signing a contract. Currently, there are four CF in the region and 1 FMC (FMC-P). With 4 partners working in forested communities for livelihood alternatives measures. | Project implementation.<br><br>We note the ongoing process with Kulaway CF and the presence of multiple community forests and FMC-P, together with partners supporting alternative livelihoods. These provide a strong foundation for integrated interventions.<br><br>There is a need complement existing efforts; strengthen coordination among partners, and support sustainable livelihood alternatives while maintaining sustainable environmental and social safeguards. | activities with relevant stakeholders. |
| SEA/SH/GBV | • There are cases of SGBV in the counties due to insensitivity of gender rights. Amidst these acts, police often creates awareness to inform communities about the impact of SEA/SH/GBV in the region | The project E&S team acknowledges the SGBV cases in the counties, which are often driven by low awareness of gender rights.<br><br>We appreciate the role of the police in raising awareness on SEA/SH/GBV and their impacts. There is a need to build on these efforts by strengthening community sensitization, promoting gender-responsive practices, and supporting prevention initiatives. And to improve safe and confidential reporting channels, while ensuring timely and survivor-centered responses in coordination with relevant institutions and service providers. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |

| Stakeholder (Group or Individual) | Summary of Feedback | Response of Project Implementation Team | Follow-up Action/Next Steps |
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| Local Government<br><br>County Development Superintendent<br><br>**Maryland County**<br><br>Total number of participants – 34<br>Sex disaggregated:<br><br>Male: 17 | • The local government of Maryland County through its Superintendent appreciates and welcomes the LiFE-Project team in the county. These initiatives are good to better the lives of our people. Nevertheless, the triggered down effects through sustainable development practices and seldom seen after these projects are completed.<br>• It also important to consider | Thank the Superintendent, and also for sharing important concerns. E&S impact is concern about sustainability and long-term benefits after project completion. The LiFE Project is interested in strengthening local capacity, promoting community ownership, including livelihood support and redress mechanisms. The use of savanna areas are sustainable, ensuring that activities align with Environmental and Social Safeguards practices. And working with the county leadership to ensure project activities are inclusive, with local priorities. | Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |



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| Female: 17 | the usage of savanna areas in Maryland County for LiFE-Project activities. As this will help to create jobs for residence of the county. | | |
| Human Rights Commission<br><br>(HRC) | • Ownership and sustainability is important for communities during and after the implementation the project. | E&S team acknowledge that community ownership and sustainability are important for long-term impact. Including communities' involvement in planning implementation, and build sustainable capacities. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |
| Environmental Protection Agency<br><br>(EPA) | • The ESF is important for the management of the forest in connection with the EPA Act, considering the proposed activities that will be implemented,<br>• Deforestation remains a national challenge and even at the county level, as reclamation is of serious concern<br>• There is a need for a well-coordinated system between the FDA and other relevant institutions working in the region to strengthen monitoring of the forest and its resources. | The LIFE-Project ESF is to guide sustainable forest management in project areas, in keeping with Environmental Protection Agency (EPA) regulations and national requirements.<br>Deforestation remains a major challenge at both national and county levels, and there are efforts for restoration and reclamation. And the project will support practical actions that promote restoration and sustainable land use.<br>Concerns about coordination among FDA and other institutions. And strengthening monitoring systems to improve forest governance. In keeping with environmental and social standards. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |
| Tubman University<br>(TU) | • The idea of the LiFE Project is unique, and it also considerate that the project develop a hub at the Tubman University Campus situated on 270 acres of land in Harper, Maryland County with over 3000 students enrolled. Currently, there is an established lab for MRV | The LIFE-Project E&S team acknowledges the strategic value of Tubman University, including the existing MRV lab supported by NOVASPHERE, in contributing to NDC-related data and sustainable forest management<br><br>Noting the importance of internships in building local capacity and opportunities to strengthen collaboration with the university and partners.<br>Acknowledging the need for a sustainable capacity building program. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | through NGO (NOVASPHERE).<br>• As Nationally Determined Contribution (NDC) requires relevant national data, establishing a lab at the TU is keen for sustainable forest management purposes.<br>• Internship for students at the TU is often provided by NGOs that are involved with forest management activities in the county. | | |
| SEA/SH/GBV | • The Liberia National Police Crime Service Division (CSD) and the Human Rights Commission acknowledged cases of SGBV in the County. Confirming that these activities are substantially occurring. There is a joint service-provider approach that is often used in handling such issues.<br>• Confidentiality remains a challenge especially from staffs that are assigned to healthcare facilities. As there is some level of cordiality amongst the LNP and HRC and the communities. For complaints, they are channel through the LNP and Ministry of Justice.<br>• For safehome, the Ministry of Gender, Children and Social Protection (MoGCSP) needs a safe home in the county for victims as there | The LIFE-Project E&S team acknowledges the reported prevalence of SGBV cases in the county, as well as the coordinated efforts by the Liberia National Police, Human Rights Commission, and other service providers in responding to cases.<br>Challenges related to confidentiality in case management within service delivery points, and the implications this has for survivor trust and reporting is a national concern. Strengthening confidential, survivor-centered approaches is a priority under the project's SEA/SH/GBV risk mitigation measures.<br><br>We also note the gap in safe homes and the reliance on community-based arrangements. The need for a dedicated safe home, in collaboration with the Ministry of Gender, Children and Social Protection and other partners to support strengthened referral pathways and service provision.<br><br>LIFE-Project SEA/SH/GBV plan will support awareness, prevention, and response systems, and support coordination among service providers for handling of SGBV cases in line with World Bank Environmental and Social Framework standards. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | is no safehome in the entire county. In most cases, it is the community dwellers that provide safehome for victims voluntarily.<br>• According to the Human Rights Commission representative, eight cases were reported between March and April of 2026. | | |

| Stakeholder (Group or Individual) | Summary of Feedback | Response of Project Implementation Team | Follow-up Action/Next Steps |
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| Ministry of Local Government<br><br>(Commissioner, City Mayor)<br><br>**Grand Kru County**<br><br>Total number of participants – 32<br>Sex disaggregated:<br><br>Male: 19<br>Female: 13 | • Consultation on the E&S idea of the LiFE-Project through the FDA was welcomed by the local government representatives.<br>• Alternative livelihood remains a high challenge in the county as community dwellers often survive on forest products through trade. In the county, NTFPs are mostly used for marketing through unregulated procedures.<br>• Currently, there are no logging activities ongoing in the county and this is the first time FDA is discussing development initiative with us. But there is an active company (Golden Veroleum Liberia) presence in the county involved with palm cultivation. | The LIFE-Project E&S team appreciates the engagement of local government representatives and the opportunity to introduce the project's Environmental and Social Framework approach.<br><br>We recognize that a limited alternative livelihood option is a challenge, with many communities relying on forest products, including NTFPs, often through informal and unregulated markets. The project will prioritize support for sustainable and diversified livelihood options, alongside improved value chains and governance to reduce pressure on forest resources.<br><br>The project E&S team will work closely with local authorities and communities to strengthen environmental and safeguards guided by the World Bank Environmental and Social Framework. | Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |
| Joint Security | • There is a cordial relationship with other | The LIFE-Project E&S team welcomes the reported strong coordination and information sharing among national | |



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| LIS, LNP, LDEA, NSA, LNFS | national institutions in the county, and coordinated information sharing is prevalent amongst security personnel and FDA staffs.<br>• Activities within forest-fringe communities and stalled at the moment, considering the absence of active NGOs and companies involved with sustainable natural resource management. | institutions, including security agencies and the FDA, as this provides a foundation for effective project implementation.<br><br>The team acknowledges the current slowdown of activities in forest-fringe communities due to the limited presence of NGOs and private sector actors engaged in sustainable natural resource management and the need for reactivation of community-level interventions. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |

| Stakeholder (Group or Individual) | Summary of Feedback | Response of Project Implementation Team | Follow-up Action/Next Steps |
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| Local Government<br><br>Superintendent Office<br><br>**Sinoe County**<br><br>Total number of participants – 37<br>Sex disaggregated:<br><br>Male: 22<br>Female: 15 | • Appreciates the idea of LiFE-Project and the relevance of the E&S of the project.<br>• As deforestation is on the rise, alternative livelihoods models would be a boost to enhance job creation for communities in the county. Emphasizing the need for forest management that benefits people in forest-fringe communities through concessionaires companies meeting their social corporate responsibilities in the region. By implementing agreements.<br>• Currently, there are illegal activities (mining, farming, poaching) in the Sapo National Park (SNP) that requires strengthening the joint security (LNP, LIS, | The LIFE-Project E&S team appreciates the feedback recognition of the project's relevance and its environmental and social stakeholder engagement. Highlighting deforestation and limited livelihood opportunities remains a challenge. As support for alternative livelihood models aimed at reducing pressure on forest resources, while promoting inclusive benefits for forest-fringe communities. We also recognize the importance of ensuring that concessionaires meet their social corporate responsibilities, to encourage strengthened accountability and implementation of agreed commitments.<br><br>We further note the concerns regarding illegal activities in Sapo National Park. Strengthening joint security collaboration among LNP, LIS, AFL, FDA, and LDEA, alongside enhanced community awareness and engagement, is important. LIFE-Project will support coordinated efforts that reinforce monitoring, compliance, and community participation in forest protection.<br>The project ESF is for advancing sustainable forest management and improving environmental and social outcomes in line with the World Bank Environmental and Social Framework. | Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |



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| | AFL, FDA, LDEA) efforts, and create more awareness through community engagements. | | |
| SEA/SH/GBV | • In the county, the issue of SGBV is substantial. There are concerns about improving the community awareness on SEA/SH/GBV actions and how they can be managed through grievance mechanism channels for vulnerable people. | SGBV remains a significant issue in the county and requires targeted and sustained attention.<br>The there is a need to prioritize strengthening community awareness on SEA/SH/GBV risks support services, for vulnerable groups. To include local sensitization activities in local languages and engagement with community structures and service providers.<br>The SEA/SH/GBV action plan is develop to reinforce accessible and safe confidential grievance mechanisms and strengthening referral pathways and coordination with relevant institutions for timely and appropriate responses.<br>This is to address SEA/SH/GBV risks in line with the World Bank Environmental and Social Framework and international best practice. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |
| LVD<br><br>County Staff | • As Occupational Health and Safety (OHS) measures are keen for the E&S framework for the LiFE-Project, it is of importance that logistical (PPEs, field equipment) supplies be time-bound to enhance regional staff performances. | Occupational Health and Safety (OHS) implementation relies on the timely provision of essential logistics, including PPEs and field equipment. The LiFE-Project team acknowledged. Recognizing that delays in these supplies can impact staff performance and field operations.<br>Timely distribution of OHS resources can adequately support regional teams. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |
| Joint Security<br><br>(LNP, LIS, LDEA) | • The LiFE-Project E&S formalization is a welcoming approach to strengthen coordination amongst stakeholders in the region and support the welfare of CF regulations within forest-fringe communities and the county.<br>• With the FDA, there is | Thank you for the positive feedback and for recognizing the value of formalizing the E&S stakeholder engagement under the LIFE-Project.<br>It is essential to strengthen coordination among stakeholders, in support of effective implementation of community forestry regulations and improving outcomes for forest-fringe communities.<br>The strong working relationship with the FDA in upholding forest governance frameworks and addressing national security considerations is commendable. We also commend the coordinated patrol efforts in Sapo | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | cordial working relationship in keeping with laws that govern forest management and national security concerns.<br>• During patrols in the SNP PA, there is a coordinated guided effort with support from partners through provision of logistics for operations. | National Park, including the logistical support provided by partners.<br>The project will continue to build on these existing structures by strengthening coordination mechanisms, and supporting sustainable forest management. | |

| Stakeholder (Group or Individual) | Summary of Feedback | Response of Project Implementation Team | Follow-up Action/Next Steps |
|---|---|---|---|
| Local Government<br><br>Superintendent Office<br><br>**Rivercess County**<br><br>Total number of participants – 32<br>Sex disaggregated:<br><br>Male: 13<br>Female: 19 | • Acknowledged the idea of the LiFE-Project and the importance of the E&S framework instruments.<br>• The County Development Steering Committee (CDSC) is working with the CFMB to management the forest resources in the communities. And the need for more agriculture/alternative livelihood activities needs to be considerate during the LiFE-Project preparations and implementations for the benefit of communities.<br>• There is the presence of Conservation International (CI) currently working in the county through mangrove management programs as alternative livelihood (cassava, village saving loan scheme) actions as conservational | Appreciates the feedback and the importance of the LIFE-Project Environmental and Social Framework.<br>The role of the County Development Steering Committee (CDSC) and CFMBs in supporting community-level forest governance. And the need to strengthen and scale up agriculture-based and alternative livelihood interventions as part of its approach to reducing pressure on forest resources and enhancing community benefits was acknowledged.<br>We also note the ongoing work of Conservation International in promoting mangrove management and livelihood support initiatives, including cassava production and village savings and loan schemes. These efforts provide a strong foundation for collaboration and learning.<br>LIFE-Project will seek to build on such initiatives by promoting integrated, community-driven livelihood models, strengthening coordination among stakeholders, and ensuring that interventions are aligned with environmental sustainability and social inclusion standards in keeping with the World Bank ESF. | Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |



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| | benefits for forest-fringe communities. | | |
| SEA/SH/GBV | • The County has form a SGBV Taskforce working along with the Ministry of Health and other stakeholders to report cases through the proper procedures. These activities are supported through the REALISE Project, implemented by MoGCSP in the county, and other partners. | The LIFE-Project E&S team appreciates the establishment of the County SGBV Taskforce and its collaboration with the Ministry of Health and other stakeholders to ensure proper reporting and response. We also recognize the contributions of the REALISE Project and partners in strengthening coordination and service delivery.<br>LIFE-Project will build on these efforts and institutional coordination to develop the SEA/SH/GBV action plan in line with the World Bank Environmental and Social Standards. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |

| Stakeholder (Group or Individual) | Summary of Feedback | Response of Project Implementation Team | Follow-up Action/Next Steps |
|---|---|---|---|
| Local Government<br><br>Project Planner<br><br>(Liberia Special Economy Zone- Focal Person)<br><br>**Grand Bassa County**<br><br>Total number of participants – 38<br>Sex disaggregated:<br><br>Male: 23<br>Female: 15 | • As the county is currently working on processes leading to investments in the Liberia Special Zone in Grand Bassa County, which covers 210 hectares of land, the local government appreciates the LiFE-Project E&S stakeholder engagements. Especially when is a need to have communities inform about project related environmental and social risks. African Development Bank is leading this initiative through a loan agreement, and compensation was given to fringe communities, with technical support from the Governmental of Liberia.<br>• In the county, active | Thank you for the constructive engagement and for highlighting these important developments. The LIFE-P Environmental and Social team appreciates the county's ongoing efforts, including the Liberia Special Zone Authority (LSEZA) initiative, and the value of early and continuous stakeholder engagement to ensure communities are well informed of project-related environmental and social risks.<br><br>We note the ongoing investments supported by the African Development Bank (AfDB), including compensation to affected communities, and emphasize the importance of maintaining inclusivity, and adherence to national regulations and good international practice throughout implementation.<br><br>The role of the County Development Steering Committee (CDSC) in promoting transparency and benefit sharing is important, support coordinated regulation of agriculture, mining, and logging activities in the county, and strengthened regulatory oversight and monitoring by relevant institutions.<br><br>Regarding grievance handling, we recognize the existing | Continue engagements with the county leadership on LiFE-Project related activities and the E&S framework implementation processes |



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| | livelihood activities include; agriculture, mining and logging. These activities require strong regulatory and monitoring mechanism from relevant stakeholders for sustainable management of the forest resources. As the county CDSC in monitoring developmental affairs for transparent benefit sharing.<br>• Grievances requiring interventions in CF is usually channel through the districts local leadership and with FDA on forest related grievance. | practice of channeling issues through district leadership and the FDA. LIFE-Project will work to strengthen and align these processes with formal GM to ensure timely resolution in line with the World Bank ESS.<br><br>The project ESF will sustainable resource management, inclusive stakeholder engagement, and robust E&S risk management across all interventions in project areas. | |
| Regional Forester<br><br>Region Three (3) | • Environmental and Social Safeguards is of high importance in this preparatory phase of the LiFE-Project.<br>• As there are other forest related activities ongoing in the region, there is a need for more awareness on issues related to the project activities and E&S management. These could be address through logistical support and manpower development. | Thank you for emphasizing the importance of Environmental and Social safeguards during the preparatory phase of the LIFE-Project.<br><br>It is important that early integration of safeguards in a context where multiple forest-related activities are ongoing. Strengthening awareness and understanding of project activities, associated risks, and E&S management measures among stakeholders is essential for effective implementation.<br><br>Stakeholder engagement initiatives, complemented by appropriate logistical support with focus on strengthening institutional and community-level capacity to ensure consistent application of E&S standards is of high importance.<br>LIFE-Project ESF will ensure promoting informed participation, effective risk management, and compliance with the World Bank Environmental and Social Framework throughout the project cycle. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |
| Joint Security<br><br>LNP, LIS, FDA, LICSATDUN | • The LiFE-Project E&S stakeholder engagement is important to have | The LIFE-Project team recognizes the value of stakeholder engagement in ensuring that communities and relevant institutions are adequately informed about | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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| | communities and relevant stakeholders inform about the propose project activities in relations to instruments that are require to develop the Environmental and Social Framework.<br>• All the security apparatuses work jointly in its described operational capacities, along with the FDA at various checkpoints and assigned areas in the region. The convenient channel for grievances is through the Liberia National Police. | proposed project activities and the development of required E&S instruments under the Environmental and Social Framework.<br>The coordinated role of security agencies working alongside the FDA across checkpoints and operational areas for effective monitoring and enforcement essential.<br>Regarding grievance handling, we note the role of the Liberia National Police as a key entry point for complaints. A strengthened GM aligning with existing channels with formal project grievance redress mechanisms to ensure accessible and transparent resolution of concerns. | |
| SEA/SH/GBV | • There is risk of SGBV in the region, spanning from human-trafficking (child trafficking) activities noticed at checkpoints. Continuous information on child-care evaluation is conducted, with the need for logistical support to enhance operations of these activities. | SGBV in the region, including reported cases linked to human trafficking and child protection issues at checkpoints. The LIFE-Project team acknowledges the risks.<br><br>The ongoing efforts to monitor and provide information on child-care and protection, and the need to strengthen these interventions, through supported enhanced awareness, prevention, and capacity-building measures, actors engaged in screening and monitoring activities in the project areas.<br><br>We also note the need for improved logistical support to sustain these operations. And engagement with relevant institutions and partners to strengthen coordination, referral pathways, and survivor-centered response systems, in line with the World Bank Environmental and Social Framework and good international practice.<br><br>The project SEA/SH/GBV will mitigate risks and support vulnerable groups through strengthened safeguards and institutional collaboration. | Continue engagements with the county leadership on LiFE-Project E&S related activities with relevant stakeholders. |



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## SUMMARY OF THE NATIONAL AND REGIONAL CONSULTATIONS

National and regional stakeholder consultations for the LiFE-P project were conducted by Partners in Development (PADEV) in collaboration with the Forestry Development Authority (FDA) between June 19 and June 30, 2026. A total of 158 stakeholders participated across four primary consultation locations and two community pilot sites.

### Consultation Events, Dates, Locations, and Participants

| Level | Location | Date | Participants |
|---|---|---|---|
| National | Corina Hotel, Monrovia, Montserrado County | June 19, 2026 | 33 |
| Regional - Western | Tubmanburg, Bomi County (including Grand Cape Mount and Gbarpolu) | June 23, 2026 | 34 |
| Community Pilot 1 | Gold Camp, Bomi County (Norman and Tongley community leaders) | June 24, 2026 | 11 |
| Regional - Grand Bassa | Buchanan, Grand Bassa County (including Rivercess) | June 27, 2026 | 34 |
| Community Pilot 2 | Yarpah Town, Rivercess County (Weasayn and Gbarzon & Dorbor leaders) | June 28, 2026 | 8 |
| Regional - Southeast | Zwedru, Grand Gedeh County (including Sinoe) | June 30, 2026 | 38 |
| **Total** | | | **158** |

### National Level Stakeholder Feedback

At the national level, three FGDs generated the following feedback:

**Forest sector challenges and opportunities:** National stakeholders identified the most notable challenges as: weak human resource capacity at the FDA; widespread logistical and resource constraints; a severe knowledge gap between forest governance leaders and elites who exploit governance weaknesses; weak oversight of CFMAs and concessions; inadequate monitoring frameworks; fragmented livelihood programs abandoned at project phase-out; and a general disconnection between written laws and their enforcement. Participants also recognized Liberia's vast forest ecosystem and existing legal framework including the National Forestry Reform Law and Community Rights Law as opportunities for investment. They proposed adequate resource allocation to improve FDA technical capacity, robust education and awareness campaigns on forestry laws, and strengthened logistics for monitoring. On livelihoods, they warned against short-term, unadaptable programs and recommended investment in sustainable enterprises with lasting community impact.

**Forest governance and institutional strengthening:** Participants cited low formal education within forest governance institutions and weak legal standards for selecting governance leaders as principal shortcomings, identifying these as the main drivers of elite capture and corruption. They recommended reviewing and revising governance laws to strengthen selection standards and sustaining education and awareness programs for forest governance bodies and forest-dependent communities.



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**Weak inter-agency coordination:** Participants identified weak inter-agency coordination across the forestry, mining, and land sectors as a root cause of natural resource conflict and forest degradation. They recommended establishing a formalized stakeholder coordination platform with clear statutory authority to enforce sector compliance, promote sustainable resource extraction, and facilitate consultations across all governance levels.

**Post-project sustainability:** Participants defined post-project sustainability as actionable measures, practical guidelines, and a clear exit strategy to ensure implementation approaches are efficient, replicable, and maintainable by local stakeholders after project phase-out. They recommended that effective project components be adopted and mainstreamed by the FDA and implementing agencies at project close.

**Accountability and wise use of donor resources:** Drawing from lessons of previous donor-funded projects, stakeholders proposed robust monitoring systems and stronger fiscal measures to ensure transparency. They recommended reviewing and revising bylaws and constitutions of forest governance institutions to include legally enforceable penalties for misapplication of funds.

**Prequalification benchmarks for forest entrepreneurs:** Stakeholders noted that past donor investments in SMEs yielded little return due to the absence of eligibility criteria and accountability requirements. They recommended that all future grants or loans to forest entrepreneurs and SMEs be tied to mandatory prequalification benchmarks enforcing strict financial and operational accountability.

**Regional Level Stakeholder Feedback**

Regional responses were broadly similar to national-level feedback, with the following specific additions:

**Forest sector challenges and opportunities:** Regional stakeholders identified additional challenges including infrastructure deficits; a grossly understaffed sector; role confusion between local government and forest governance institutions; training deficiencies; communication breakdown between local leaders and the FDA; and low confidence in law enforcement. They recommended that interventions include social infrastructure investment; FDA staffing assessments and capacity development; learning centers at rural universities; structured public awareness programs for local authorities; revival of dormant coordination platforms; and sustained security sector engagement to restore enforcement confidence.

**Forest governance and institutional strengthening:** Regional stakeholders specifically raised the FDA's lack of autonomy as a critical structural vulnerability, arguing that political interference prevents the FDA from exercising financial independence and fully enforcing forest regulations. They called for increased advocacy by sector partners to secure FDA autonomy status.

**Weak inter-agency coordination:** Regional stakeholders argued that inter-agency coordination failures benefit local elites and traditional leaders who exploit the absence of accountability to enable illegal mining and unregulated operations. They specifically cited the Ministry of Mines and Energy (MME) granting mining licenses within community forests under the Minerals and Mining Laws of 2000 without consulting communities. They recommended legislative advocacy for mining law reform and the establishment of a multi-sectoral committee supported with funds for joint inspections, harmonized permitting, and enforceable non-compliance penalties involving the FDA, EPA, MME, LLA, MoFDP, and MoA.

**Post-project sustainability:** Regional stakeholders identified the premature abandonment of project activities at phase-out as a critical sustainability challenge, noting that inadequate landscape assessments have led to misaligned project investments. They recommended thorough due diligence on the compatibility of interventions with local contexts; inclusion of regional representatives of MoA, EPA, FDA, MME, LLA, and local stakeholders from project inception; and support for beneficiaries to form sector-based cooperatives enabling them to pool resources and access larger markets beyond the project period.

**Accountability and wise use of donor resources:** Regional stakeholders recommended that the financial capability of SME heads and community structure leaders be thoroughly assessed before entrusting them with project funds, and that a simple foundational audit measure be developed and endorsed by local leaders for periodic spot-checks of project funds.

**Gender and social inclusion:** Regional stakeholders acknowledged the limited participation of women, youth, and marginalized people in forest governance, attributing this to male-dominant societal norms and social pressure. They recommended: women-specific projects to improve leadership and entrepreneurial skills; public education campaigns targeting men, women, and youth to promote women's participation; enforcement of a gender quota of approximately 30% for top leadership positions in forest governance institutions; and formal integration of youth involved in illicit mining into targeted, incentivized capacity-building programs for forest management roles.

**Livelihood and enterprise development:** Stakeholders at both national and regional levels identified livelihood programs as a core determinant of project success, warning that fragmented and unsustainable livelihoods would trigger community backlash. They advised that all livelihood and enterprise development activities prioritize community buy-in and long-term economic prosperity and be grounded in informed research rather than speculation.

**Outcomes of Community Level Engagements**

Two community engagements were conducted on June 24 in Gold Camp, Bomi County, and on June 28 in Yarpah Town, Rivercess County to inform community leaders about LiFE-P, introduce the cluster strategy, and solicit feedback.

In **Gold Camp**, representatives of Norman and Tongley AFCs, including chiefs, women leaders, youth leaders, and community representatives, agreed to collaborate as adjacent communities under the cluster approach. They highlighted the failure of their previous concession, which left them without road access or social infrastructure, and expressed strong support for the project's potential to address these gaps. Both communities committed to conveying the project's message to their communities.

In **Yarpah Town**, leaders of the Weasayn community and Gbarzon & Dorbor AFC affirmed support for the cluster strategy, expressing hope that it would redeem their communities from a failed third-party commercial contract. The FDA clarified that ongoing governance complications in Gbarzon & Dorbor would be insulated by strict project safeguards and effective conflict management measures. Both communities remained supportive and committed to reverting to their communities with the project's message.



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## Appendix 3: Stakeholder Attendance List

**Forestry Development Authority (FDA)**
**Liberia Forest Economy Project (LiFE-P)**
Republic of Liberia

**Stakeholder Engagement Consultation Meeting for GoL MACs**

Date: March 24, 2026

Attendance Sheet

| No. | Name | Sex | Institution | Position | Email | Contact # | Signature |
|---|---|---|---|---|---|---|---|
| 1 | Zebian N. Kieh | M | FDA/LVM | N. Manager | zkieh@yahoo.com | 0777472287 | |
| 2 | Maxwell B. Borbor | M | FDA | Admin. Off. | maxborbor30@gmail.com | 0886760218 | |
| 3. | Auntie Kieh Harmon-Davies | F | FDA | VPA-FP | auntiekieh@gmail.com | 0886716678 | |
| 4 | Sundeh Albert Blamyon | M | FDA | TM-Com | blamyonalbertjr@gmail.com | 0777931528 | |
| 5 | George H. Appleton Jr. | M | IWBG | Consultant | hiramappletonjr@yahoo.com | 0777455341 | |
| 6. | T. Alexander Kanyate | M | LIS | AA-U-30 | [illegible] | 0886434464 | |
| 7. | Jasper T. Yanbor | M | LIS | SB-U-30 | jasperyanbor@gmail.com | 0886[illegible] | |
| 8 | Emmanuel Vaye | M | MNE | Assist. Min | emmanuelvaye@yahoo.com | 0886[illegible] | |
| 9 | Jerry G. Yonmah | M | FDA | TM | yonmah1988@yahoo.com | 0776457864 | |
| 10 | Joseph G. Anthipeh | M | FDA | Manager | [illegible] | 0886[illegible] | |
| 11 | Christine Hungay | F | LETI | Comms Officer | [illegible] | 0881059997 | |
| 12 | J. Elijah Kay | M | LETI | Sub-Sector Lead | jekay@leti.org.lr | 0776917458 | |
| 13 | David F. Forleh | M | CDIT | Tech. Staff | [illegible] | 0886883291 | |
| 14 | Vincent S. Nyneah | M | LNP | A. Chief | [illegible] | 0770029445 | |
| 15 | H. URIAH BRYANT | M | MOCI | ASST. MINISTER | hubryant2000@gmail.com | 0886356689 | |
| 16 | Augustine N. S. Teekloh | M | LRA | Forest Sector Officer | augustine.teekloh@fda.gov.lr | 0776[illegible] | |
| 17 | Rufus T. Kakar | M | MACT | Sector Lead | rufuskakar[illegible] | 0779[illegible] | |
| 18 | Philip D. George | M | LNFS | Chief of Planning | philwpco@gmail.com | 0886[illegible] | |

**Forestry Development Authority (FDA)**
Liberia Forest Economy Project (LiFE-P)
Republic of Liberia

**Stakeholder Engagement Consultation Meeting for GoL MACs**

Date: March 24, 2026

Attendance Sheet

| No. | Name | Sex | Institution | Position | Email | Contact # | Signature |
|---|---|---|---|---|---|---|---|
| 19. | Lto. John B. Mafor | M | Fire Serv. | Chief Ops | [illegible] | 0777[illegible] | |
| 20 | Dep. Alphonso S. Samukai, Sr. | M | LNP | Dep. Dir. | samukaisr200@yahoo.com | 0777[illegible] | |
| 21. | Manfus Reeves | M | LISGIS | Director | mspirit@yahoo.com | 0776[illegible] | |
| 22 | Stanley D. Bank, Sr. | M | MOL | Minister | stanleydbank@gmail.com | 0777986868 | |
| 23 | Christopher Roberts | M | LNP | FPU Commander | [illegible] | 0770[illegible] | |
| 24 | Morris Gbayoah | M | LNDP | ERU/Tele | morrisgbayoah305@gmail.com | 0270[illegible] | |
| 25 | Rufus Varney Cole | M | CDA | Tec. Assist. | rufus[illegible]@gmail.com | 0555702694 | |
| 26 | Rudolph J. Mevab Sr. | M | FDA | MD | rjmevab@gmail.com | 0886511134 | |

**Forestry Development Authority (FDA)**
Liberia Forest Economy Project (LiFE-P)
Republic of Liberia

**Stakeholder Engagement Consultation Meeting for NGOs/CSO/Private Sector**

Date: March 25, 2026

Attendance Sheet

| No. | Name | Sex | Institution | Position | Email | Contact # | Signature |
|---|---|---|---|---|---|---|---|
| 1. | Joseph G. Anthipeh | M | FDA SEM | Manager | jgtanthipeh@gmail.com | 0886[illegible] | |
| 2 | Zebian N. Kieh | M | LVM/FDA | Manager | zkieh@yahoo.com | 0777472287 | |
| 3. | Sundeh Albert Blamyon | M | FDA | TM Commercial | blamyonalbert@gmail.com | 0777931528 | |
| 4. | Auntie Kieh Harmon-Davies | F | FDA | Social Safeguard | auntiekieh@gmail.com | 0775516350 | |
| 5. | Maxwell B. Borbor | M | FDA | Envi. Safeguard | maxborbor30@gmail.com | 0886760218 | |
| 6. | Michael E. Teire | M | SCNL | PM | mteire@scnliberia.org | 0775320118 | |
| 7. | James P. Mulbah | M | SCNL | F.M | jmulbah@scnliberia.org | 0886[illegible] | |
| 8 | Stephen K. Tarpa | M | BBALL | Rubber Mng. | stepha[illegible] | 0770[illegible] | |
| 9 | Edward S. Nagbe | M | BBALL | Monitor | [illegible] | 0779[illegible] | |
| 10 | George H. Appleton, Jr. | M | IWBG | Consultant | hiramappletonjr@yahoo.com | 0886[illegible] | |
| 11 | Stanley H. Thomas | M | FDA | Head of Planning | stebekoi2010@yahoo.com | 0777[illegible] | |
| 12 | Victor K. Tamba | M | FDA | Extension Officer | victortamba199@gmail.com | 0770[illegible] | |
| 13 | Anwar Mafood | M | IFAD | Int. Coordinator | amafood@ifad.org | 0760[illegible] | |
| 14 | Z. Abednego G. Mel | M | FAD | PMS | [illegible] | 0776[illegible] | |
| 15 | NOBEH, JACKSON S. | M | PADEV | Team Lead | nobeh[illegible] | 0886[illegible] | |
| 16 | Laveto Akoi-Fortkpa | M | PADEV | Livelihood Lead | lakoi.fc@yahoo.com | 0776[illegible] | |
| 17 | Moore Audley | F | CRS | Project Sup. | moore[illegible] | 0776[illegible] | |
| 18. | Peace A. Quaminee | F | CI | Program Man. | pamoah-quaminee@conservation.org | 0770[illegible] | |

**Forestry Development Authority (FDA)**
Liberia Forest Economy Project (LiFE-P)
Republic of Liberia

**Stakeholder Engagement Consultation Meeting for NGOs/CSO/Private Sector**

Date: March 25, 2026

Attendance Sheet

| No. | Name | Sex | Institution | Position | Email | Contact # | Signature |
|---|---|---|---|---|---|---|---|
| 19. | Howard B. Neel | M | Conservation Int. | Policy Officer | hneel@conservation.org | 0886748048 | |
| 20 | Borwen L. Saton | M | Rubber Company | CEO | [illegible] | [illegible] | |
| 21 | Moodor H. Gray | F | FDA | TM | [illegible] | 0770[illegible] | |
| 22 | Elizabeth S. Kromyeah | F | LibTA | Representative | [illegible] | 0770[illegible] | |
| 23 | Gertrude Nyenkay | F | FDA | DMD/CTS | [illegible] | 0886[illegible] | |
| 24 | Simply M. Kamara | M | GPM | | [illegible] | 0775[illegible] | |
| 25 | Jerry G. Yonmah | M | FDA | TM | yonmah1988@yahoo.com | 0776[illegible] | |



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***SEP LiFE-P (P508345)***

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT-LIFE-P
Stakeholder Engagement
Date: April 3, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | Sundeh Albert Blangon | FDA | Tech Mgr. | blangonalwuy@gmail.com | 0777931528 |
| 2 | Augustine S. Knon | | | | |
| 3 | Myers Bill Tuweh, Jr | CFD-FDA | A&C Manager | myers37777@gmail.com | 0770410110 |
| 4 | Ruth K. Yaeyeh | CFD-FDA | Marketing Manager | | 0886-578593 |
| 5 | Abraham M. Sheriff | CFD-FDA | NAO | abrahamsheriff2@hotmail.com | 0770028044 |
| 6 | Joseph J. Bowier | | C.O.C | | 0886542274 |
| 7 | Weedor H. Gray | Community FDA | T/M | | 0777933737 |
| 8 | Victor | | | | |
| 9 | G. Alvin | | | | |
| 10 | Gertrude | | | | |
| 11 | Jerry G | | | | |
| 12 | Auntie | | | | |
| 13 | Marwel | | | | |
| 14 | Bema | | | | |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Grand Cape Mount County
Stakeholder Engagement
Date: April 4, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | Munira Fahnbulleh | Cape mount | Town Chief | | 0776892301 |
| 2 | Mohammed H. Fahnbulleh | Cape mount | Citizen | | 0776267798 |
| 3 | Alieu P. Sombai | Cape mount | Citizen | | 0770973488 |
| 4 | Arnold Martue | Cape mount | Citizen | | 0770403865 |
| 5 | Alieu Fatkai | Sombarium Town | Teacher | | 0778424573 |
| 6 | Morris Hoff | Cape mount | Citizen | | 0888243162 |
| 7 | Musu Fahnbulleh | Cape mount | Citizen | | 0887929925 |
| 8 | B. Mohammed Fusadu | Cape mount | Elder | | 0778674383 |
| 9 | Hawa B. Kiatamba | Cape mount | Citizen | | 0778449522 |
| 10 | Mustapha B. Sombai | Cape mount | Youth Secretary | | 0778934512 |
| 11 | Major Kiatamba | Cape mount | Citizen | | 0775197794 |
| 12 | Musyan Sherman | Cape mount | Citizen | | |
| 13 | Hawa Sombai | Cape mount | Citizen | | 0778242042 |
| 14 | Adama Sombai | Cape mount | Citizen | | 0778244732 |
| 15 | Abdullah Rambo | Citizen | Imam | | 0778276675 |
| 16 | Miatta Kiatamba | Cape mount | Citizen | | 0775703819 |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Grand Cape Mount County
Stakeholder Engagement
Date: April 5, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 17 | Kata Dakawlah | Cape mount | Citizen | | 0776985220 |
| 18 | Ma Kenah Sombai | Cape mount | Citizen | | 0778885953 |
| 19 | Gondo Sherman | Cape mount | Citizen | | 0778836954 |
| 20 | Varney Z. Sombai | Cape mount | Ass. Town Chief | | 0770314737 |
| 21 | Sarah Pugah | Cape mount | Citizen | | 0770231100 |
| 22 | Isoda Sombollah | Cape mount | Citizen | | 0775914863 |
| 23 | Kodator passewe | Cape mount | Elder | | |
| 24 | Massa passewe | Cape mount | Citizen | | |
| 25 | Miatta Kiatamba | | | | |
| 26 | Massa Kiatamba | | | | |
| 27 | Miatta Ma | | | | |
| 28 | Ma Amie Sa | | | | |
| 29 | Musumah Shaq | | | | |
| 30 | Varney Pobb | | | | |
| 31 | Aminata Pa | | | | |
| 32 | Joseph G. Bu | | | | |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Lofa County
Stakeholder Engagement
Date: April 9, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | J. Lavelah Massaquoi | MLG | Superintendent | lavelahmassaquoi@gmail.com | 0886878160 |
| 2 | Otis W. Blamoo | FDA | RE-2 | | |
| 3 | Oliver T. Karkai | FDA Foya | Silviculture Officer in charge | | |
| 4 | Francis N. Johnson | FDA Foya | Nursery Ranger | | 0777403730 |
| 5 | Jonathan Mandikiya | FDA Foya | Contractor | — | — |
| 6 | Junior F. Bundor | FDA Foya | Contractor | | 0770273406 |
| 7 | Joseph Saah | FDA Foya | Contractor | — | 0778273872 |
| 8 | Finda patrick | FDA foya | Contractor | — | — |
| 9 | Yazsah J. Mulbah | CFMB | Chief officer | | 0880747675 |
| 10 | Melvin T. Kollie | CA | Member | — | 0772486580 |
| 11 | Victorie Y Kollie | CA | Member | — | 0777776478 |
| 12 | Finda Kamara | " | Member | | |
| 13 | Hawa Massaquoi | | Women leader | | |
| 14 | Fatmata Kromah | | Asst. Women leader | | |
| 15 | Mariama Kamah | | Member | | |
| 16 | Musu Dukuly | | " | | |

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | Wasumah | | | | |
| 2 | Bai L | | | | |
| 3 | Amara S | | | | |
| 4 | Foley J Kiatamba | MLG | Superintendent | | 0776578885 |
| 5 | Auntie Wleh Harmon-Davies | FDA | Social Safeguards | auntie871@gmail.com | 0775515552 |
| 6 | CYRUS P. Pennoh | FDA | | | 0881271191 |
| 7 | PRINCE G GOYE | FDA | | | 0774208077 |
| 8 | ISAAC D. JOHNSON, JR | MLG | CAO | johnson.isaac@gmail.com | 0886533709 |
| 9 | Van | | | | |
| 10 | Koy | | | | |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Gbarpolu County
Stakeholder Engagement
Date: April 7, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | James S Walker | FDA | Ranger | Acting Administrator | 0886972617 |
| 2 | Mamie Gayflor (F) | FDA | Ranger | Environment Community | 0886531695 |
| 3 | Junior Y Kollie | FDA | Ranger | | 0886426633 |
| 4 | Boakia Fayiah | FDA | Ranger | P.TL | 0886526298 |
| 5 | Felecia T Blah Telewah | FDA | Park Director | felecia.telewah@gmail | 0886531694 |
| 6 | William Sumo | Tima Town | Town Chief | | 0886685187 |
| 7 | Sarah Fayiah | Tima Town | Town Chief | | 0555513761 |
| 8 | Cyrus N. Zangan | Tima Town | Youth Chief | | |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Lofa County
Stakeholder Engagement
Date:

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 12 | Sotu Karpeh | Youth Leader | Youth Leader | | |
| 13 | Hawa Sirleaf | Deputy Yth. Leader | Deputy Youth leader | | |
| 14 | Tennah Karpeh | citizen | citizen | | |
| 15 | Yassah Fahnbulleh | citizen | " | | |
| 16 | Musafa Richards | | citizen | | |
| 17 | Satta Vongor | | citizen | | |
| 18 | Ramatu Koroma | | citizen | | |
| 19 | Jennah Fofana | | citizen | | |
| 20 | Maxwell B. Barbor | FDA | LiFE-P Safeguard | | 0886920218 |
| 21 | Joseph G. Dwalpeh | FDA | LIFE-P Focal Point | | 0886[illegible] |
| 22 | Auntie Wleh Harmon-Davies | FDA | LIFE-P Social Safeguard | auntie871@gmail.com | 0886971693 |
| 23 | | | | | |
| 24 | | | | | |
| 25 | | | | | |
| 26 | Jennah Williams | | | | |
| 27 | Boekai Bleam | | | | |
| 28 | Mercy Walk | | | | |
| 29 | Kporpo Nyapu | | | | |
| 30 | Mamie Varney | | | | |
| 31 | Josephine Chundeh | | | | |
| 32 | Satta Tourey (F) | " | " | Citizen | |
| 33 | Jennah Tourey (F) | " | " | Citizen | 0889018202 |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Nimba County
Stakeholder Engagement
Date: April 11, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | Tom Meapeh Gono | NLCF | Superintendent | gono.superintendent42@gmail | |
| 2 | SAYE THOMPSON | NUCFNB/CMC | Chairman | | 0886692332 |
| 3 | Dada J. Korkah | Bai CFMB | Secretary | dadakorkah@gmail.com | 0886074514 |
| 4 | Rufus J. Thompson | Bai CFMB | Security/Police | | 0886493337 |
| 5 | Victoria K. Thompson | CHA | Worker | | 0776833410 |
| 6 | Gabinson Saych | | citizen | | |
| 7 | Tennah Dolo | | citizen | | |
| 8 | Musu Yeanay | | citizen | | |
| 9 | Yatta Gbarpah | | Women leader | | |
| 10 | Yarmie Gbah | | Asst. Women leader | | |
| 11 | Kula Gono | | Youth Leader | | |
| 12 | Vickie Nyanplu | | Asst. Youth leader | | |
| 13 | Miatta Zaway | | citizen | | |
| 14 | Kou Meapeh | | citizen | | |
| 15 | Nyanah Kerkula | | Citizen | | |
| 16 | Famatta Goye | | citizen | | |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Nimba County
Stakeholder Engagement
Date:

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 17 | Joseph G. Dwalpeh | FDA/LIFE-P | Focal Point | | 0886664830 |
| 18 | Auntie Wleh Harmon-Davies | FDA/LIFE-P | Social Safeguard | auntie871@gmail.com | 0886971693 |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Grand Gedeh County
Stakeholder Engagement
Date: April 12, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | Cl. P. Neasor | FDA | Regional Focal Person | | |
| 2 | Bryan Z. Won | FDA | R. Management Officer | bryanwon@gmail.com | 0886304252 |
| 3 | Marcus B. George | FDA | CPW-PKNP | marcusgeorge888@gmail.com | 0886560326 |
| 4 | Elemana Komwah | FDA | RCW-R4 | | 0770116731 |
| 5 | Augustus S. Paul II | FDA | Administrator Partnership | | 0886931763 |
| 6 | Tonia G. Smith | FDA | Chief Forester | | 0886928827 |
| 7 | Charles Tarweh | FDA | Chief Park Warden | Charlestarweh28@gmail.com | 0777264497 |
| 8 | Agnes S. Doloka | FDA | Regional Secretary | | 0886923613 |
| 9 | Abraham D. Wallah | FDA | Contract Admin | | 0776264269 |
| 10 | Helen Gbayor | FDA | CGC Ranger | | 0881146638 |
| 11 | David Sherrow | G. D. | Law Enforcement | | 0776855796 |
| 12 | Moses Z. M. Kollubah | FDA | Key Officer | RED Moses.kolubah@gmail.com | 0886829686 |
| 13 | Abraham S. Reeves | F.D.A | L.E. Ranger | Kru | 0886871430 |
| 14 | Jeremiah T. Hollewellie | FDA | L.E. Ranger | Kula | 0886372388 |
| 15 | Milton J. Beh | FDA | L.E. Ranger | Kula | 0886009366 |
| 16 | James F. Nulah | FDA | Production | jamesfnulah@gmail | 0776101351 |

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**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Grand Gedeh County
Stakeholder Engagement
Date: April 13, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 17 | Samuel B. Kpai | F.D.A | Coc Ranger | | 0775861170 |
| 18 | Manchian z. muhaday | F.D.A | INSPector | | 0770211471 |
| 19 | Willie Dorbor | F D A | Care Taker | | 0770634265 |
| 20 | Moses K. Gbenyan.Jr | LNP | Gen Commander | | 0770702948 |
| 21 | A. Kpagelah Baboller | FDA | Life Entract | | 0775590231 |
| 22 | Alex Cherstin Grant | MOLG | Superintendent | cherstin138@gmail.com | 0886536707 |
| 23 | Yatta Toe | Youth Chairlady | Youth Chairlady | | 0555805796 |
| 24 | Deloritee Zleh | | Asst Youth Chairlady | | |
| 25 | Massa Wesseh | | Chairlady | | |
| 26 | Teta Gorteh | | Asst chairlady | | |
| 27 | Bendu Tarr | | citizen | | |
| 28 | Ruth Grear | | Citizen | | |
| 29 | Comfort Youlo | | citizen | | |
| 30 | Nyonblee Dougbah | | citizen | | |
| 31 | Weade Gaye | | Citizen | | |
| 32 | Tarkie Nyan | | Citizen | | |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Grand Kru County
Stakeholder Engagement
Date: April 14, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | Erasmus W. Queia | L.I.S | HR | — | 0770182287 |
| 2 | Mark W. Nah | L.I.S | D/C | — | 0776209116 |
| 3 | Sidi'ey Lawrence Y. Kamah | L.N.F.S. | Commander | | 0775445880 |
| 4 | Samuel Grant | NSA | D/C | — | 0778600305 |
| 5 | James. J. Tukon | L.D.E.A. | Operative | — | 0776562090 |
| 6 | Emmanuel N. Doe | F.D.A | D/C | — | 0776832904 |
| 7 | Moses B. Sayon | N.S.A | O.P.S | — | 0772145733 |
| 8 | Victor Klon Nyenglie | [illegible] | Officer | — | 0711143323 |
| 9 | Isaac G. Sing Jr | O.P.S LNP | Trench | — | 0779954774 |
| 10 | Allison M. Dahn | A.D-LNP | A.D/LNP | — | 0770725946 |
| 11 | William N. Quah | Dougbo | youth president | — | 0776512055 |
| 12 | Susana K. Warthe | Dougbo | Women leader | — | 0771590108 |
| 13 | Sisco T. Sullah | Dougbo | | — | 0772533521 |
| 14 | Amina B. Jobee | Dougbo | F.D.S | | 0779251307 5 |
| 15 | Ruth Wilmon | Dougbo | Youth | | |
| 16 | Mosu Wreh | Dougbo | Member | — | 0772191891 |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Grand Kru County
Stakeholder Engagement
Date:

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 17 | Charles N. Wantee | ~~[illegible]~~ | Clan Chief | — | 0772234297 |
| 18 | Theophilus K. Nyemah | ~~D/C~~ | ~~City mayor~~ | — | 0770253949 |
| 19 | Augustine K. Negba | " | City mayor | — | 0779053694 |
| 20 | Samuel Wantee Jr. | Dougbo | T/Ship Commission | — | 0778253123 |
| 16 | Siah M. Negbe | " | Youth VP | | |
| 17 | Deloritee Blayah | " | Member | | |
| 18 | Toquah Weah | " | " | | |
| 19 | Musu Sleyion | " | " | | |
| 20 | Youh Z. Norkeh | Dougbo Community | Member | | |
| 21 | Jackline Sokan | " | " | | |
| 22 | Masther Jeekloh | " | Elder Women | | |
| 23 | Augustina Jeekloh | " | Citizen | | |
| 24 | Nyebeline Negbe | " | " | | |
| 25 | Maxwell B. Barbor | FDA/LIFE-P | Env. Safeguard | maxbarbor30@gmail.com | 0886920218 |
| 26 | Joseph G. Duolopch | FDA/LIFE-P | Food Security | jduolopch@gmail.com | 0886664980 |
| 27 | Auntie Klah Harmon-Davis | FDA/LIFE-P | Social Safeguard | auntieklah@gmail.com | 0886771693 |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
River Gee County
Stakeholder Engagement
Date: April 15, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | Mike T. Swengbe | MLG | S.supt. | swengbemichael@gmail.com | 0770986308 |
| 2 | Evans M. Kiatamboe | FDA | RF | evanskiatamboe@gmail.com | 0777312777 |
| 3 | J. Nyantee Walu | Local Govt. | Human Resource | [illegible] | 0770114183 |
| 4 | Milton Teah | MOL | inspector | | 0770026988 |
| 5 | Anthony C. Bobier | MOL | inspector | | 0776363088 |
| 6 | S. Darlee Bodior | MLG | Registrar | | 0777424432 |
| 7 | Jerry J. Wacha | MLG | Electrician | | 0774299212 |
| 8 | Quayee Toe | MLG | security | | 0773549982 |
| 9 | Martina Walker | MLG | HR office Asst. | | 0776890162 |
| 10 | D. Godfred Weah | MLG | AA | | 0775305842 |
| 11 | Nyanbo Nohn | | Citizen | | |
| 12 | Kulu Geeplay | | citizen | | |
| 13 | Wehyee Dueh | | citizen | | |
| 14 | G begbe Toe | | Citizen | | |
| 15 | Taryon Kpehe | | chairlady | | |
| 16 | Deye Zarbah | | citizen | | |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
River Gee County
Stakeholder Engagement
Date:

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 17 | Myenwee Bleh | | Citizen | | |
| 18 | Taryon Tarr | | Asst Chairlady | | |
| 20 | Tewleh Dueh | | Youth Chairlady | | |
| 21 | Nanee Saryon | | Asst. Chairlady | | |
| 22 | Nyenati Saydee | | Citizen | | |
| 23 | Samah Kpehe | | Citizen | | |
| 24 | Juah Toe | | Citizen | | |
| 25 | Wleh Gorteh | | Citizen | | |
| 26 | Maxwell B. Barbor | FDA/LIFEP | Env. Safeguard | maxbarbor30@gmail.com | 0886920218 |
| 27 | Joseph G. Duolopch | FDA/LIFE-P | Food Security | jduolopch@gmail.com | 0886664980 |
| 28 | Auntie Klah Harmon-Davis | FDA/LIFE-P | Social Safeguard | auntieklah@gmail.com | 0886771693 |

**Forestry Development Authority (FDA)**
LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)
Sinoe County
Stakeholder Engagement
Date: April 20, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | Harrison Y. Parnor | MGL | Forester | | 0775074581 |
| 2 | Henry Tuoson Porteo | MGL/GNCC | Administrative Officer | [illegible] | 0770790192 |
| 3 | T. Cornelius Johnson | Local Govt | Administrative Mat | [illegible] | 0775-697-2451 |
| 4 | Roosevelt Saah | FDA/commercial | Marketing officer | [illegible] | 0776453609 |
| 5 | Lawrence P. Jarry | FDA/commercial | Contract Administ | [illegible] | 0776794867 |
| 6 | Varney Pabai | FDA | Driver | [illegible] | 0776586646 |
| 7 | Nicholas T. Watson | MGL | Consultant | [illegible] | 0770662493 |
| 8 | Stephen M. Johnson, Jr. | LVD/FDA | Land inspector/Ranger | [illegible] | 0776307346/ 0886617009 |
| 9 | Francis G. Williams | LVD/FDA | Data CLERK | [illegible] | 0770256935/ [illegible] |
| 10 | Gonkamuo B. Tratun | LVD/FDA | Inspector | [illegible] | 0776014413 |
| 11 | Elizabeth B. Jlakron | LVD/FDA | COC INSPector | [illegible] | 0775344027 |
| 12 | William Wlah | Commercial | Marketing officer | [illegible] | 0886214248/0776722588 |
| 13 | Herrick T. Carmo | LVD | Data clerk | [illegible] | 0776338731 |
| 14 | Ben Nuquenah | LVD | COC inspector | [illegible] | 0770290667 |
| 15 | Aaron Page | LVD | COC inspector | [illegible] | 0776767258 |
| 16 | Paul Payepay | LVD | COC inspector | [illegible] | 0777120813 |



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**Forestry Development Authority (FDA)**

LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)

Sinoe County

Stakeholder Engagement

Date: April 20, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | Harrina Y. Paynor | MGL | Procurement Officer | | 0775074581 |
| 2. | Amy Tweah Boyee | MGL/SMDC | Procurement Officer | [illegible] | 0770791972 |
| 3. | T. Cornelius Johnson | Local Journalist | Administrative Mgr | John.Sor.[illegible] | 0775-67-24-51 |
| 4. | Roosevelt Saah | FDA/commercial | Marketing Officer | [illegible] | 0778453609 |
| 5. | Lawrence A. Jarry | FDA/commercial | Contract Administrator | lawrence.[illegible] | 0776794589 |
| 6. | Varney Pabai | FDA | Driver | pabaivarney[illegible] | 0778886446 |
| 7. | Nicholas T. Watson | MGL | Consultant | [illegible] | 0770622453 |
| 8. | Stephen M. Johnson, Jr. | LVD/FDA | Lead Inspector Region 4 | [illegible] | 0776389361 / 0886674063 |
| 9. | Francis G. Williams | LVD/FDA | Data Clerk | [illegible] | 0770735431 / 0886[illegible] |
| 10. | Gonkamutt B. Tratun | LVD/FDA | Inspector | gontiatun@gmail.com | 0776011443 |
| 11. | Elizabeth B. Sleakron | LVD/FDA | COC Inspector | [illegible] | 0775844027 |
| 12. | William Wleh | Commercial | Marketing officer | [illegible] | 0886234448 / 0776720788 |
| 13. | Herrick K. Carmo | LVD | Data clerk | carmoherick@gmail.com | 0777633751 |
| 14. | Ben Nimyeneh | LVD | COC Inspector | benimyeneh[illegible] | 0770290167 |
| 15. | Aaron Paye | LVD | COC Inspector | aaronpaye@gmail.com | 0776967258 |
| 16. | Paul Pay-Pay | LVD | COC Inspector | paulpaypay[illegible] | 0777120313 |

**Forestry Development Authority (FDA)**

LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)

Sinoe County

Stakeholder Engagement

Date:

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 33 | Martha Davis | | Member | | |
| 34 | Josoeline Davis | | Member | | |
| 35 | Maxwell B. Barbor | FDA/LIFE-P | Env. Safeguard | mxbarbor30@gmail.com | 0886720518 |
| 36 | Joseph G. Duolukpeh | FDA/LIFE-P | Fiscal Tech | [illegible] | 0886664890 |
| 37 | Auntie Wleh Harmon-Davies | FDA/LIFE-P | Social Safeguard | [illegible] | 0886776683 |

**Forestry Development Authority (FDA)**

LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)

Rivercess County

Stakeholder Engagement

Date: April 23, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1. | Boniface F. L. Doh | FDA | Extension Off. | [illegible] | 0770796769 |
| 2. | Rebecca Johnson | CFMB | Treasurer | 0771168187 | 0888932309 |
| 3. | Leslie Toby | CA | CA | | 0770349885 |
| 4. | Comfort Karway | CA | CA | | 0776524624 |
| 5. | Ruth Tolleh | CA | CA | | 0772216589 |
| 6. | Anthony T. Gogoe | Wheasay | CA | | 0776798101 |
| 7. | Robert G. Voh | Wheasay | CA | | 0771223188 |
| 8. | Varney Pabai | FDA | Driver | | 0775036116 |
| 9. | Auntie Wleh Harmon-Davies | FDA | Social Safeguard | [illegible] | 0775516352 |
| 10. | Matthew A. Wilson | M.I.A | Clerk | | 0776-04-10-08 |
| 11. | Felecia Wleh | Yarkpa Town | Youth | | 0775-45-31-09 |
| 12. | Mercy Glayglo | Z & Teekpah | CA | | 0777468946 |
| 13. | Clement Nyanator | Central Rivercess | FDA Volunteer | | 0776468846 |
| 14. | STEPHEN TOBY | Nyanwlayan Community Forest | Chief Officer | [illegible] | 0770024220 |
| 15. | Isaiah Fodie Worah | FDA | Chief of Party | | 0776605485 |
| 16. | Elijah T. Glanglow | MFDP | CMO | [illegible] | 0776557368 |

**Forestry Development Authority (FDA)**

LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)

Rivercess County

Stakeholder Engagement

Date:

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 17 | Christian T. Chea | MoYS | Coordinator | [illegible] | 0776181967 |
| 18 | J. Delbar Briggs | MLG | Procurement Off. | Jdelbar@gmail.com | 0779321489 |
| 19 | Christian Goffa | MLG | HR | goffah christian | 0770942968 |
| 20 | Josiah Teah | MLG | Adm. Assistant | josiahteah[illegible] | 0776525262 |
| 21 | Cecelia Toe | | Chairlady | | |
| 22 | Rebecca Wilson | | Asst. Chairlady | | |
| 23 | Miracle Chea | | Youth chairlady | | |
| 24 | Lovette Tuweh | | Member | | |
| 25 | Annie Hinneh | | Asst Youth Chairlady | | |
| 26 | Gifty Toe | | Member | | |
| 27 | Promise Toby | | Member | | |
| 28 | Susan Bono | | Member | | |
| 29 | Sunday Tuweh | | Member | | |
| 30 | Christiana Gogoe | | Member | | |
| 31 | Maxwell B. Barbor | FDA/LiFE-P | Env. Safeguard | mxbarbor30@gmail.com | 0886720518 |
| 32 | Joseph G. Duolukpeh | FDA/LIFE-P | Fiscal Tech | [illegible] | 0886664890 |

**Forestry Development Authority (FDA)**

LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)

Grand Bassa County

Stakeholder Engagement

Date: April 26, 2026

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 1 | Thomas H. Dangues | MIA | Project Planner | [illegible] | 0770332653 |
| 2 | Kangar R. David | FDA | Regional Forester | Kangardavid[illegible] | 0777210033 |
| 3 | Abraham Sumo | Hawawugbeh | Sc Chairman | [illegible] | 0775525612 |
| 4 | Isaac G. Tukar | Mawabaale II | CFMB | | 0777978946 |
| 5 | Burton M. Karnoh | Rt. S. Wordsworth | F. Dir. | | 0776460947 |
| 6 | Christopher Wharff | FDA | Data Clerk | | 0775845404 |
| 7 | Nathaniel Saah | FDA | COC Inspector | N. Saah | 0775231637 |
| 8 | Cameron N. Morgan | FDA | LVD Detach | | 0775110065 |
| 9 | Oneil A. Doe | FDA | LVD Inspector | | 0776465898 |
| 10 | Louise N. Gaye | FDA | LVD Inspector | | 0775140201 |
| 11 | Samuel A. Torking | FDA | Commercial | Samuel[illegible] | 0886204997 |
| 12 | Diamond Zurn | FDA | LVD Inspector | | 0555055754 |
| 13 | Moses Doe | FDA | Security | | 0775526713 |
| 14 | George Gogoe | FDA | Security | | 0775727187 |
| 15 | Hamilton T. Dogbeh | FDA | Lead Inspector LVD | | 0777209699 |
| 16 | Nelson Y. Gaye | FDA | COC – Ranger | [illegible] | 0880358890 |

**Forestry Development Authority (FDA)**

LIBERIA FOREST ECONOMY PROJECT- (LIFE-P)

Grand Bassa County

Stakeholder Engagement

Date:

| # | Name | Institution | Position | Email | Contact # |
|---|---|---|---|---|---|
| 33 | Johnagirl Johnson | " | Member | | |
| 34 | Robertlying Scott | " | Member | | |
| 35 | Joe Rodges | " | Member | | |
| 36 | Maxwell B. Barbor | FDA/LIFE-P | Env. Safeguard | mxbarbor30@gmail.com | 0886720518 |
| 37 | Joseph G. Duolukpeh | FDA/LIFE-P | Fiscal Tech | [illegible] | 0886664890 |
| 38 | Auntie Wleh Harmon-Davies | FDA/LIFE-P | Social Safeguard | auntiewleh@gmail.com | 0886776683 |



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# Forestry Development Authority (FDA)

## Liberia Forest Economy Project (LiFE-P)

Republic of Liberia

## Draft Stakeholder Engagement Regional Consultation Schedule

| Date | Venue | Consultation Meeting | Participants | Key Issues to Discuss |
|---|---|---|---|---|
| April 3-4, 2026 (Including travel day from Monrovia) | Gbarpolu County | Consultation with designated stakeholders, outlining the E&S instruments (in local languages) required for stakeholders inputs in the development of the project Environmental and Social Framework (ESF). | GoL representatives/<br>Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council<br>Youth Leaders<br>Women Leaders<br>Women/Girls<br>Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers<br>Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB<br>Lofa University<br><br>FDA-E&S/WB team | • Overview of the project objectives<br>• Presentation on requirements for the ESF in keeping with the World Bank Environmental and Social Standards (ESS1-ESS10).<br>• Presentation on Sexual Exploitation and Abuse/Sexual Harassment/Gender-Based Violence Action Plan (SEA/SH/GBV)<br>• Question and Answer<br>• Discussion<br>• Feedbacks from participants |



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|---|---|---|---|---|
| April 5-6, 2026 (Including travel day to Monrovia) | Grand Cape Mount County | Consultation with designated stakeholders, outlining the E&S instruments (in local languages) required for stakeholders inputs in the development of the project Environmental and Social Framework (ESF). | GoL representatives/<br>Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council<br>Youth Leaders<br>Women Leaders<br>Women/Girls<br>Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers<br>Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB<br>Lofa University<br><br>FDA-E&S/WB team | • Overview of the project objectives<br>• Presentation on requirements for the ESF in keeping with the World Bank Environmental and Social Standards (ESS1-ESS10).<br>• Presentation on Sexual Exploitation and Abuse/Sexual Harassment/Gender-Based Violence Action Plan (SEA/SH/GBV)<br>• Question and Answer<br>• Discussion<br>• Feedbacks from participants |
| April 7-8, 2026 (Including travel day from Monrovia) | Lofa | Consultation with designated stakeholders, outlining the E&S instruments (in local languages) required for stakeholders inputs in the development of the project Environmental and Social Framework (ESF). | GoL representatives/<br>Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council<br>Youth Leaders<br>Women Leaders<br>Women/Girls<br>Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers<br>Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB<br>Lofa University<br><br>FDA-E&S/WB team | • Overview of the project objectives<br>• Presentation on requirements for the ESF in keeping with the World Bank Environmental and Social Standards (ESS1-ESS10).<br>• Presentation on Sexual Exploitation and Abuse/Sexual Harassment/Gender-Based Violence Action Plan (SEA/SH/GBV)<br>• Question and Answer<br>• Discussion<br>• Feedbacks from participants |
| April 9-10, 2026 (Including travel day) | Nimba | Consultation with designated stakeholders, outlining the E&S instruments (in local languages) required for stakeholders inputs in the development of the project Environmental and Social Framework (ESF). | GoL representatives/<br>Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council<br>Youth Leaders<br>Women Leaders<br>Women/Girls<br>Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers | • Overview of the project objectives<br>• Presentation on requirements for the ESF in keeping with the World Bank Environmental and Social Standards (ESS1-ESS10).<br>• Presentation on Sexual Exploitation and Abuse/Sexual Harassment/Gender-Based Violence Action Plan (SEA/SH/GBV)<br>• Question and Answer |



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|---|---|---|---|---|
| | | | Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB<br>Nimba University<br><br>FDA-E&S/WB team | • Discussion<br>• Feedbacks from participants |
| April 11-12, 2026 (Including travel day) | Grand Gedeh County | Consultation with designated stakeholders, outlining the E&S instruments (in local languages) required for stakeholders inputs in the development of the project Environmental and Social Framework (ESF). | GoL representatives/<br>Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council<br>Youth Leaders<br>Women Leaders<br>Women/Girls<br>Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers<br>Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB<br><br>FDA-E&S/WB team | • Overview of the project objectives<br>• Presentation on requirements for the ESF in keeping with the World Bank Environmental and Social Standards (ESS1-ESS10).<br>• Presentation on Sexual Exploitation and Abuse/Sexual Harassment/Gender-Based Violence Action Plan (SEA/SH/GBV)<br>• Question and Answer<br>• Discussion<br>• Feedbacks from participants |
| April 13-14, 2026 (Including travel day) | River Gee County | Consultation with designated stakeholders, outlining the E&S instruments (in local languages) required for stakeholders inputs in the development of the project Environmental and Social Framework (ESF). | GoL representatives/<br>Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council<br>Youth Leaders<br>Women Leaders<br>Women/Girls<br>Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers<br>Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB<br><br>FDA-E&S/WB team | • Overview of the project objectives<br>• Presentation on requirements for the ESF in keeping with the World Bank Environmental and Social Standards (ESS1-ESS10).<br>• Presentation on Sexual Exploitation and Abuse/Sexual Harassment/Gender-Based Violence Action Plan (SEA/SH/GBV)<br>• Question and Answer<br>• Discussion<br>• Feedbacks from participants |
| April 15-16, 2026 (Including travel day) | Maryland County | Consultation with designated stakeholders, outlining the E&S instruments (in local languages) required for stakeholders inputs in the development of the project Environmental and Social Framework (ESF). | GoL representatives/<br>Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council<br>Youth Leaders<br>Women Leaders<br>Women/Girls<br>Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers | • Overview of the project objectives<br>• Presentation on requirements for the ESF in keeping with the World Bank Environmental and Social Standards (ESS1-ESS10).<br>• Presentation on Sexual Exploitation and Abuse/Sexual Harassment/Gender-Based Violence Action Plan (SEA/SH/GBV)<br>• Question and Answer |



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| | | | Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB/ Tubman University<br><br>FDA-E&S/WB team | • Discussion<br>• Feedbacks from participants |
| April 16-17, 2026 (Including travel day) | Grand Kru County | Consultation with designated stakeholders, outlining the E&S instruments (in local languages) required for stakeholders inputs in the development of the project Environmental and Social Framework (ESF). | GoL representatives/<br>Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council<br>Youth Leaders<br>Women Leaders<br>Women/Girls<br>Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers<br>Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB<br><br>FDA-E&S/WB team | • Overview of the project objectives<br>• Presentation on requirements for the ESF in keeping with the World Bank Environmental and Social Standards (ESS1-ESS10).<br>• Presentation on Sexual Exploitation and Abuse/Sexual Harassment/Gender-Based Violence Action Plan (SEA/SH/GBV)<br>• Question and Answer<br>• Discussion<br>• Feedbacks from participants |
| April 18-19, 2026 (Including travel day) | Sinoe County | Consultation with designated stakeholders, outlining the E&S instruments (in local languages) required for stakeholders inputs in the development of the project Environmental and Social Framework (ESF). | GoL representatives/<br>Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council<br>Youth Leaders<br>Women Leaders<br>Women/Girls<br>Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers<br>Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB<br><br>FDA-E&S/WB team | • Overview of the project objectives<br>• Presentation on requirements for the ESF in keeping with the World Bank Environmental and Social Standards (ESS1-ESS10).<br>• Presentation on Sexual Exploitation and Abuse/Sexual Harassment/Gender-Based Violence Action Plan (SEA/SH/GBV)<br>• Question and Answer<br>• Discussion<br>• Feedbacks from participants |



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|---|---|---|---|---|
| April 20-21, 2026 (Including travel day) | Rivercess County | Consultation with designated stakeholders, outlining the E&S instruments (in local languages) required for stakeholders inputs in the development of the project Environmental and Social Framework (ESF). | GoL representatives/<br>Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council<br>Youth Leaders<br>Women Leaders<br>Women/Girls<br>Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers<br>Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB<br><br>FDA-E&S/WB team | • Overview of the project objectives<br>• Presentation on requirements for the ESF in keeping with the World Bank Environmental and Social Standards (ESS1-ESS10).<br>• Presentation on Sexual Exploitation and Abuse/Sexual Harassment/Gender-Based Violence Action Plan (SEA/SH/GBV)<br>• Question and Answer<br>• Discussion<br>• Feedbacks from participants |
| April 22-23, 2026 (Including travel back to Monrovia) | Grand Bassa County | Consultation with designated stakeholders, outlining the E&S instruments (in local languages) required for stakeholders inputs in the development of the project Environmental and Social Framework (ESF). | GoL representatives/<br>Paramount Chiefs/Clan Chiefs/Town Chiefs/Rep. of Traditional Council<br>Youth Leaders<br>Women Leaders<br>Women/Girls<br>Forest Rangers/Community Forest Guards/ Agriculture Coordinators/Small scale farmers/NTFP producers<br>Loggers/Timber processors & sawmill operators/Timber and NTFP MSMEs/CFMB/CFDC/CLDMC/NUCFMB<br>Grand Bassa University<br><br>FDA-E&S/WB team | • Overview of the project objectives<br>• Presentation on requirements for the ESF in keeping with the World Bank Environmental and Social Standards (ESS1-ESS10).<br>• Presentation on Sexual Exploitation and Abuse/Sexual Harassment/Gender-Based Violence Action Plan (SEA/SH/GBV)<br>• Question and Answer<br>• Discussion<br>• Feedbacks from participants |



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## Appendix 4: Stakeholder Consultation Photo Log

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## Appendix 5: Consultation Log Template

The purpose of the activity log is to gather information from stakeholder consultation sessions. It is important to keep this diary so that you can document the involvement of stakeholders during all phases of the project.

<table>
<tr><td colspan="2">PIU Member(s):</td></tr>
<tr><td colspan="2">Method (circle): E-mail Phone Meeting</td></tr>
<tr><td colspan="2">Stakeholder consulted Date of first contact:<br>Name and surname:<br>Structure: Telephone:<br>E-mail:</td></tr>
<tr><td>Purpose of the consultation (brief description)<br>……<br>……<br>……<br>……<br>……<br>……</td><td>Materials and/or information requested/received<br>……<br>……<br>……<br>……<br>……<br>……</td></tr>
<tr><td colspan="2">Follow-up, notes or observations<br>……<br>……<br>……<br>……<br>……</td></tr>
</table>

For subsequent communications with the same person, complete the table below

| Date | Information Requested/Received | Notes or observations |
|---|---|---|
| | | |



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## Appendix 6 : Stakeholder consultation Framework

| | | |
|---|---|---|
| **Date of Consultation :** | | |
| **Place of the Consultation :** | | |
| **<u>Purpose of the consultation :</u>** | | |
| **Stakeholders consulted** | ***Organization*** | ***Name and position*** |
| | 1. | |
| | 2. | |
| | 3. | |
| | 4. | |
| | 5. | |
| | 6. | |
| | 7. | |
| | 8. | |
| | 9. | |
| | 10. | |
| **Talking points** | ?<br>?<br>? | |
| **Recommandations** | | |



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## Appendix 7: Stakeholder Feedback Template

| PIU Contact : | Date of consultation | Place of consultation |
|---|---|---|
| Stakeholder name and status | Address:<br><br>Phone: | E-mail: |
| Issues/Topics Raised | Summary of consultation results | |
| Have we forgotten a point that was raised during the consultation? | | |
| Is there any important information that has been overlooked? | | |
| Is there another important stakeholder we should consult? | | |
| What interests you most about projects? | | |
| What are your apprehensions about the projects? | | |
| What information would you like to be shared with you? Through which channel? | | |
| What are your suggestions and recommendations? | | |

## Appendix 8 : Sample Grievance Registration Form

| **INTERNAL CLAIMS REGISTRATION FORM** | |
|---|---|
| Claim Number: | Date: |
| Place of registration: | |
| Registrant | |
| Unique number of complainant | |
| **COMPLAINANT** | |
| Name of Complainant: | |
| Address: | |
| Subject matter or nature of the complaint: | |
| Dwelling and/or property affected: | |
| **CLAIM DESCRIPTION** | |
| | |
| **INTERNAL COMMITTEE COMMENT** | |
| **1.** | |
| **2.** | |
| **3.** | |
| **4.** | |
| Done at _____ _____The | |
| **COMPLAINANT'S RESPONSE** | |
| | |
| Done at _____ | The _____ |



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## Appendix 9: Sample Grievance and Resolution Form

Name (Filer of Complainant): _____
ID Number (PAP's ID Number): _____
Contact Information (mobile number): _____
Nature of Grievance or Complaint Submitted: _____

_____

_____

| Date | Individuals Contacted | Summary of Discussion |
|---|---|---|
| _____ | _____ | _____ |

Signature: _____
Signed (Filer of Complaint): _____
Name of Person Filing Complaint (if different from Filer): _____
Position or Relationship to Filer: _____

**Review/Resolution**
Date of Mediation Session: _____
Was filer present? YES NO
Was field Verification of complaint conducted? YES NO
Findings of Field Investigation: _____

**Summary of Conciliation/Mediation Summary Discussion**
Issues: _____
Was agreement reached on issues? YES NO
If agreement was reached, detail agreement below:
If agreement was not reached, specify points of disagreement below:
_____
_____

Signed (Conciliator): _____ Signed (Filer): _____

Signed (Independent Observer): _____

Date: _____

## Appendix 10: Sample Template for Assessing/Tracking Grievance/Complaints

| No. | Complaints Form No. | Date Received | Type of Complaint | Location | Status | Forwarded To | Comments |
|---|---|---|---|---|---|---|---|
| 1. | | | | | | | |
| 2. | | | | | | | |
| 3. | | | | | | | |
| 4. | | | | | | | |
| 5. | | | | | | | |
| 6. | | | | | | | |
| 7. | | | | | | | |

## Appendix 11: Sample Grievance Redress Committee Form Templates

**Grievance Redress Committee Form**

Form #: **FGM/GRCM/01/G001**

Date: _____ Presided Over by: _____

GR Committee Members Present:

_____

_____

_____

Key Complaint/Grievance:

_____

_____

_____

Key Findings:

_____

_____

Proposed Response:

_____

_____

Parties (Complainant and Respondent) Reaction:

Complainant:



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Consent: _____Seek Modification: _____ Object: _____

Respondent:

Consent: _____Seek Modification: _____ Object: _____



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## Appendix 12: Quarterly Report Templates by GR Bodies

**GR Body Quarterly Report Template**

**Report No: FGM/GRBS/01/1/Q001** **Quarter: 1, 2026** **Town/County/District Name: _____**

| No. | Complaint Type | No. Complaints Received | No. of Complaints Resolved | No. of Complaints Forwarded | No .of Complaints Outstanding | Comments |
|---|---|---|---|---|---|---|
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| 9 | | | | | | |
| 10 | | | | | | |

**General Summary:**

_____

_____

**Signed**: _____ **Date**: _____

**Appendix 13: GR Body Semi-Annual Report Template**

**Report No: FGM/S001 Period: June – Dec 2026 Town/County Name: _____**

| Months | No. of Complaints Received | No. of Complaints Resolved | No. of Complaints Forwarded | No. of Complaints Outstanding | Verified By |
|---|---|---|---|---|---|
| 1 | | | | | |
| 2 | | | | | |
| 3 | | | | | |
| 4 | | | | | |
| 5 | | | | | |
| 6 | | | | | |

**General Summary:**

_____

_____

**Signed**: _____ **Date**: _____

## Appendix 14: Sample Table: Monitoring and Reporting on the SEP

| Key evaluation questions | Specific Evaluation questions | Potential Indicators | Data Collection Methods |
|---|---|---|---|
| **GM.** To what extent have project-affected parties been provided with accessible and inclusive means to raise issues and grievances? Has the implementing agency responded to and managed such grievances? | • Are project affected parties raising issues and grievances?<br>• How quickly/effectively are the grievances resolved? | • Usage of GM and/or feedback mechanisms<br>• Requests for information from relevant agencies.<br>• Use of suggestion boxes placed in the villages/project communities.<br>• Number of grievances raised by workers, disaggregated by gender of workers and worksite, resolved within a specified time frame.<br>• Number of Sexual Exploitation, and Abuse/Sexual Harassment (SEA/SH) cases reported in the project areas, which were referred for health, social, legal and security support according to the referral process in place. (if applicable)<br>• Number of grievances that have been (i) opened, (ii) opened for more than 30 days, (iii) resolved, (iv) closed, and (v) number of responses that satisfied the complainants, during the reporting period disaggregated by category of grievance, gender, age, and location of complainant. | Records from the implementing agency and other relevant agencies |
| **Stakeholder engagement impact on project design and implementation.** How have engagement activities made a difference in project design and implementation? | • Was there interest and support for the project?<br>• Were there any adjustments made during project design and implementation based on the feedback received?<br>• Was priority information disclosed to relevant parties throughout the project cycle? | • Active participation of stakeholders in activities<br>• Number of actions taken in a timely manner in response to feedback received during consultation sessions with project affected parties.<br>• Number of consultation meetings and public discussions where the feedback and | Stakeholder Consultation Attendance Sheets/Minutes<br><br>Evaluation forms<br><br>Structured surveys<br><br>Social media/traditional media entries on the project results |



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| | | | |
|---|---|---|---|
| | | recommendation received is reflected in project design and implementation.<br>• Number of disaggregated engagement sessions held, focused on at-risk groups in the project. | |
| **Implementation effectiveness.** Were stakeholder engagement activities effective in implementation? | • Were the activities implemented as planned? Why or why not?<br>• Was the stakeholder engagement approach inclusive of disaggregated groups? Why or why not? | • Percentage of SEP activities implemented.<br>• Key barriers to participation identified with stakeholder representatives.<br>• Number of adjustments made in the stakeholder engagement approach to improve projects' outreach, inclusion and effectiveness. | Communication Strategy (Consultation Schedule)<br><br>Periodic Focus Group Discussions<br><br>Face-to-face meetings and/or Focus Group discussions with Vulnerable Groups or their representatives |



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