



THE GOVERNMENT OF SIERRA LEONE

MINISTRY OF LANDS, HOUSING AND COUNTRY PLANNING

Sierra Leone Land Administration Project (P177031)

&

**SPF: Sierra Leone, Innovative Solutions for Land Dispute
Resolution (P500529)**

STAKEHOLDER ENGAGEMENT PLAN (SEP)

April 2024

Version	Date	Comment
1.0	March 2022	First approved SEP version for SLLAP
2.0	April 2024	Updated SEP, combining SLLAP and SPF activities

ACRONYMS

Acronym	Full Meaning
CBO	Community Based Organization
CERC	Contingent Emergency Response Component
COVID-19	Coronavirus
EIA	Environmental Impact Assessment
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESHS	Environmental, Social, Health and Safety
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
FCC	Freetown City Council
FCDO	Foreign, Commonwealth and Development Office
FM	Financial Management
GBV	Gender-Based Violence
GoSL	Government of Sierra Leone
GRM	Grievance Redress Mechanism
IA	Implementation Agency
IT	Information Technology
LC	Local Council
LRP	Livelihood Restoration Plan
M&E	Monitoring and Evaluation
MDA	Ministries Departments and Agency
MLHCP	Ministry of Lands, Housing and Country Planning
MoF	Ministry of Finance
OARG	Office Of Administrator General
PCU	Project Coordination Unit
PIM	Project Implementation Manual
PSC	Project Steering Committee
RAP	Resettlement Action Plan
SLLAP	Sierra Leone Land Administration Project
SEP	Stakeholder Engagement Plan
SPF	State- and Peace-Building Fund
TA	Technical Assistance
ToR	Terms of Reference
WB	World Bank

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EXECUTIVE SUMMARY

This Stakeholder Engagement Plan (SEP) is designed to guide the processes of engagements, consultations, and disclosure of project information to all relevant stakeholders of the proposed Sierra Leone Land Administration Project (SLLAP) and the related State- and Peacebuilding Fund (SPF) on Sierra Leone, Innovative Solutions for Land Dispute Resolution project. (SPF Project)

The Government of Sierra Leone (GoSL) through the Ministry of Lands, Housing and Country Planning has received a \$41.1 grant from the World Bank to implement the SLLAP. The Project Development Objective (PDO) is to establish an efficient and accessible land administration system in Sierra Leone.

The project has five main components as follows:

- i. Institutional Development and Legal Reform
- ii. Land Information System Development
- iii. Recording and Registration of Land Tenure Rights
- iv. Project Management
- v. Contingent Emergency Response

The preparation of the SEP was done in accordance with World Bank ESS10: Stakeholder Engagement and Information disclosure and relevant national laws and policies that promote effective stakeholder engagement and identification during project design and implementation. Some of these laws include the: Constitution of Sierra Leone, 1991; National Land Policy, 2015; Local Government Act, 2004 (as amended in 2017); Environment Protection Agency, Act 2008 (as Amended in 2010 and 2022); Town and Country Planning, Cap. 81 (as amended in 2001); Local Content Act, 2016; Right to Access Information Act, 2013; Sexual Offences Act, 2012; Child Rights Act, 2007; National Policy on the Advancement of Women, National Policy on Gender Mainstreaming; and the GBV Referral Protocol.

The development objective of the US\$3.3m recipient-executed trust fund SPF Project is to pilot innovative approaches for reducing fragility and conflict in the context of the land administration reform process and build capacity among land sector CSOs to support communities and land governance in Sierra Leone, with particular emphasis on the needs of women, youth and other disadvantaged and vulnerable populations in Sierra Leone. In this context the original SLLAP SEP was updated to also include the new SPF activities as these are also implemented by the Ministry of Lands, Housing and Country Planning through the SLLAP PCU.

The development and analysis of the SEP was carried out in consultation with key stakeholder groups and based on the preliminary information contained in the Project Appraisal Document and initial consultations carried out by the Ministry of Finance – the main proponent of this project. The stakeholders identified in the SEP have been grouped into four categories, namely:

- i. Project Implementing Agency (MLHCP)
- ii. Affected Parties (mainly beneficiaries, PAPs, etc.)
- iii. Other Interested Parties
- iv. Vulnerable Groups

This SEP includes details of the purpose, timing, and methods of engaging with each stakeholder group and the strategies for information disclosure to all stakeholders, especially vulnerable groups. The management, coordination and implementation of the SEP will be the responsibility of dedicated team members within the Project Coordinating Unit (PCU). The resources for the implementation of the SEP will be sourced from the Government of Sierra Leone GoSL and from Component 4 of the project which made budget provisions to cover costs associated with overall project coordination including communication and outreach to stakeholders.

Key institutions and focal persons have been identified in this SEP along with their designated roles and responsibilities. A Grievance Redress Mechanism (GRM) has also been incorporated into the SEP where project related grievances will be resolved using laid down procedures. The GRM will be accessible and understandable for all stakeholders in the project and for the entire project life. A Monitoring and evaluation framework has also been designed to monitor the implementation of the SEP. Moreover, performance indicators for each stakeholder engagement activity have been developed and outlined.

1.0 INTRODUCTION

1.1 Overview

The Government of Sierra Leone (GoSL), with support from the World Bank (WB), is implementing the Sierra Leone Land Administration Project (SLLAP). The Ministry of Lands, Housing and Country Planning (MLHCP), as the implementing agency, is responsible for preparing the Stakeholder Engagement Plan (SEP) under the requirements of World Bank's Environmental and Social Framework (ESF). As per the Environmental and Social Standard 10 (ESS 10 – “Stakeholder Engagement and Information Disclosure”) this SEP seeks to define a technically and culturally appropriate approach to provide stakeholders with timely, relevant, understandable and accessible information. The goal of this SEP is to improve and facilitate consultation and decision-making, to create an atmosphere of understanding among project-affected people (PAPs) and other stakeholders and to provide these groups with sufficient opportunity to voice their opinions and concerns that may influence the Project decisions. The SEP is a useful tool for managing communications between MLHCP and its stakeholders.

1.2 Project Background

SLLAP

The Project Development Objective (PDO) of SLLAP is to establish an efficient and accessible land administration system. The Project will address critical challenges within the land sector in Sierra Leone. These include: i) weak institutional and technical capacity in the delivery of cadastral and registration services; ii) weak legislative framework in land administration and management; iii) tenure insecurity and inefficiency in land/property transactions; iv) increasing and unresolved land disputes within the statutory and customary tenure systems; and v) gender inequality relating to access to and control over land resources and decision-making.

SLLAP has the following components:

Component 1: Institutional Development and Legal Reform — The main objective of this component is to strengthen Sierra Leone's institutional framework for land administration by supporting buildings, operations, strategies, capacity, and sensitization. Activities under this component will support the funding required for office building or renovation (both in Freetown and the four Provincial capitals) and supply of furniture, equipment, vehicles, and initial operating cost. Decisions will be made concerning the locations of offices and what local buildings and facilities to use. Once this is done, necessary site locations, architectural drawings, building approvals, and site-specific Environmental and Social Management Plans (ESMPs) will be prepared.

Component 2: Development of a Land Information System — The Project will finance required ICT equipment, design, and development of Land Information System (LIS) with automated land administration processes (that need review and simplification) and digitization of deeds and cadastral maps. To ensure that data ownership in the LIS is linked to cadastral boundaries, the Project will finance procurement of high-quality orthophoto or satellite imagery. Further, the component will finance the establishment of a geodetic network through location measurements of existing ground control points and installation of Continuously Operating Reference Stations (CORS) on top of existing government-owned buildings in Freetown and in some of the provinces. The activities under this component will not lead to any potential resettlements.

Component 3: Recording and Registration of Land Tenure Rights — The primary focus of this component is to improve the quality and completeness of the records of land tenure rights and the ease and security with which these rights can be transferred whether by inheritance, sale, lease, or some other third-party rights. This will involve both recordings of the locations of these rights (mapping the parcel) and assessing the legal and legitimate rights to these parcels in line with National Land Policy (2015) goals and principles. The activities will seek to make the land registration and surveying of parcels more efficient and trustworthy and to ensure that the public is keen to utilize it to protect property rights. The component will finance initial pilot activities for participatory survey and recording of customary land rights with scale-up activities planned in selected priority areas. While the activities might unearth existing land disputes between private parties, the demarcation activities will not lead

to resettlements. The identified disputes will be dealt with through other social safeguard instruments, including a Grievance Redress Mechanism (GRM).

Component 4: Project Management — This component will finance all expenses required to ensure efficient and transparent project management and coordination. This will include the financing of Project Coordination Unit (PCU) staff at MLHCP, facilitation of meetings of the Project Steering Committee (PSC), and facilitation of Technical Working Group (TWG) meetings and consultations.

Component 5: Contingency Emergency Response Component (CERC) — The CERC is a zero-sum component included to mitigate situations of urgent need and allows for the rapid reallocation of funds in the event of a natural disaster or crisis that has caused or is likely to imminently cause a major adverse economic and/or social impact.

SPF

The Project Development Objective of the SPF Project is to pilot innovative approaches for reducing fragility and conflict in the context of the land administration reform process and build capacity among land sector CSOs to support communities and land governance in Sierra Leone, with particular emphasis on the needs of women, youth and other disadvantaged and vulnerable populations in Sierra Leone. The SPF Project has four components:

Component 1: Strengthening women’s land rights through piloting Gender Transformative Approaches.

This component promotes gender equality in access to land and other natural resources through innovative Gender Transformative Approaches (GTAs)¹ to identify and address the root causes of gender inequalities and structural barriers to women’s land and resource rights. The component will promote locally generated and context-specific strategies that work across multiple levels with a variety of partners and stakeholders to foster transformative changes. This component will finance initial research to understand how women’s land rights are affected by laws and traditional norms, including inheritance, but also how women’s participation, decision making, and leadership rights are realized. Based on the research results, the component will finance the development and implementation of an awareness raising campaign on the underlying causes of gender discrimination, the importance of gender equality and women and girls’ empowerment. By using GTAs, the component will foster inclusive dialogues at the household and community level to trigger reflections on and change of discriminatory social and gender norms and perceptions on gender roles and identities that hold women back despite the new land laws. This will be done by using and evaluating innovative approaches, tools, and technology, such as Talking Books (audio devices that can play and record messages, targeting people with low literacy skills). Activities will include co-creation processes with representatives from the communities, community leaders and national experts to translate the project’s communication strategy into specific Talking Book content including highlighting real life and fictional role models.

Further, the component will finance the design and implementation of a leadership capacity building program for women leaders, traditional and religious leaders, CSOs, young women and girls, men and boys, women’s organizations, and local media to reinforce their capacities, either individually or collectively, to advocate for women’s land rights. This includes piloting the design and implementation of the very first generation of training programs for women to support them in taking up roles in new land institutions such as Chiefdom, Town and Village Area Land Committees created by the new land laws. Activities will support the development, piloting and fine-tuning of a gender-responsive capacity building program tailored to the learning needs of the local stakeholders, to help them understand and effectively engage with new land laws including in the process of securing customary land rights.

Component 2: Improving the functionality and gender responsiveness of the land dispute resolution system.

This component will improve the functionality of and promote better integration between formal and informal

¹ See for example FAO (2020): Gender transformative approaches for food security, improved nutrition, and sustainable agriculture. A compendium of fifteen good practices.

land dispute resolution mechanism and institutions. The component seeks to promote innovative and gender responsive Alternative Disputes Resolution (ADR) mechanisms with the goal of improved access to legal support and legal aid institutions for women, men, and communities. The project will finance an analysis of the nature and extent of land disputes, and available dispute resolution mechanisms, and legal aid support (accessibility, strengths, and weaknesses) vis a vis the requirements of new land laws. Building on the analysis, the project will finance the design and piloting of a program to increase the capacities of representatives of formal and informal land dispute resolution mechanisms by using innovative gender-responsive and inclusive participatory approaches to resolve land disputes in the context of the new land laws. The program will be providing tailored gender and law sensitization training to build the capacity of judicial and law enforcement institutions, which have not been targeted in previous interventions in this context. This is to reinforce the capacities of such institutions to act in line with the new land laws and to respond to landowners' and users' needs, particularly the most vulnerable. The results will feed into the development of a training manual.

Component 3: Promoting innovative governance arrangements for stakeholder dialogue and improved land governance. This component will finance the implementation of innovative strategies and governance arrangements that foster collaboration, transparency, and sustainable management of land resources. This component will finance an institutional and political economy analysis at the sub-national level, aimed at unpacking power relations, interests and influence in the land sector, stakeholders' capacities and skills as well as capacities to act collectively. The analytics will use a participatory, multistakeholder and innovative governance analysis framework.² Based on the political economy analysis, the component will finance the establishment of Local multi-stakeholder platforms (MSPs), composed of local government, traditional authorities, Village Area Land Committees, Chiefdom Land Committees, CSOs as well as the private sector. Building on the successful experience of the national VGGT TWG, the local structures would support gender responsive land governance reform processes at the decentralized level through policy dialogue, conflict prevention, and defining local priorities, towards increased resilience. Knowledge generated at this level, would feed into the national VGGT TWG. One example of a beneficial outcome is that local MSPs would provide an entry point for a new and innovative stakeholder dialogue by involving medium-sized national investors who have largely been left out of activities aimed at achieving responsible land-based investment.

Component 4: Bank-Executed Grant Implementation Support. This component would provide technical support from the World Bank to the grant's implementing partners to ensure compliance with World Bank policies and procedures as well as coordination of activities with the Sierra Leone Land Administration Project (SLLAP, P177031). SLLAP does not provide any services for dispute resolution beyond the clarification of land parcel boundaries, while other forms of land disputes (e.g., intra-family inheritance disputes) exist. The proposed activities would therefore complement SLLAP. Trainings for women in new land sector institutions need to be newly developed and tested as no experiences with these new institutions exist. Once this is done, SLLAP could potentially adopt and scale up any successfully tested approaches. SLLAP will further benefit from the local level land sector dialogues, which are not supported under SLLAP as these require local level interventions of local level actors, such as local CSOs.

1.3 Objective of Stakeholder Engagement Plan

The purpose of this SEP is to describe the the strategy and program for both the Project and for the SPF Project for engaging with stakeholders in a culturally appropriate manner, encompassing guiding principles on how stakeholders are identified and involved throughout the course of the projects, providing information on previous engagements undertaken, prescribing processes and procedures to follow in stakeholder engagement and information disclosure, outlining the responsibilities of relevant institutions and contractors in the implementation of upcoming engagement activities, etc. The goal is to ensure timely provision of relevant and understandable information. It is also to create a process that provides opportunities for stakeholders to express their views and concerns and to allow both projects to consider and respond to them. The involvement of the local population is essential to the success of SLLAP and the SPF Project, as it

² See for example FAO (2022): Focus on governance for more effective policy and technical support. Framework paper.

ensures smooth collaboration between project staff and local communities and minimizes and mitigates environmental and social risks related to the proposed project activities. Of significance is the management of stakeholder expectations emanating from SLLAP/SPF Project-related interventions in a socially and culturally sensitive manner to enhance the attainment of the projects' objectives.

The specific objectives of SEP include the following:

- i. Identify and assess stakeholder groups and their profiles, interests, issues/impacts and concerns relevant to the projects (stakeholder mapping);
- ii. Identify specific initiatives (e.g., community meetings, focus group discussions, face-to-face meetings, posters in public facilities) to allow meaningful engagement with different stakeholder groups in a manner that is transparent and accessible, using culturally appropriate communication methods with specific focus on vulnerable groups;
- iii. Build a relationship with various stakeholders of the projects based on mutual respect and trust;
- iv. Facilitate adequate and timely dissemination of information on technical, economic, environmental, and social risks and impacts on stakeholder groups in a timely, understandable, accessible and culturally appropriate manner and format;
- v. Establish systems for prior disclosure/dissemination of information and consultation, including seeking inputs from affected persons, incorporation of inputs as applicable and provision of feedback to affected persons/groups on whether and how inputs have been incorporated; and
- vi. Establish a Grievance Mechanism for timely receipt, investigation and resolution of project related complaints, grievances, queries, and clarifications.

1.4 Scope of the Stakeholder Engagement Plan

Stakeholder engagement refers to the process of:

- i. Sharing information and knowledge in a meaningful manner;
- ii. Seeking to understand and respond to concerns of individuals potentially impacted or affected by an activity in a transparent, inclusive and timely process; and
- iii. Building relationships based on trust.

The implementation and monitoring of the stakeholder engagement plan are the responsibility of the Borrower throughout the planning, construction, operation, and decommissioning phases of the project activities. It is coordinated with other engagement activities linked with SLLPA and the SPF Project to avoid duplication of efforts and thus consultation fatigue. Accordingly, this SEP:

- i. Builds on and documents all consultations undertaken to date;
- ii. Presents the methodology for the planned stakeholder engagement activities to be undertaken during subsequent activities; and
- iii. Highlights the regulatory framework for this SEP.

The scope of the SEP (as well as of the associated Grievance Redress Mechanism (GRM) covers the SLLAP and SPF Project in their entirety in Sierra Leone. As such, the SEP includes various stakeholders who are positively, neutrally, and adversely affected by the projects. The project employees, workers, and contractors as well as any visitors to the Project premises shall comply with the requirements of this SEP.

This SEP is intended to be a ‘live’ document; that is one of the environmental and social safeguards instrument the ESCP committed to be developed and updated throughout the project lifecycle to document the implementation of the Project and SPF Project community engagement and communication strategy and changing project landscape. This SEP will be reviewed regularly by the project Owner, the consultants to the projects, and the World Bank as the financier of the projects and updated as relevant.

2.0 APPLICABLE REGULATIONS AND REQUIREMENTS

This SEP considers existing national institutional and regulatory requirements pertaining to stakeholder participation in development initiatives, the World Bank Environmental and Social Framework (ESF) and the associated Environmental and Social Standards (ESSs). The SEP will comply with stakeholder consultation and information disclosure requirements as stipulated in national legal instruments and international best practice.

2.1 World Bank Requirements

The World Bank's ESF outlines ten (10) specific Environmental and Social Standards (ESSs) that projects are expected to meet. Stakeholder engagement in line with the World Bank requirements is associated with ESS10 on Stakeholder Engagement and Information Disclosure (SEID), which recognizes "the importance of open and transparent engagement between the borrower and project stakeholders as an essential element of good international practice". Specifically, the requirements set out by ESS10 are as follows:

- i). "Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on the Project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts.
- ii). Borrowers will engage in meaningful consultations with all stakeholders. Borrowers will provide stakeholders with timely, relevant, understandable, and accessible information and consult with them in a culturally appropriate manner that is free of manipulation, interference, coercion, discrimination, and intimidation.
- iii). The process of stakeholder engagement will involve setting out further detail as in this ESS: i) stakeholder identification and analysis; ii) planning how the engagement with stakeholders will take place; iii) disclosing information; iv) consulting with stakeholders; v) addressing and responding to grievances; and vi) reporting to stakeholders.
- iv). The borrower will maintain and disclose, as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was taken into account or the reasons why it was not." (World Bank 2017: 98).

ESS10 requires that a Stakeholder Engagement Plan (SEP) is proportionate to the nature and scale of the Project and SPF Project and their potential risks and impacts need to be developed by the borrower. It must be disclosed as early as possible and the borrower needs to seek the views of the stakeholders on the SEP, including on the identification of stakeholders and proposals for future engagement. If significant changes are made to the SEP, the borrower must disclose the updated SEP. According to ESS10, the borrower should also propose and implement a grievance mechanism to receive and facilitate the resolution of concerns and grievances of project-affected parties related to the environmental and social performance of the projects in a timely manner.

Identification of stakeholders will ensure a wide participation in project design and acceptability. To ensure that there is citizen participation in the project life span, this SEP clearly stipulates the processes of consultation and disclosure of key project information to the public and relevant stakeholders during the preparation and implementation of the projects.

2.2 Key National Legislation and Policies on Stakeholder Engagement and Information Disclosure

The national laws, regulations and policies that are related to stakeholder engagement and information disclosure as follows:

The Constitution of Sierra Leone: Section 3 of the Sierra Leone Constitution guarantees the fundamental human

rights and freedoms of the individual without regard to race, tribe, place of origin, political opinion, colour, creed, or sex, which must be exercised in consonance with the rights and freedoms of others and for the public interest. Paragraph 25 of Section 3, which states that no person shall be hindered in the enjoyment of his freedom of expression including the freedom to hold opinions, receive and impart ideas as well as information without interference, is consistent with the provisions of ESS10 that requires full disclosure of project information to all stakeholders.

The Local Government Act, 2004 (as Amended in 2017): The Local Government Act, 2003 has several areas where stakeholder consultation is required. For example, Section 23 makes provision for local councils to be consulted by central government ministries, departments, agencies, NGOs, etc., in development projects. Then Section 85 (4) notes that “A local council shall, before approving or reviewing a development plan, consult residents of the locality, agencies of Government and non-governmental and international organizations that have interest in working in the locality.” It is therefore expected that the Project Coordination Unit (PCU), in collaboration with the Local Councils, will actively engage and consult project stakeholders, especially those at the community level and other disadvantaged segments of the society.

The Environment Protection Agency Act, 2008 (as Amended in 2010): The EPA Act is the legislation governing the protection of the environment in Sierra Leone. The Third Schedule (under Section 26) of the Act describes the content of Environmental Impact Assessment (EIA) and admonishes that EIA must report on communities, interested parties and Government ministries consulted and by extension issues consulted on. In terms of information disclosure, a requirement of ESS10, Section 27 (1) of the Environment Protection Agency Act, 2008 stipulates that the Agency, upon receiving the draft EIA report, shall circulate it to professional bodies, associations, ministries, and governmental organizations for their comments. Under Section 27 (2), the Agency is also required to openly display the EIA report in two consecutive issues of the Gazette as well as in the newspapers to allow for public viewing. The proponent is expected to address the comments from the public as received through the Executive Director within fourteen (14) days of receipt of the comments.

The Town and Country Planning, Cap. 81 for the Laws of Sierra Leone (as Amendment in 2001): The Town and Country Planning Act mandates the Minister of Housing and Country Planning to consult the various Local Councils and Paramount Chiefs in the planning and management of cities and towns in Sierra Leone. The Act also requires the Minister to conduct location specific public hearings and consultations on issues related to the planning and management of the towns and cities. The Minister is also mandated by this Act to direct the posting of all relevant information such the surveyed maps, layouts, values of buildings or lands in the planning area to guide any compensation in case where the Project takes land.

Regulation of Wages and Industrial Relations Act, 1971 (No. 18): Clause 29 of the Act explicitly outlines a seven-step process of redressing grievances for employees. The process starts with verbal discussion of grievances with employees’ immediate supervisors and goes right up to petitioning the Minister of Labour and Social Security in the event that the work-based grievance redress measures fail to resolve the grievance in question.

The Persons with Disability Act, 2011

This Act sets up the National Commission for Persons with Disabilities (NCPD) with the objective of ensuring the well-being of Persons with Disabilities (PWDs). In Section 20 and 21 of the Act, it is an offence to deny a person contracts and employment opportunities based on disability. This provision meets the non-discriminatory requirement outlined in ESS10 and non-discrimination on the basis of disability in ESS2. In addition, the establishment of NCPD under this Act presents a good platform for PWDs seeking redress for work based or work-related grievances to access to meet the requirements of ESS10.

The Right to Access Information Act, 2013: This is the Act that provides for the disclosure of information held by public authorities or by persons providing services for them and to provide for other related matters. This implies that PCU is mandated by this Act to disclose all relevant information about the Project to interested stakeholders and that failure to supply information to interested stakeholders is tantamount to an offense which is liable to conviction or a fine not exceeding ten million Leones in the case of an individual and one hundred million

Leones in the case of a corporate body or to a term of imprisonment not exceeding six months or to both the fine and imprisonment.

The National Policy on the Advancement of Women: The National Policy on the Advancement of Women provides conducive environment that allows women to improve their status and participation, to empower them and enhance their capacities as agents of change and beneficiaries of political and economic development, thus ensuring the full use of human resources for national development. It provides integrated guidelines for evaluating the activities of government department/institutions, civil society organizations, donor agencies and NGOs that are engaged in implementing Women in Development programmes. The Policy introduction underscores the fact that because women's contribution to the national economy is acknowledged and yet undervalued, there is the need for their full integration into the development process in order to increase their contribution for national development. It is therefore anticipated that the Project will take inspiration from this policy to promote the welfare of women in the design and implementation of the Project.

National Land Policy 2015

The National Land Policy (NLP) was published in 2015 after significant consultations. The main objectives of the NLP are to reform the complex and conflicting constitutional, legal, and institutional frameworks that will harmonize the dual land tenure system; and to enhance institutional capacity, strengthen tenure security and to promote equitable access to land resources for all Sierra Leoneans without any form of discrimination. The NLP includes principles of consultation and participation and states that: "The NLP shall be implemented, and tenure rights administered in accordance with the principle of participation and consultation. All relevant institutions and bodies that take decisions affecting the legitimate tenure rights of groups and individuals, shall ensure their active, free, effective, meaningful and informed participation and shall take into account existing power imbalances between different parties." Further, the NLP states that a principle of implementation is "engaging with and seeking the support of those who, having legitimate tenure rights, could be affected by decisions, prior to decisions being taken, and responding to their contributions; taking into consideration existing power imbalances between different parties and ensuring active, free, effective, meaningful and informed participation of individuals and groups in associated decision-making processes."

The Customary Land Rights Act (CLRA) 2022

Enacted in 2022, the CLRA aims to give legal effect to provisions in the NLP which protect land rights under customary law for all citizens. It seeks to secure customary land tenure and provides guidance for customary land registration, which is a new process in Sierra Leone. The CLRA It covers an assortment of issues including non-discrimination, ownership, administration and management of customary land, gender equality, investment and dispute resolution. The law is divided into ten parts, each of which addresses a cluster of related matters.

The National Land Commission Act (NLCA) 2022

The National Land Commission Act establishes the National Land Commission and other land administration bodies in Sierra Leone in line with the NLP. It seeks to reform the institutional structures responsible for land administration by merging several land administration functions in one entity. The NLCA provides for registration of title to private land, a modern national land title registry, modern land surveying and mapping, and co-management of foreshores. Together with the CLRA, the NLCA decentralizes land administration structures to the district, chiefdom, and village levels. Both acts emphasize the strengthening of women's land rights and women's decision-making power related to land.

3.0 STAKEHOLDER IDENTIFICATION AND ANALYSIS

3.1 Stakeholder Identification

Project stakeholders are defined as individuals, formal or informal groups, and organizations and/or government entities whose interests or rights will be affected directly, indirectly, positively, or negatively by the projects and who may have interest and the potential to influence SLLAP or SPF Project outcomes in any way. Cooperation and negotiation with stakeholders throughout development of the projects often also require the identification of persons within the groups who act as legitimate representatives, entrusted by their fellow group members with advocating to respective groups' interests during the project consultations. Community representatives may provide helpful insight into the local settings and act as main conduits for dissemination of project-related information and as primary communication/liaison links between the projects and targeted communities and their established networks. Verification of stakeholder representatives (i.e., the process of confirming that they are legitimate and genuine advocates of the community they represent) is an important task in establishing contact with community stakeholders.

The following principles for stakeholder engagement shall be applied to ensure best practices in this respect:

- ***Openness and life-cycle approach:*** Public consultations for SLLAP and the SPF Project will be arranged during the whole life cycle of the project and will be carried out in an open manner and free of external manipulation, interference, coercion, or intimidation.
- ***Informed participation and feedback:*** Adequate information will be provided and widely distributed among all stakeholders in an appropriate format. Opportunities will be provided for communicating stakeholder feedback as well as analyzing and addressing comments and concerns.
- ***Inclusiveness and sensitivity:*** Stakeholder inclusivity shall be given adequate attention so as to build effective relationships and trust. All stakeholders at all times would be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholder needs is the key principle underlying the selection of engagement methods. Vulnerable groups as well as the excluded such as women, youth, elderly, and persons with disability will be given special attention within the context of the appropriate cultural sensitivities of those concerned.

The identified stakeholder groups at this stage of the projects are at both external and internal project levels, including:

- i). ***External to core operation of SLLAP and the SPF Project:*** This includes institutions, communities (in particular that will be identified on the long list and included in the shortlist), national, provincial, and local government authorities, non-governmental and other civil society organizations, local institutions (such as customary and non-customary institutions) and other interested or affected parties; and
- ii). ***Internal to core operation of SLLAP and the SPF Project:*** These are land owning families, paramount chiefs and chiefdom councils, women groups, suppliers, contractors, distributors, the UN Food and Agriculture Organization (FAO) and regulators (who should be the same as the short-listed).

Under ESS10, stakeholder identification categorizes stakeholders into three groups:

- i). ***Affected parties:*** These are persons, groups and other entities within the Project Area of Influence that are directly influenced (actually or potentially) by the projects and/or have been identified as most susceptible to change associated with the projects and who need to be closely engaged in identifying impacts and their significance as well as in decision-making on mitigation and management of their present conditions;
- ii). ***Other interested parties:*** These are individuals, groups or entities that may not experience direct impacts of the projects but who consider or perceive their interests as being affected by the projects and/or who could affect the projects and the processes of its implementation in some way; and

- iii). ***Vulnerable/disadvantaged groups:*** Individuals or groups who may be disproportionately impacted or further disadvantaged by the projects as compared with any other groups due to their vulnerable status who may require special engagement due to their vulnerable status to ensure their equal representation in the consultation and decision-making process associated with the projects.

Affected Parties:

1. SLLAP Project has multiple stakeholders from the government, private, academic, civil society and the general public. For the SEP document, stakeholders who are likely to be directly affected and involved in the implementation of policies are classified as Affected Parties and among them are:

- a). Ministries and Government Agencies;
- b). Local Government Administrations (LGAs) including City and District Councils; and
- c). Chiefdom Land Committees

2. SPF Project has also multiple stakeholders from the government, private, academic, civil society and the general public. For the SEP, stakeholders who are likely to be directly affected and involved in the implementation of policies are classified as Affected Parties and among them are:

- a). Ministries and Government Agencies;
- b). Civil society organizations and nonprofit organizations that receive contracts;
- c). Chiefdom Land Committee; Town Land Committees; Village Area Land Committees;
- d). Women, youth, men and others who receive training;
- e). Representatives of judicial and law enforcement institutions;
- f). Sub-national institutions that become members of local multi-stakeholder platforms.

Other Interested Parties: These include individuals, groups or entities that may not experience direct impact of the Project but who consider or perceive their interests as being affected by the projects and/or who could affect the projects and the processes of their implementation in some way. Other interested parties include, among others, government institutions that may be involved in various ways in the projects, academia, civil society, international organizations, media, community-based organizations, etc.

All relevant stakeholders should be identified before any attempt to engage. The preliminary list of stakeholders for SLLAP and the SPF Project will be critical in this process. However, for every project partner, the list is amended and modified based on project partner, institutional context, and stakeholder engagement objectives. It is done by answering the following questions:

- i). Who has the best knowledge to enforce the outputs of SLLAP and the SPF Project?
- ii). Who has the power to enhance project interventions to achieve the projected impacts and power to block them?
- iii). Who might be disadvantaged or might lose out as a result of the projects?

Brainstorming the list of stakeholders before screening should include everyone who has interest. Where possible, identify individuals and not just organizations. Here are some additional considerations for brainstorming:

- i). ***Learning from past and current engagements:*** Which stakeholders communicate regularly with clients?
- ii). ***Future consideration:*** Assess potential stakeholders from new groups.

- iii). **Ensure diversity:** Make sure to include a rich diversity of stakeholders, embodying a spectrum of expertise, attitudes, and geographies. Include individuals from each of the stakeholder categories, key players, context setters, subjects, the crowd.
- iv). **Use technology tools:** Analyse your social media as it provides opportunities to understand who is interested in your organization.
- v). **Consider impact:** It is crucial not to prioritize noisy critics over genuine experts. It should be carefully considered who is most impacted by the decisions and operations within the Project.

3.2 Stakeholder Mapping and Analysis

Stakeholder mapping is a process of examining the relative influence that different individuals and groups have over SLLAP and the SPF Project as well as the influence of the projects over them. The purpose of stakeholder mapping is to:

- i). Study the profile of the stakeholders identified and the nature of the stakes involved;
- ii). Understand each group-specific issues, concerns as well as expectations from the projects that each group retains; and
- iii). Gauge their influence on the projects.

Based on this understanding, stakeholders are categorized as High Influence/Priority, Medium Influence/Priority and Low Influence/Priority. Stakeholders who are categorized as a high influence are those who are expected to have a high influence over the projects or are likely to be heavily impacted by the projects’ activities. They are high up on the priority list for engagement and consultation.

Together with the identification, the consultant should profile the stakeholders for proper engagement. Below is provided a list of potential criteria project partners could use to analyze the stakeholders:

Interest: How willing is a stakeholder to engage with a project partner and the overall process?

Influence: How much influence does a stakeholder have over the outcomes of the projects, either directly or via other stakeholders? How does a stakeholder influence a targeted policy Instrument? Here, it must be also clarified who the stakeholder influences, e.g., landowner association, policy maker, etc. To determine the connections and influences, a Social Network Analysis (SNA) is required.

Also, the identification of key relationships is very important to avoid exacerbating conflicts and enabling the creation of alliances that empower marginalized groups. It is very important to know in advance about conflicts between individuals, organizations, or groups so that inflaming conflicts and disputes can be either avoided or resolved.

Expertise: Does a stakeholder have information or expertise on issues dealt within the projects, either directly or otherwise? This is critical because the stakeholder will shape the futures of the issues.

Orientation: Is the view of a stakeholder towards the outcomes of the Project interventions a collaborative or a combative one?

Vulnerability: To what degree will a stakeholder be impacted by the projects?

Capacity: To what degree does a stakeholder have the capacity to engage at the levels desired by a project partner? To what degree is the stakeholder able to meet the commitments required by the entire engagement?

Trust: What degree of mutual familiarity and trust exists between project partner and stakeholder? Is there a track record of both sides adhering to commitments, respecting confidentiality and engaging in productive dialogue?

Table 1: List of stakeholders identified under SLLAP

Project	Affected Parties	Other Interested Parties	Vulnerable
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Proponents			Groups
1. Ministry of Lands Housing & Country Planning	1. Environmental Protection Agency	1. Judiciary/Police	1. Elderly persons
2. Office of Administrator and Registrar General	2. Local Councils (City/Local Council Officials/Ward Committees)	2. Parliament	2. People living in remote areas
3. Ministry of Justice & Anthony General's Office	3. National Mining Agency	3. Ministry of Social Welfare	3. Children
4. Law Reform Commission	4. Ministry of Information and Communication	4. Ministry of Gender & Children's Affairs	4. Women (incl. women in informal marriages and polygamous marriages)
5. Ministry of Finance	5. Ministry of Works and Public Assets	5. National Monitoring & Evaluation Agency	5. Illiterate people
6. Ministry of Local Government and Rural Development	6. Chiefdom Land Committees	6. Sierra Leone Human Rights Commission	6. Persons with addictions
7. Ministry of the Environment	7. Landowners	7. Anti-Corruption Commission	7. Residents in informal settlements or temporary settlements
8. Technical Working Group (TWG) on the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT)	8. Tenants and land users	8. Contractors	8. Persons with disability
9. Inter-Ministerial Task Force (IMTF) for the VGGT	9. Tenants Associations	9. International Finance / Development Institutions (FAO, FCDO, UNWOMEN)	9. Ebola survivors/ Covid-19 patients
	10. Town Planning Committees	10. Other specialized NGOs (50:50, Rainbo Initiative, etc.) to address project-related SEA/SH issues	10. Commercial sex workers
	11. Chiefdom Planning Committees	11. Civil society organizations (Green Scenery, Namati, Sierra Leone Land Alliance, National Movement for Justice and Development)	11. Widows
	12. Paramount Chiefs	12. National & local politicians	12. Orphans
	13. Property Taxpayers	13. The general public	
	14. Workers at construction sites	14. Community & Religious Leaders	
	15. Residents & businesses around construction areas	15. Media (National & Local)	
	16. National Disaster Management Agency (NDMA)	16. Association of Contractors	
	17. Freetown City Council (FCC)	17. Academic Community	
	18. Ministry of Agriculture and Forestry (MOAF)	18. Licensed surveyors	
	19. Public Service Commission (PSC)	19. Network of Excellence on Land Governance in Africa (NELGA)	
	20. Sierra Leone Investment and Export Promotion Agency (SLIEPA)		
	21. National Revenue Authority		
	22. Local Government Service Commission (LGSC)		
	23. National Public Procurement Authority (NPPA)		
	24. Audit Service Sierra Leone (ASSL)		

Table 2: List of stakeholders identified under the SPF Project

Project Proponents	Affected Parties	Other Interested Parties	Vulnerable Groups
1. Ministry of Lands Housing	1. Chiefdom Land Committees 2. Landowners	1. Parliament 2. Ministry of Social Welfare	1. Elderly persons

<p>& Country Planning</p> <p>2. Technical Working Group (TWG) on the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT)</p> <p>3. International Finance / Development Institution (FAO)</p>	<p>3. Tenants and land users</p> <p>4. Tenants Associations</p> <p>5. Town Planning Committees</p> <p>6. Chiefdom Planning Committees</p> <p>7. Land Adjudication Tribunals</p> <p>8. Paramount Chiefs</p> <p>9. Judiciary/police</p> <p>10. Civil society organizations (Green Scenery, Namati, Sierra Leone Land Alliance, National Movement for Justice and Development and others)</p> <p>11. Women</p> <p>12. People living in remote areas</p> <p>13. Youth</p>	<p>3. Ministry of Gender & Children’s Affairs</p> <p>4. National Monitoring & Evaluation Agency</p> <p>5. Sierra Leone Human Rights Commission</p> <p>6. International Finance / Development Institutions (FCDO, UNWOMEN)</p> <p>7. Other specialized NGOs (50:50, Rainbo Initiative, etc.) to address project-related SEA/SH issues</p> <p>8. National & local politicians</p> <p>9. The general public</p> <p>10. Community & Religious Leaders</p> <p>11. Media (National & Local)</p> <p>12. Academic Community</p> <p>13. Network of Excellence on Land Governance in Africa (NELGA)</p>	<p>2. People living in remote areas</p> <p>3. Children</p> <p>4. Women (incl. women in informal marriages and polygamous marriages)</p> <p>5. Illiterate people</p> <p>6. Persons with addictions</p> <p>7. Residents in informal settlements or temporary settlements</p> <p>8. Persons with disability</p> <p>9. Widows</p> <p>10. Orphans</p>
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3.3 Stakeholder Analysis

This section presents a summary analysis of stakeholders for SEP preparation process as it helps in the identification of various stakeholder groups that are likely to influence or be influenced by the Project activities and sorting them according to their impact on the Project and the impact the Project activities have on them. The opinion of the affected persons and other stakeholders will be sought through regular public consultations and the engagement will be directly proportional to the impact of the project on particular groups or individuals and their level of influence on the Project. The interests of the different stakeholder groups and individuals, how they will be affected by the Project and to what degree and influence they could have on the Project will form the basis on which to build the Project stakeholder engagement strategy. It also helps in shaping the design of stakeholder consultation activities by specifying the role(s) of each stakeholder group, thereby helping in determining which stakeholders to engage, when and where. The process may be reviewed, and new changes may be introduced as other interest groups may be identified at any later stage of the Project implementation.

As presented in Table 3, stakeholder analysis determines the likely relationship between stakeholders and the

Project and helps to identify the appropriate consultation methods for each stakeholder group during the life of the Project. Table 4 contains the same analysis for the SPF Project.

Table 3: Analysis of stakeholder interests and likely influence in the project

Stakeholder Group	Role in Project	Interest	Influence
OARG	<ul style="list-style-type: none"> • Consultation on Legal reform and Land registration regulation and procedure • Potential transition of OARG's land related functions to the proposed Land Commission 	high	high
Local Councils	<ul style="list-style-type: none"> • Devolution of Land Administration Function 	Moderate	Moderate
EPA	<ul style="list-style-type: none"> • Support on the Environmental and Social Safeguards implementation and compliance 	High	high
Ministry of Finance	<ul style="list-style-type: none"> • Disbursement of project funds • Project oversight • Consultation and coordination on policy issues. 	High	High
Local Government Service Commission (LGSC)	<ul style="list-style-type: none"> • Prepare a roadmap for improved management and capacity building of technical staff in LCs for Land Administration. • Capacity building of core technical staff of LCs. • Develop a human resource management policy, guidelines, and scheme of service for LC staff 	Moderate	Moderate
National Public Procurement Authority (NPPA)	<ul style="list-style-type: none"> • Provides policy guidance to enhance public procurement processes in the country. • Introduce reforms and technology in public sector procurement. • Enforce public procurement laws and standards. 	High	High
Audit Service Sierra Leone (ASSL)	<ul style="list-style-type: none"> • Undertake performance audits of service delivery. • Enforce financial controls and systems for efficient service delivery. 	High	Moderate
Inter-Ministerial Task Force (IMTF) for the VGGT	<ul style="list-style-type: none"> • Land sector guidance with regard to implementation of the VGGT 	High	Moderate
Technical Working Group (TWG)	<ul style="list-style-type: none"> • Provide technical support to the implementation of the VGGT 	High	Moderate
Contractors	<ul style="list-style-type: none"> • Execute contracts awarded on SLLAP • Enforce E&S safeguards in their project sites 	High	High
Environmental Protection Agency	<ul style="list-style-type: none"> • Support the compliance issues on Environmental and RPF/RAP/ESMF implementation of renovation or construction site 	High	High
Ministry of Environment	<ul style="list-style-type: none"> • Environmental and Social Policies implementation 	Moderate	Moderate
Other International Finance / Development Institutions (FAO, FCDO, UNDP, UNWOMEN)	<ul style="list-style-type: none"> • Support land sector and accompany implementation of SLLAP • Support in implementation of other complimentary projects 	High	Moderate

Stakeholder Group	Role in Project	Interest	Influence
Other Specialized NGOs to address Project-related Issues (50:50, Rainbo Initiative)	<ul style="list-style-type: none"> • Support SEA/SH grievance & service provision • Support resettlement planning & implementation 	Low	Low
Civil Society Groups & Community Organizations (Green Scenery, Namati, Sierra Leone Land Alliance, NMJD, etc.)	<ul style="list-style-type: none"> • Hold government accountable during project implementation • Support SEA/SH grievance & service provision • Support resettlement planning & implementation 	High	High
National & Local Politicians	<ul style="list-style-type: none"> • Ensure receipt of information on SLLAP • Support project implementation processes • Monitor project implementation • Ensure compliance to safeguard instruments at council/city level • Represent constituents at key decision taking platforms & or meetings. • Facilitates community mobilization initiatives to support the project 	Moderate	Moderate
Public	<ul style="list-style-type: none"> • Recipients of information on SLLAP • Support project implementation processes 	Low	Low
Local Councils (City/Local Council Officials/Ward Committees)	<ul style="list-style-type: none"> • Support project implementation on the ground • Monitor project implementation. • Enforce by-laws pertaining to project implementation. • Ensure compliance to safeguard instruments at council/city level. • Represent community members at key decision taking platforms and or meetings. • Facilitates community mobilization initiatives to support the project 	High	Moderate
National Mining Agency	<ul style="list-style-type: none"> • Demarcation of mining areas and issuing license in consultation with MLHCP 	High	Moderate
Ministry of Information and Communication	<ul style="list-style-type: none"> • Citizen engagement on policies and law reform processes 	Low	Low
Chiefdom Land Committees	<ul style="list-style-type: none"> • Key stakeholders on Land Policy implementation 	High	High
Landowners	<ul style="list-style-type: none"> • Consultation for the land rights Laws/ policies reform and land registration 	High	High
Tenants and land users	<ul style="list-style-type: none"> • Consultation for the land rights Laws/ policies reform and land registration 	High	Moderate
Ministry of Works and Public Assets	<ul style="list-style-type: none"> • Accompany MLHCP office construction and renovation 	Low	Moderate

Stakeholder Group	Role in Project	Interest	Influence
Community & Religious Leaders	<ul style="list-style-type: none"> • Ensure compliance to safeguard instruments at council/city level • Represent community members at key decision taking platforms and/or meetings • Facilitates community mobilization initiatives to support project • Support project grievance process 	Moderate	Moderate
Media	<ul style="list-style-type: none"> • Disseminate information on SLLAP to public. • Hold leaders accountable during project implementation 	Low	Low
Association of Contractors	<ul style="list-style-type: none"> • Support in enforcing standards during Office construction activities implementation • Support in monitoring project sites • Support in redress of complaints & grievances among its members 	Moderate	Moderate
Academic Community	<ul style="list-style-type: none"> • Provides scientific data to support project implementation. • Provides independent critique & consultancy services to project 	Moderate	Moderate
Children	<ul style="list-style-type: none"> • Engage on project & its impacts on children • Recipients of information on SLLAP • Adhere to guidelines on children's involvement in project 	Low	Low
Women	<ul style="list-style-type: none"> • Engage women groups on project & explain impacts on women • Recipients of information on SLLAP • Adhere to guidelines on women's involvement in project 	High	Moderate
Illiterate People	<ul style="list-style-type: none"> • Engage illiterate population on project • Recipients of information on SLLAP • Adhere to information pertaining to implementation of project 	Low	Low
People in remote areas	<ul style="list-style-type: none"> • Potential beneficiaries 	High	Low
Persons with Addiction	<ul style="list-style-type: none"> • Provide information to aid delivery of project support to persons with addiction • Adhere to information pertaining to implementation of project 	Low	Low
Persons with Disability	<ul style="list-style-type: none"> • Engage associations of persons living with disability to factor their needs into project design • Provide information to aid delivery of project to persons with disability • Adhere to information, rights & responsibility of persons with disability in project implementation 	High	Moderate
Ebola Survivors/Covid-19 Patients	<ul style="list-style-type: none"> • Provide information to aid delivery of project to Ebola survivors/Covid-19 patients • Adhere to information rights & responsibility of persons with disability in project implementation 	High	Moderate
Elderly Persons	<ul style="list-style-type: none"> • Provide information to aid delivery of project to elderly persons • Adhere to information affecting to implementation of project 	Moderate	Low

Stakeholder Group	Role in Project	Interest	Influence
Commercial Sex Workers	<ul style="list-style-type: none"> • Provide information to aid delivery of project to commercial sex workers. • Adhere to information pertaining to implementation of project 	Moderate	Low

Table 4: Analysis of stakeholder interests and likely influence in the SPF project

Stakeholder Group	Role in Project	Interest	Influence
Local Councils	<ul style="list-style-type: none"> • Participation in development of local multi-stakeholder platforms. 	Moderate	Moderate
Ministry of Finance	<ul style="list-style-type: none"> • Disbursement of project funds • Project oversight • Consultation and coordination on policy issues. 	High	High
Technical Working Group (TWG)	<ul style="list-style-type: none"> • Provide technical support to the implementation of the VGGT and the SPF Project 	High	Moderate
Environmental Protection Agency	<ul style="list-style-type: none"> • Support the compliance issues on Environmental and RPF/RAP/ESMF implementation of renovation or construction site 	High	High
Ministry of Environment	<ul style="list-style-type: none"> • Environmental and Social Policies implementation 	Moderate	Moderate
Other International Finance / Development Institutions (FAO, FCDO, UNDP, UNWOMEN)	<ul style="list-style-type: none"> • FAO will have major oversight, technical support and monitoring role. 	High	High
Civil Society Groups & Community Organizations (Green Scenery, Namati, Sierra Leone Land Alliance, NMJD, etc.)	<ul style="list-style-type: none"> • Design and implement project activities through contracts with FAO. • Hold government accountable during project implementation. • Recipients of training 	High	High
National & Local Politicians	<ul style="list-style-type: none"> • Represent constituents at key decision taking platforms & or meetings. • Facilitates community mobilization initiatives to support the project • Participate in local MSPs 	Moderate	Moderate
Public	<ul style="list-style-type: none"> • Recipients of information on the project • Support project implementation processes 	Low	Low
Local Councils (City/Local Council Officials/Ward Committees)	<ul style="list-style-type: none"> • Support project implementation on the ground • Monitor project implementation. • Enforce by-laws pertaining to project implementation. • Represent community members at key decision taking platforms and or meetings. • Facilitates community mobilization initiatives to support the project 	Moderate	Moderate
Chiefdom Land Committees, Town Land	<ul style="list-style-type: none"> • Key recipients of training • Participants in local MSPs 	High	High

Stakeholder Group	Role in Project	Interest	Influence
Committees, Village Area Land Committees			
Landowners	<ul style="list-style-type: none"> Some will receive training to participate in new land institutions 	High	Moderate
Tenants and land users	<ul style="list-style-type: none"> Some may receive training to participate in new land institutions 	Moderate	Moderate
Community & Religious Leaders	<ul style="list-style-type: none"> Represent community members at key decision taking platforms and/or meetings such as new local MSPs. Facilitates community mobilization initiatives to support project, including encouraging women and others to receive training Support project grievance process 	Moderate	Moderate
Media	<ul style="list-style-type: none"> Disseminate information on the project to public. Hold leaders accountable during project implementation 	Low	Low
Academic Community	<ul style="list-style-type: none"> Provides independent critique & consultancy services to project 	Moderate	Low
Children	<ul style="list-style-type: none"> Engage on project & its impacts on children Adhere to guidelines on children's involvement in project 	Low	Low
Women	<ul style="list-style-type: none"> Engage women groups on project & explain impacts on women. Potential beneficiaries who receive training to participate in land institutions and land dispute resolution. Receive legal aid. Adhere to guidelines on women's involvement in project 	High	Moderate
Illiterate People	<ul style="list-style-type: none"> Engage illiterate population on project Adhere to information pertaining to implementation of project 	Low	Low
People in remote areas	<ul style="list-style-type: none"> Potential beneficiaries 	High	Low
Persons with Disability	<ul style="list-style-type: none"> Potential beneficiaries Engage associations of persons living with disability to factor their needs into project design Provide information to aid delivery of project to persons with disability Adhere to information, rights & responsibility of persons with disability in project implementation 	Moderate	Low
Elderly Persons	<ul style="list-style-type: none"> Potential beneficiaries Provide information to aid delivery of project to elderly persons Adhere to information affecting to implementation of project 	Moderate	Low

4.0 STAKEHOLDER ENGAGEMENT PROCESSES

4.1 Summary of Consultation Activities Already Undertaken

Consultations for the SLLAP Project. The Project proponents have already carried out a series of stakeholder engagement as part of the preparation as presented in the table below. During the Project preparation stage, two virtual mission meetings and consultations were conducted with different stakeholder groups pertaining to the Project needs and priorities. The meetings discussed the Project areas of influence, concept, design, institutional arrangement, potential impacts, mitigation measures, SEP, GBV Action Plan, environmental and social commitment plan and MLHCP commitments. Additionally, extensive consultations, including focus group discussions and interviews, were conducted in the context of the preparation of the Project SEP, GBV Action plan and ESMF. There was general support for the project as critical for Sierra Leone now. Stakeholders advised the project to involve affected communities right from the planning stage and pay attention to women involvement in key decisions and employment opportunities. Additionally, stakeholders advised the active involvement of the Local Councils during the implementation phase of the project as they interface with the local population and have the technical capacity, with staff to conduct effective monitoring. For the land demarcation and tilting, stakeholders wanted to see keen attention on land tenure systems in the provinces and the need to ensure that any possibility of land acquisition or restrictions are properly. Details and participants list of those consultations are attached under Annex 1.

Table 5 provides an overview of stakeholders met during the preparation of this SEP. The table summarizes the engagement purpose, engagement method and location of the engagement.

Table 5: Summary of consultation activities undertaken during project preparation

Stakeholder	Engagement Purpose	Engagement Method	Location
PROJECT PREPARATION PHASE			
PFMU, OARG	Discuss SLLAP preparation timeline, staffing arrangements, required documents & PPA	Virtual meeting	Online
EPA	Discuss environmental & social standards & sensitization activities	Virtual meeting	Online
OARG & MOJ	Discussion on legal reform, institutional development & capacity building, understanding first time registration of properties	Virtual meeting	Online
FAO	Identification missions conducted jointly with FAO which supports Sierra Leone land sector reforms. Support based on VGGT, mapping & land cadastral, national spatial data infrastructure	Virtual meeting	Online
CSO (Green Scenery)	Understanding VGGT technical working group based on inclusive land Sector reform	Virtual meeting	Online
CSO (NMJD) Network	Discussion potential Collaboration Understanding VGGT technical working group based on inclusive land Sector reform	Virtual meeting	Online
Director of Housing – MLHCP	Understand housing situation in Freetown & the Provinces	Formal meeting	MLHCP
City Mayors, District Chairmen & District Offices of MLHCP	Understanding willingness and readiness for establishing district offices once law is passed & whether premises use & staff could be seconded.	Formal meeting	MLHCP
MLHCP Surveys & Lands Directorate	Assessing capacity of staff (functional staff)	Meeting	MLHCP

Stakeholder	Engagement Purpose	Engagement Method	Location
NELGA (Network of Excellence of Land Governance in Africa)	Explore potential collaboration opportunities with NELGA to note interest of MLHCP to include internship program in addition to formal training & education programs	Meeting	MLHCP
MOJ, LRC, OARG	Discussion on legal reform	Virtual meeting	Online
MLHCP Planning Dept.	Town planning, plan availability, town planning status of some sites for services & upgrading	Formal meeting	MLHCP

Consultations for the SPF Project. Stakeholder engagement for the SPF Project has been carried out as described in Table 6. The content of the consultations has built on and supplemented stakeholder engagement for the Project.

Table 6: Summary of consultation activities undertaken during SPF Project preparation

Stakeholder	Engagement Purpose	Engagement Method	Location
PROJECT PREPARATION PHASE			
MLHCP	Several meetings to discuss project content and how it will complement SLLAP.	Virtual meeting	Online
Technical Working Group	Meetings to discuss the project objectives and activities and what role CSOs and other stakeholders will play in the project.	Virtual meeting; in person meetings	Online and in person at the SLLAP office
FAO	Remote meetings to discuss the content of the project and FAO's role therein as well as in-person missions.	Virtual meetings and in-person missions	Online/Freetown/Provinces

4.2 Stakeholder Engagement Methods

The SEP includes different other types of engagement techniques to build relationships with stakeholders, consult and gather information from them and disseminate project information to all stakeholders. Stakeholder engagement is an important inclusive process conducted throughout the project cycle and is critical to the successful implementation of the projects. The engagement will be free of manipulation, interference, coercion, and intimidation. It will be conducted based on timeliness, relevance, understanding and accessibility of information and in a culturally sensitive way. The selection of any medium for consultation or engagement will be based on the level of formal education, inherent needs, and other cultural sensitivities of the stakeholder so that the purpose of each engagement will be achieved. In keeping with the applicable reference framework and expectations of the stakeholders, the projects will undertake regular engagement with key stakeholder groups identified through the life of the projects. Based on the previous engagement activities and profiles of the stakeholders thus developed, certain engagement activities have been identified for the projects going forward, as described in this section. The primary objective of these engagement activities is to allow the stakeholders to interact with the projects and contribute towards their planning and for the projects to be developed in an effective and culturally appropriate way.

It is also likely that the methods of stakeholder engagement will be affected by the COVID-19 pandemic. Therefore, the methods of stakeholder engagement will be done taking into consideration all the recommended public health protocols. In general, a precautionary approach will be taken during the consultation process to prevent contagion, given the highly infectious nature of COVID-19. The following will be considered while selecting channels of communication in light of the current COVID-19 situation:

- i). Avoid large public gatherings taking into account national restrictions or advisories), including public hearings, workshops and community meetings;
- ii). If smaller meetings are permitted/advised, conduct consultations in small-group sessions such as focus group meetings. If not permitted/advised, make all reasonable efforts to conduct meetings through online means.
- iii). Diversify means of communication and rely more on social media and online channels. Where possible and appropriate, create dedicated online platforms and chat groups appropriate for the purpose, based on the type and category of stakeholders.
- iv). Assess and deploy alternative tools to engage stakeholders such as the use of community radio, use of key community influencers and peer groups, visual aids and social media.
- v). Where direct engagement with project-affected people or beneficiaries is necessary, identify channels for direct communication with each affected household via context-specific combination of email messages, mails, online platforms and dedicated phone lines with knowledgeable operators.
- vi). Each of the proposed channels of engagement should clearly specify how feedback and suggestions can be provided by stakeholders.
- vii). Employ traditional channels of communications (TV, newspaper, radio, dedicated phone lines and mails) when stakeholders do not have access to online channels or do not use them frequently. Traditional channels can also be highly effective in conveying relevant information to stakeholders and allow them to provide feedback and suggestions.

The techniques to be used for the different stakeholder groups are summarized in Table 7 below.

Table 7: Stakeholder engagement methods

Engagement Method	Purpose & Details
Correspondence (Phone, Emails)	<ul style="list-style-type: none"> • Distribute information to World Bank Group, Government officials, NGOs, Local Government, impacted communities & organizations/agencies • Invite stakeholders to meetings and follow-up
One-on-one Meetings (via Zoom, Skype, Teleconference, etc.)	<ul style="list-style-type: none"> • Seek views and opinions • Enable stakeholders to speak freely about sensitive issues • Build personal relationships • Record meetings • Resolve concerns & grievances as appropriate
Formal & Informal Meetings	<ul style="list-style-type: none"> • Present Project information to group of stakeholders • Allow group to comment – opinions & views • Build impersonal relation with high-level stakeholders • Disseminate technical information • Record discussions
Focus Group Meetings	<ul style="list-style-type: none"> • Present project information to group of stakeholders • Allow stakeholders to give views on targeted baseline information • Build relationships with communities • Record responses
Website/National Newspapers	<ul style="list-style-type: none"> • Present project information & progress updates • Disclose ESIA, ESMF, ESMP, RPF, SEP & other relevant project documentation
Direct Communication with Affected PAPs	<ul style="list-style-type: none"> • Share information on project impacts & mitigation measures & implementation timelines • Agree on options for neighborhood upgrade & relocation options

	<ul style="list-style-type: none"> • Participatory development of community action plans
Public Meetings	<ul style="list-style-type: none"> • Present project information to large group of stakeholders, especially communities • Allow groups to give views & opinions • Build relationship with communities, especially the impacted • Distribute non-technical information • Facilitate meetings with presentations, PowerPoints, posters, brochures, etc. • Record discussions, comments & questions

4.3 Methods of Consulting Disadvantaged / Vulnerable Individuals or Groups

It is particularly important to understand whether Project impacts may disproportionately fall on disadvantaged or vulnerable individuals or groups who often do not have voice to express their concerns or understand the impacts of the project. The National Disability Policy (NDP) refers to the United Nations definition of persons with disability as persons ‘who have long-term physical, mental, intellectual, or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others’. Impairments are problems in body function or structure such as a significant deviation or loss. Disability may be experienced by people of any age, including children, young and older people, exacerbating sometimes the existing vulnerability of some (e.g., children and elderly people). Persons with disabilities often lack equitable access to the same opportunities enjoyed by their peers without disabilities.

Disadvantaged/vulnerable individuals and groups who often do not have voice to express their concerns or understand the impacts of a project are sometimes excluded from stakeholder engagement. The table shows potential disadvantaged/vulnerable individuals/groups and limitations they may have regarding participating in the consultation process.

Consultations will better determine the needs and strategy for community dialogue and awareness-raising and will be detailed. Awareness campaigns, trainings, dissemination activities about the different entry points, among other activities, will ensure the sustainability of the actions taken and will prepare the community to address cases properly in the future and after project completion.

Table 8 summarizes potentially affected vulnerable groups and individuals, their needs and characteristics, preferred means of consultation and required resource. SLLAP will seek the views of vulnerable and disadvantaged groups during consultations, in a confidential manner to take their views into account during implementation of both the Project and the SPF Project. Information sharing and consultation techniques will be tailored according to the nature and common types of stakeholders, for example through visuals and sign language interpreters will be used for people with hearing disabilities and illiterate persons, where applicable; and venues will be chosen to be easily accessible to people with physical disabilities. In particular, the following tailored measures will apply.

Table 8: Methods of consulting disadvantaged /vulnerable individuals or groups

Vulnerable Groups & Individual	Specific Needs & Characteristics	Preferred Means of Notification / Consultation	Additional Resources Required
Ebola/COVID-19 Survivors	Stigma, limited voice	Focus group meetings, meeting with association of Ebola/COVID-19 survivors.	Engagement of local NGOs to embark on sensitization against Ebola/COVID-19 Survivors

Stakeholders in remote area/high illiteracy including the homeless	Limited voice, low representation, no access to information	Focus group meetings, engagement at local level, including use of radio & town hall meetings	More information dissemination through local radio & town criers, posters, local language skits & discussions. community level engagement & consultation at district headquarters
Physically challenged persons with visual & hearing impairment	Lack of access to meeting places, transportation & language barriers, visual impairment	Meet identifiable associations of persons with disabilities	Information translated to indigenous languages, sign language/translators, braille, accessible meeting locations
Women, girls, poor & disadvantaged, children, pregnant school-age girls	Limited voice, low representation, lack of access to information, cultural & traditional barriers, poverty stigma	Focus group meetings, use of gender champions, focus group meetings with disadvantaged children & their guardians	Engage local NGOs & CBOs who work with vulnerable people at community level to help disseminate information & organize consultations
Residents in informal settlements & flood-prone or inaccessible areas	Limited voice, poor representation in decision table, lack of access to information, inaccessible to meeting places	Focus group meetings, engagement at local level, including use of radio & townhall meetings	More information dissemination through local radio & town criers, posters, local language skits & discussions, community level engagement & consultations at district headquarters
Drug addicts, commercial sex workers	Stigma, gender-based violence, limited voice	Focus group meetings	

4.4 Stakeholder Engagement Plan (SEP)

The SEP presented in Table 9 aims to (i) set out how the communication with stakeholders will be handled throughout project preparation and implementation; (ii) describe the timing and methods of the engagement; (iii) describe the range and timing of information to be communicated to project affected parties and other interested parties as well as the type of information to be sought from them; and (iv) describe measures to remove obstacles to participation and how the views of the differently affected groups will be captured. It will also provide sufficient opportunity for the various stakeholder groups to voice their opinions and concerns that may influence project decisions during the project design, implementation, and closure stages. It must be emphasized that the stakeholder engagements methods must be done in accordance with all the required COVID-19 social distancing and safety protocols.

The SEP for the SPF Project presented in Table 10 has the same aims.

Table 9: Stakeholder Engagement Plan for SLLAP

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
Project Preparation	Agreeing on components and institutional arrangements for the implementation of SLLAP	<ul style="list-style-type: none"> • Correspondence (Phone, Emails Zoom, Meeting) • Formal and informal meetings; 	<ul style="list-style-type: none"> • Invite stakeholders to meetings and follow-up • Soliciting stakeholder input into the PAD organizations/ agencies 	<ul style="list-style-type: none"> • Ministry of Land Housing and Country Planning • Office of Administrator and Register General • Ministry of Agriculture and Forestry • Ministry of Finance • Ministry of Local Government and Rural Development • Ministry of Works and Public Assets • Ministry of Environment • Local Councils • Development partners • World Bank Group • CSOs/NGOs 	<ul style="list-style-type: none"> • MLHCP • MOF • OARG • WB
	Preparation of E&S safeguard instruments	<ul style="list-style-type: none"> • Correspondence (Phone, Emails) • Formal and informal meetings 	<ul style="list-style-type: none"> • Invite stakeholders to meetings and follow-up • Soliciting stakeholder input into the safeguard instruments 	<ul style="list-style-type: none"> • Ministry of Lands, Housing and Country Planning • Ministry of Finance • Ministry of Local Government and Rural Development • Ministry of Environment • Environmental Protection Agency • Local Councils • Development partners • CSOs/NGOs • Landowners • PAPs (including informal occupants), residents/businesses in construction area • Vulnerable groups • Residents/businesses in construction area 	<ul style="list-style-type: none"> • MLHCP • EPA • MOE • OARG • Consultants

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
	GRM establishment, dissemination, and awareness	<ul style="list-style-type: none"> • Meetings • radio/TV discussions • engagement with community representatives' influencers 	<ul style="list-style-type: none"> • Dissemination of information to mass audiences 	<ul style="list-style-type: none"> • Ministry of Land Housing and Country Planning • Ministry of Justice and Attorney General • Parliamentarians • Anti-corruption Commission • Ombudsman • National Commission for Persons with Disability (NCPD) • The General public • Impacted Communities • Vulnerable groups • Persons with disabilities 	<ul style="list-style-type: none"> • MLHCP • EPA • OARG • Focal Person for GRM

Project Implementation	<i>Preparation of MLHCP E&S site specific instrument</i> Strategies for enforcing E&S instruments	<ul style="list-style-type: none"> • Community meetings, focused group discussions, public hearing, public disclosure • Formal and informal correspondence and meetings • Formal and informal meetings 	<ul style="list-style-type: none"> • Project community Liaison and communication specialist to lead community entry with Ward development committees • Consultant to establish a stakeholder engagement strategy consistent with this SEP to guide consultations for the preparation of the instruments • Invite stakeholders to meetings and follow-up • Soliciting stakeholder input into the PAD organisations/ agencies 	<ul style="list-style-type: none"> • Environmental Protection Agency • Ministry of Environment • Ministry of Lands, Housing and Country Planning • Ministry of Works and Public Assets Officials • Development partners • World Bank Group • CSO/NGO • Security services • Community representatives • Project Affected Persons • Environmental Protection Agency • Parliamentarians • Ministry of Environment • Ministry of Lands, Housing and Country Planning • Ministry of Works and Public Assets Officials • Development partners • World Bank Group • CSO/NGO • Security services Community representatives 	<ul style="list-style-type: none"> • MLHCP • EPA
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Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
	Consultations for assessment, drafting of relevant Land Laws and regulations	<ul style="list-style-type: none"> • Public hearing/ discussion • Formal/ Informal meetings with technical people in the field 	<ul style="list-style-type: none"> • Invite stakeholders to meetings and follow-up 	<ul style="list-style-type: none"> • OARG • CSOs • Women Groups • Landowner Association • Officials of LCs • The General public • Impacted Communities representative 	<ul style="list-style-type: none"> • MLHCP • LRC • MOJ • Paramount Chiefs • Chiefdom Committees
	Public Awareness Raising on Land Policies, Laws, and regulations	<ul style="list-style-type: none"> • Meetings • radio/TV discussions • engagement with community representatives' influencers 	<ul style="list-style-type: none"> • Dissemination of information to mass audiences • Solicit inputs into strategy for mitigating disasters 	<ul style="list-style-type: none"> • Ministry of Environment • Local Council in 14 Districts • EPA • The general public • Homeless • Children • Impacted communities • Persons with disability 	<ul style="list-style-type: none"> • MLHCP
	Guidelines for compensation to affected individuals and households	<ul style="list-style-type: none"> • Meetings • radio/TV discussions • engagement with community representatives' influencers 	<ul style="list-style-type: none"> • Dissemination of information to mass audiences • Solicit inputs into guidelines for social and financial support to affected households 	<ul style="list-style-type: none"> • Ministry of Social Welfare • Anti-corruption Commission • Ombudsman • NCPD • The general public • Women • Children • Informal occupants • Businesses affected • Vulnerable groups 	<ul style="list-style-type: none"> • MLHCP

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
	Labour and working conditions associated with the new office construction or renovations that should be considered construction	<ul style="list-style-type: none"> Formal and informal meetings 	<ul style="list-style-type: none"> Present information on employees' contracts Display information on notice boards, signposts, radio announcement etc. Encourage the use of GRM mechanism to address issues on labour and working conditions 	<ul style="list-style-type: none"> Persons with disability Ministry of Finance Ministry Social Welfare Ministry of Labor MLHCP Sierra Leone Institution of Engineers Contractors Landowners 	<ul style="list-style-type: none"> MLHCP MoF MLGRD- Decentralization Secretariat Local Councils Contractors
Project Closure	Lessons learned	<ul style="list-style-type: none"> Public online surveys Focus group meetings Expert one-on-one interviews Formal meetings 	<ul style="list-style-type: none"> Present Project information to a large group of stakeholders, especially communities Allow stakeholders to provide their views and opinions Distribute technical and non-technical information Record discussions, comments, questions. 	<ul style="list-style-type: none"> National Monitoring and Evaluation Agency Ministry of Finance Ministry of Works and Public Assets EPA MLGRD Development partners World Bank Group Security forces The general public Impacted Communities Project Affected Persons (PAPs) Persons with disabilities 	<ul style="list-style-type: none"> MLHCP MoF
	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Public online surveys Focus group meetings Expert one-on-one interviews Formal meetings 	<ul style="list-style-type: none"> Present Project information to a large group of stakeholders, especially communities Allow stakeholders to provide their views and opinions Distribute technical and non-technical information Record discussions, comments, questions. 	<ul style="list-style-type: none"> Ministry of Finance Officials Ministry of Works and Public Assets EPA Officials MLGRD OARG MOJ LRC Development partners World Bank Group General public Impacted Communities, Persons with disabilities 	<ul style="list-style-type: none"> MLHCP MoF

Project midterm review/ assessment	<ul style="list-style-type: none"> • Expert one-on-one interviews • Formal meetings 	<ul style="list-style-type: none"> • Present Project information to a large group of stakeholders, especially communities • Allow stakeholders to provide their views and opinions • Distribute technical and non-technical information • Record discussions, comments, questions. 	<ul style="list-style-type: none"> • Ministry of Finance Officials • Ministry of Works and Public Assets Officials • EPA Officials • MLGRD key staff • Development partners • World Bank Group • Security forces • The general public • Impacted Communities, • Persons with disabilities 	<ul style="list-style-type: none"> • MLHCP • MoF (FDD, PFMU) • MLGRD- Decentralization Secretariat • LCs
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Table 10: Stakeholder Engagement Plan for the SPF Project

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
Project Preparation	Agreeing on components and institutional arrangements for the implementation of the SPF Project.	<ul style="list-style-type: none"> • Correspondence (Phone, Emails Zoom, Meeting) • Formal and informal meetings; 	<ul style="list-style-type: none"> • Invite stakeholders to meetings and follow-up • Soliciting stakeholder input into the SPF Project Paper 	<ul style="list-style-type: none"> • Ministry of Land Housing and Country Planning • Development partners • World Bank Group • CSOs/NGOs 	<ul style="list-style-type: none"> • MLHCP • WB • FAO • Consultant

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
Project Implementation	Component 1: Strengthening women's land rights through piloting Gender Transformative Approaches.	<ul style="list-style-type: none"> • Community meetings, focusedgroup discussions, public disclosure • Community meetings, focusedgroup discussions, public disclosure • Individual or small group meetings with household and community members. 	<ul style="list-style-type: none"> • To conduct research to understand how women's land rights are affected by laws and traditional norms, including inheritance, but also how women's participation, decision making, and leadership rights are realized. • Implementation of an awareness raising campaign on the underlying causes of gender discrimination, the importance of gender equality and women and girls' empowerment. • Dialogues at the household and community level to trigger reflections on and change of discriminatory social and gender norms and perceptions on gender roles and identities that hold women back despite the new land laws. 	<ul style="list-style-type: none"> • CSO/NGO • Community representatives • Project Affected Persons • Women • Youth • Paramount Chiefs • Religious leaders • Local media 	<ul style="list-style-type: none"> • MLHCP • FAO • Contracted CSO/NGOs

		<ul style="list-style-type: none"> • Community meetings, focused group discussions, public disclosure, individual and small group meetings at community level. 	<ul style="list-style-type: none"> • Implementation of a leadership capacity building program for women leaders, traditional and religious leaders, CSOs, young women and girls, men and boys, women's organizations, and local media to reinforce their capacities, either individually or collectively, to advocate for women's land rights. 		
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Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
	<p>Component 2: Improving the functionality and gender responsiveness of the land dispute resolution system.</p>	<ul style="list-style-type: none"> • Community meetings, focused group discussions, public disclosure, individual and small group meetings at community level; formal/ Informal meetings with technical people in the field and others with expertise. • Formal/ Informal meetings with representatives of land dispute mechanisms, technical people in the field and others with expertise. 	<ul style="list-style-type: none"> • Analysis of the nature and extent of land disputes, and available dispute resolution mechanisms, and legal aid support (accessibility, strengths, and weaknesses) vis a vis the requirements of new land laws. • Design and piloting of a program to increase the capacities of representatives of formal and informal land dispute resolution mechanisms by using innovative gender-responsive and inclusive participatory approaches to resolve land disputes in the context of the new land laws. 	<ul style="list-style-type: none"> • CSOs • Women Groups • Landowner Association • Impacted Communities representatives • Alternative dispute resolution institutions • Judicial institutions • Legal aid organizations • Law enforcement institutions 	<ul style="list-style-type: none"> • MLHCP • Academia • FAO • Contracted CSOs/NGOs • WB
	<p>Component 3: Promoting innovative governance arrangements for stakeholder dialogue and improved land governance.</p>	<ul style="list-style-type: none"> • Community meetings, focused group discussions, public disclosure, individual and small group meetings at community 	<ul style="list-style-type: none"> • Conduct an institutional and political economy analysis at the sub-national level, aimed at unpacking power relations, interests and influence in the land sector, stakeholders' capacities and skills as well as capacities to act collectively. 	<ul style="list-style-type: none"> • CSOs • Women Groups • Landowner Association • Impacted Communities representatives • Alternative dispute resolution institutions • Judicial institutions • Legal aid organizations • Law enforcement institutions 	<ul style="list-style-type: none"> • MLHCP • FAO • Contracted CSOs/NGOs • WB

		<p>level; formal/ Informal meetings with technical people in the field and others with expertise.</p> <ul style="list-style-type: none"> • Community meetings, focused group discussions, public disclosure, individual and small group meetings at community level; formal/ Informal meetings with technical people in the field and others with expertise. 	<ul style="list-style-type: none"> • Establishment of Local multi-stakeholder platforms (MSPs), composed of local government, traditional authorities, Village Area Land Committees, Chiefdom Land Committees, CSOs as well as the private sector. 	<ul style="list-style-type: none"> • Local government • Investors in land • Traditional leaders • Village Area Land Committees • Chiefdom Land Committees 	
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Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
Project Closure	Lessons learned	<ul style="list-style-type: none"> • Public online surveys • Focus group meetings • Expert one-on-one interviews • Formal meetings 	<ul style="list-style-type: none"> • Present Project information to a large group of stakeholders, especially communities • Allow stakeholders to provide their views and opinions • Distribute technical and non-technical information • Record discussions, comments, questions. 	<ul style="list-style-type: none"> • CSOs/NGOs • Development partners • World Bank Group • Judicial institutions • Law enforcement institutions • Women's groups • The general public • Impacted Communities • Project Affected Persons (PAPs) 	<ul style="list-style-type: none"> • MLHCP • FAO • Contracted CSOs/NGOs

4.5 Stakeholder Engagement Strategy

A stakeholder engagement strategy identifies the needs of key groups and the sponsor plays a vital role in ensuring those business needs are met. At each of the stages identified above, the PCU and, for the SPF Project, FAO will ensure meaningful engagement and consultation and disclosure of project information to all relevant stakeholders. The disclosure and consultation activities will be designed along with some key guiding principles, including the following:

- Consultations must be widely publicized particularly among the project affected stakeholders/communities, preferably 2 weeks prior to any meeting engagements
- Ensure non-technical information summary is accessible prior to any event to ensure that people are informed of the assessment and conclusions before scheduled meetings
- Location and timing of meetings must be designed to maximize stakeholder participation and availability
- Information presented must be clear, and non-technical, and presented in all appropriate local languages where necessary
- Engagements must be facilitated in ways that allow stakeholders to raise their views and concerns
- Issues raised must be addressed, at the meetings or at a later time.

Table 11: Stakeholder Consultations Conducted During Project Preparation

Key Activities	Target Stakeholders	Expected discussions and decisions	Locations	Responsibilities
Project identification missions for the Sierra Leone Land administration project	World Bank, FAO, Joint Government department and Agencies- MLHCP, MOJ, OARG, EPA, PFMU, MOF, TWG on the voluntary guidelines for the responsible Governance of Tenure of Land, Forests (VGGT) and CSOs	Identify the proposed project and its components, Identify the key results expected to be achieved under the proposed project; Discuss overall expected project expenditures, type of activities and implementation arrangements; discuss a project preparation advance; and agree on the next steps of preparation of the proposed project	June 2021: Virtual WB mission October 2021: WB Mission to Freetown, Sierra Leone	WB MOF MLHCP

KEY Activities	Target Stakeholders	Expected discussions and decisions	Locations	Responsibilities
Quarterly Consultation meeting with TWG	MOF, MOJ, OARDG MOE. Local Council, MOFMR, CSOs NMJD, Land for Life, FAO SLIPLA, HRC, NAMITTA, WONNES	VGGT implementation and Compliance	MLHCP	MLHCP
Consultation Partnership arrangement for project implementation	MOF-PFMU, MLHCP, OARG, EPA- Inter Ministerial Task Force/ TWG	Established Technical Working Group IMTF and PSC	PCU	MLHCP to establish partnership collaboration, working group with clear mandate and work plan
Consultation for ESMF RPF, SEP drafts development	MLHCP, Land sector stakeholder	ESMF Finalized and approved by World Bank	Country levels	MLHCP contract Consultants to develop the ESMF RPF, SEP, gender assessment, GBV assessment and GBV action plan drafts
Pre-operational studies for the construction/ Renovation of MLHCP Office	Land owning families, EPA,	Land and access construction site, effect on infrastructure of public utilities	MLHCP sites, Freetown, and provinces -EPA, MLHCP	Land owning families identify compensation and resettlement packages; EPA lead discussions on regulations and guidelines governing Construction Management companies discuss on links between transit points and office construction sites for effective housing for MLHCP staff
Assessments, drafting and validation for relevant land policies, Laws and regulation	MLHCP, MOJ, OARG, MoAG, CSO, Landholders, Local Councils,	Land Policies, Law development and adoption	MLHCP/ Country / Office	MLHCP: Lead the policies and Laws formulation in collaboration with other stakeholders as EPA, OARG, MOJ review legal framework and coordinated country-wide consultations on the land bills with CSOs

Establishment of Land Information System	MLHCP, OARG, DSTI, FAO, FCC	ICT System equipment and Digitalization of Land Record, Base mapping, National Spatial Data Infrastructure, establishment of a Geodetic Network	MLHCP	MLHCP will prepare TORs in this regard
Consultation on Freehold and state land in Western Province for recording and registration Tenure Rights	Paramount Chiefs, Landholders, OARG, FCC, NMA, SLLAP	Contributed to the Prevention and resolution of intra and inter communal land disputes in mining communities	MLHCP and Country Office- Local Councils	Digital land information system (LIS) with automated Land Administration process
Advocacy and Public Awareness raising on Land Rights and Land Administration legal reform and laws, regulatory framework and procedure for conducting cadastral survey.	Media, Houses Electronic outlet and written	Increased awareness and understanding of Land Legal Framework	PCU- MLHCP and Country Office- Local Councils	Creating awareness and understanding of Land Legal Framework
site specific awareness raising on land registration and mapping in project target areas under component 3	Media, Houses, Electronic outlet and written Community Outreach,	Make the Land registration and survey of parcels more efficient and trustworthy and ensure public will be keen to utilize it to protect their property rights	PCU- MLHCP, OARG, Country Office- Local Councils and chiefdom Committee	Creating awareness and understanding of Land registration and mapping in project target areas under component 3
Disclosure of Environmental and social risk management plans	Media, EPA, Communities	Environmental and social risk management plans	Offices of MDAs, LCs, PAPs Communities, offices of CSOs/CBOs/NGOs	Share information on Environmental and social risk management plans
For SPF Project, consultation meetings with TWG	MLHCP, CSOs/NGOs, private sector, FAO, development partners	Identify the proposed project and its components, Identify the key results expected to be achieved under the proposed project;	SLLAP office; online	FAO and WB share information on proposed project.

4.6. Proposed Strategy for Information Disclosure

Stakeholder consultation and information disclosure is key to project implementation process which shall be consciously carried at every phase of the project implementation. The project implementation team shall ensure that each consultation process is well planned and inclusive which must be documented and communicate feedback on all follow up issues, concerns, and actions emanating from the stakeholder consultation processes. The engagement and consultation will be carried out on an ongoing basis to reflect the nature of issues, impacts, and opportunities emanating from the implementation of the project.

Table 12: SLLAP Information Disclosure and Consultation Plan

PROJECT STAGE	LIST OF DOCUMENTS FOR DISCLOSURE	METHOD FOR DISCLOSURE	TARGET STAKEHOLDERS	TIMELINE PROPOSED
Project Preparation	<ul style="list-style-type: none"> • ESMF • RPF • SEP • GRM • GBV 	<ul style="list-style-type: none"> • News paper • Website • Online • Community meetings/Outreach 	<ul style="list-style-type: none"> • MLHCP • OARG • PCU • TWG/IMTF • LCs • Traditional Leader (Paramount Chief) • Development partners • World Bank Group • Landholders • Land users 	<ul style="list-style-type: none"> • Before appraisal • Throughout project implementation
Project Implementation	<ul style="list-style-type: none"> • Detailed information about SLLAP (Beneficiary Landholders, LCs, likely impact of project, etc.) • ESIA, ESMF, RPF, LRP, ESMP, RAP, SEP, GRM 	<ul style="list-style-type: none"> • Radio and phone in interaction with public • Television • Social media • News paper • Posters and brochures 	<ul style="list-style-type: none"> • Landholders • Land users • LCs • Traditional Leader (Paramount Chief, section chiefs, town chiefs, Mama Queen and Youth Leader) • Chiefdom Land Committee representatives 	<ul style="list-style-type: none"> • During project implementation
Construction/ Rehabilitation of MLHCP Office	<ul style="list-style-type: none"> • ESMF, ESMP, RPF, LRP, RAP, SEP, GRM and other relevant project documentation. • Project information and progress updates 	<ul style="list-style-type: none"> • Engagement with specialized agencies dealing with these stakeholders to employ the most appropriate means of engagement. • Limited Informal 	Vulnerable Groups: <ul style="list-style-type: none"> • Physically challenged persons with visual and hearing (or other) impairment • Women, girls, poor and disadvantaged 	Two months after project effectiveness. Throughout project implementation

		meetings <ul style="list-style-type: none"> • Website • National papers • Notice boards at construction sites/communities 	news <ul style="list-style-type: none"> • children/pregnant school age girls • Ebola/COVID-19 Survivors • Stakeholders in high illiterate areas • Drug addicts, commercial sex workers • Elderly people • Landowners • PAPs (including informal occupants), • Residents/businesses in construction area • Vulnerable groups, • The public • OARG • MLHCP • Contractors 	
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Table 13: SPF Information Disclosure and Consultation Plan

PROJECT STAGE	LIST OF DOCUMENTS FOR DISCLOSURE	METHOD FOR DISCLOSURE	TARGET STAKEHOLDERS	TIMELINE PROPOSED
Project Preparation	<ul style="list-style-type: none"> • SEP 	<ul style="list-style-type: none"> • News paper • Website • Online • Community meetings/Outreach 	<ul style="list-style-type: none"> • MLHCP • OARG • PCU • TWG/IMTF • LCs • Traditional Leader (Paramount Chief) • Development partners • World Bank Group • Landholders • Land users 	<ul style="list-style-type: none"> • Before appraisal • Throughout project implementation

<p>Project Implementation</p>	<ul style="list-style-type: none"> • Detailed information about SPF (Beneficiary Landholders, LCs, likely impact of project, etc.) • SEP 	<ul style="list-style-type: none"> • Social media • Newspaper • Posters and brochures 	<ul style="list-style-type: none"> • Landholders • Land users • LCs • Traditional Leader (Paramount Chief, section chiefs, town chiefs, Mama Queen and Youth Leader) • Chiefdom Land Committee representatives 	<ul style="list-style-type: none"> • During project implementation
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5.0 RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

5.1 Resources

The MLHCP has established a PCU to handle the day-to-day coordination of Project activity will provide oversight and supervision in implementing the SEP. The MLHCP- PCU will also ensure the hiring of the required personnel to implement the project including the roll out of activities related to SEP, i.e., a Community Engagement and Communications Specialist who will work closely with a Social and Gender Specialist and an Environmental Specialist. In addition, the MLHCP will ensure that the required funds are allocated and disbursed for the implementation of the SEP.

For the SPF, MLHCP will recruit the Food and Agriculture Organization of the United Nations (FAO) to implement SPF activities through a Standard Form Agreement for the Provision of Technical Assistance by FAO under Bank-Financed Projects. FAO will hire a social specialist to support the FAO project team in implementing the parts of this ESCP that FAO is responsible for and liaise with the PCU.

A proposed budget for the stakeholder engagement activities is outlined below, which will be financed from Component 4 (Project Management):

The SEP budget seeks to define the most appropriate approach to meaningfully engage, consult, and disclose information about the project to all relevant stakeholders. The main goal of this SEP is to ensure inclusivity in the decision-making processes at every stage of the project preparation to implementation completion which will create an atmosphere of understanding that actively involves project-affected people and other stakeholders in a timely manner. It will also provide sufficient opportunity for the various stakeholder groups to voice their opinions and concerns that may influence project decisions during the project design, implementation, and closure stages

Table 14: Proposed Budget for the SEP

Stakeholder Engagement Plan - Estimated Budget (5 Years)					
Stakeholder Engagement Activities	Quantity/ Number	Unit Cost (USD)	Times/ Years	Total Cost (USD)	Remarks
Local Travel	20	1500	5	150,000	Fuel, Per diem, for Project staff and stakeholder per quarter for 5 years (\$7,500 X 20)
Printing - including IEC materials Poster, / Billboard, Flyers, T-Shirt	50	200	3	30,000	Production and installation of 16 billboards at cost of (\$1,500X16=\$24,000) Other IEC (Flyers, T-Shirt Lump summed of \$6,000
Community Engagement meetings (CEM)	15	2000	5	150,000	15 CEM X \$ 10,000= \$150,000 (3 CEMs per year)
Specific expenses on logistics related to SEP activities transport Refund,	25	2000	5	150,000	Food and transport refunds for 2000 participants in 25

Refreshment					stakeholder events (\$75 per participant)
Additional expenses on resource persons on SEP activities	10	2000	5	100,000	10 Resource persons at (\$10 X 10=\$100,000.00)
Other (contingency)	Lump Sum			30,000	5% of total budget
Grand Total				624,750	

5.2 Management Functions and Responsibilities

The Ministry of Land Housing and Country Planning (MLHCP) PCU will provide overall oversight for the implementation of the stakeholder engagement activities. MLCHP will collaborate with FAO to provide oversight of the SPF Project.

A **Project Steering Committee (PSC)** will be established to provide guidance throughout project preparation and implementation. The PSC will be co-chaired by MoF and MLHCP and will be based on an existing land sector Inter-Ministerial Task Force (IMTF) structure within Sierra Leone's VGGT implementation framework. Due to the multi-sectoral nature of land issues, a wide range of stakeholders will participate including Ministry of Environment; Ministry of Local Government and Rural Development; Ministry of Fisheries and Marine Resources; Ministry of Justice; Ministry of Agriculture and Forestry; Ministry of Gender and Children's Affairs; Ministry of Mines and Mineral Resources; OARG; Environment Protection Agency (EPA); and the Sierra Leone Import and Export Promotion Agency.³ The IMTF may be expanded with the National Revenue Authority; Law Reform Commission; and the National Minerals Agency to ensure the PSC requirements of broad stakeholder representation is fully met. The project will report to the PSC/IMTF on a regular basis, including the implementation status of the SEP.

Technical Working Group. A VGGT Technical Working Group (TWG) has been created in 2014 to support land sector reforms and consists of government, CSOs and private sector representatives. Development partners join the TWG as observers as needed. The TWG has updated its TORs to include as one of the key tasks to monitor and advice MLHCP on the implementation of donor funded projects, including the SLLAP. The TWG will provide technical advice during project implementation based on regular reports to be provided by the Project. The TWG will provide advice on the implementation of the SEP.

³ And/or the National Investment Board – new legislation is under consideration

6.0 GRIEVANCE REDRESS MECHANISM (GRM) FOR SLLAP

This is the comprehensive project-wide Grievance Redress Mechanism (GRM) that will be instituted by the PCU before the commencement of project implementation to enable a broad range of stakeholders to channel their concerns, questions, and complaints to the various implementation agencies, through multiple grievance uptake channels. Particularly, the GRM will have a trained specialist to address any related issues and complaints. This will address RFP, SEP, ESMP and GBV complaints.

Essentially, the GRM will assist in resolving complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved. It outlines a transparent and credible process for fair, effective, and lasting outcomes. Similarly, it builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions. Specifically, the GRM will:

- Ensure that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants.
- Avoid the need to resort to judicial proceedings as a way of seeking redress.
- Provide affected people with avenues for making a complaint or resolving any dispute that may arise during the project implementation.

6.1 The Grievance Redress Mechanism Process for SLLAP

Grievances will be coordinated at the PCU level with a multi-channel grievance uptake process, through which project related grievances shall be received and resolved. The GRM will provide for anonymous reporting channels of logging complaints and grievances that will ensure confidentiality and anonymity of complainants. This will largely create an enabling environment to allow for grievances to be raised by project-affected persons without fear of victimization. The Project GRM process will be coordinated by the PCU to ensure transparency and accountability in financial flow and distribution of relief items/supplies/consumables to people affected by the project. Grievances will be recorded at all levels, including communities and project sites. A focal person (s) within the PCU shall be assigned to coordinate all the grievances and complaints coming from all levels, man the call/documentation centre and ensure timely escalation of complaints and grievances to the resolving officers. The GRM process will also be integrated into the Anti-Corruption Commission platform.

The GRM will include the following steps:

- Receiving and registering a complaint;
- Screening and investigating the complaint;
- Formulating a response;
- Selecting a resolution approach;
- Implementing the solution;
- Announcing the result;
- Tracking and evaluating the results;
- Learning from the experience and communicating back to all parties involved; and
- Preparing timely reports to management on the nature and resolution of grievances.

6.2 Scope of the GRM

The GRM for the SLLAP will be available for use by all project stakeholders including those directly and indirectly impacted, positively or negatively, and the general public. This will offer an opportunity to

project affected persons to submit questions, concerns/complaints, comments, suggestions and obtain resolution or feedback. Basic rights and interests of every person affected by poor environmental performance or social management of the project are protected; and concerns arising from the poor performance of the project during the phases of design, construction and operation activities are effectively and timely addressed. While recognising that many complaints may be resolved immediately, the Complaints Register and Grievance Redress Mechanism encourages mutually acceptable resolution of issues as they arise. The Complaints Register and Grievance Redress Mechanism will be designed to be a legitimate process that allows for trust to be built between stakeholder groups and assures stakeholders that their concerns will be assessed in a fair and transparent manner, allow simple and streamlined access to the Complaints Register and Grievance Redress Mechanism for all stakeholders and provide adequate assistance for those that may have faced barriers in the past to be able to raise their concerns, provide clear and known procedures for each stage of the Grievance Redress Mechanism process, and provides clarity on the types of outcomes available to individuals and groups, ensure equitable treatment to all concerned and aggrieved individuals and groups through a consistent, formal approach that, is fair, informed, and respectful to a concern, complaints and/or grievances, to provide a transparent approach, by keeping any aggrieved individual/group informed of the progress of their complaint, the information that was used when assessing their complaint and information about the mechanisms that will be used to address it, and enable continuous learning and improvements to the Grievance Redress Mechanism. Through continued assessment, the learning may reduce potential complaints and grievances.

Below is the list of persons/groups the project's GRM will be targeted and informed about the existence of the GRM and provided with the necessary support to access the GRM:

- People potentially losing land due to office construction;
- People that feel negatively affected by land registration and mapping outcomes;
- Traditional Leaders;
- Local Councils;
- CSO;
- Community leaders and the clergy;
- Disability association
- Women and girls centred groups;
- Officers working at city councils;
- Workers at construction sites;
- Tax/dues payers;
- Persons affected by or otherwise involved in project-supported activities.

6.3 Implementation Steps of GRM

A Grievance Redress Committee shall be established to ensure timely and appropriate resolution of grievances arising as a result of project activities. The coordination responsibility of the GRM shall rest with the Social Safeguards and Gender Specialist with support from the Community Engagement and Communications Specialist in addition to focal persons in the affected communities, contractor and supervising teams and service providers (for SEA/SH complaints) or directly through a call/report center (Toll free line). Complaints can be registered through multiple accessible channels including phone calls, text messages, emails or voice mail, letters, verbal narration, reports during field visits, media reports, and suggestion boxes etc. at all project sites and communities. The project will collaborate with Anti-Corruption Digitalized Complaints System through a (Toll Free Line), PMU will sign a Memorandum of Understanding with Anti-corruption. Once complaints are received at any levels, they will be forwarded the call or report centre(s)(with customised MLHCP/project website section) for sorting, to the GRM Committee or the appropriate bodies, persons or pillar leads for resolution and tracking of resolution process. Specifically, the following responsibilities shall be adhered to by the team;

- i. Ensure that committees investigate grievances and propose appropriate measures to avoid or minimize adverse impacts of the interventions.
- ii. Ensure that the processes comply with existing safeguard procedures and policies.
- iii. Build the capacity of focal persons in effective community engagement, grievance handling, and negotiation and conflict resolution.
- iv. Build trust and maintain rapport by providing affected persons and the wider public with adequate information on the project and its GRM procedures.
- v. Follow up with GRM committee on the status of investigations and resolution of grievances, as well as communicating outcomes with complainants.
- vi. Keep and maintain up to date complaints and grievances register
- vii. Regularly provide a report on GRM results to the project proponents and the World Bank.

The GRM implementation process steps which are summarized in table 15.

Table 15: Steps in project-specific grievance handling processes

GRM stages	Description of tasks	Responsibility	Timeline
Assign Focal Persons(FP)	The Social and Gender Specialist and the Community Engagement and Communications Specialist will constitute the GRM officers at the PCU level and will liaise with stakeholders to identify Focal Persons at the district and community levels and grievance committees	SLLAP-PCU	Prior to project implementation
Train assigned focal persons on the design and operation of the GRM	Train Focal Persons on grievance redress processes	PCU, Social and Gender Specialist and the Community Engagement and Communications Specialist	Before Project Implementation
Receive, acknowledge receipt and transfer and register complaints	The GRM will have several tiers from the community level by establishing the Local Mediation Groups, District level Mediation Groups, PCU level and Project Steering Committee. GRM Focal Persons/ officers will be assigned at the district and community levels to receive and register complaints into the complaints and grievances register. Public Information Communications (PIC) Campaigns will be used to create awareness of the GRM.	Focal Persons	1 working day after receiving complaint
Complaints and grievance register	A customized section on the Anti- Corruption Digitalized complaints mechanism, MLHCP or project website will be created to establish a database to register complaints at the PCU with access to GRM focal persons to transmit complaints received at project sites and communities. This will be complemented with a simple manual complaint form for use at the local levels.	Focal persons	1 working day after receiving complaint

GRM stages	Description of tasks	Responsibility	Timeline
Screen and refer complaints	Once complaints are received, the social safeguards specialist or Focal Person will undertake preliminary assessment of the eligibility of complaints, categorize the grievance and assign priority (high, medium, and low severity) and acknowledge receipts of complaints to complainant. The complaint will also be referred at this stage to the resolving officer or grievance redress committees if it cannot be resolved immediately by the Social and Gender Specialist or focal person. The Social and Gender Specialist focal person will assign timelines for investigating. Once transferred to the appropriate resolving officer or GRM committee, the Social and Gender Specialist/ focal person will track the resolution process to ensure timely feedback.	Social and Gender Specialist of the PCU	2 working days after receiving complaints
Assessment/ investigation of the complaint	The resolving officer or Grievance committee will undertake further assessment to establish the merits or demerits, undertake fact finding and outline options for resolving the complaint.	Social and Gender Specialist of PCU, Grievance Committee	2 weeks after receiving complaints
Formulate an initial response	Once the assessment/ investigation is completed, the social safeguards/focal person will receive the report and formulate a response and communicate to the complainant. The communication should state whether the grievance has been accepted or rejected, providing reasons for the decision, and indicate next steps.	Social and Gender Specialist /Focal Persons	2 working days
Select a resolution approach	Where the complaint is not of fraud or corruption, working with the Social and Gender Specialist, the GRM Committee will investigate and resolve complaints and where applicable to a specialised body or an appropriate pillar focal person will assign the complaint for mediation at different levels, engage in direct negotiations and dialogue, facilitate negotiations through a third party, conduct further investigation through the review of documents, etc.	Social and Gender Specialist / Focal Person GRM Committee	3 working days after receiving complaints
Settle the issues (or further escalate the issues)	The Social and Gender Specialist will ensure that the GRM Committee takes appropriate measures to remove the cause of the grievance and initiate a monitoring process to assess any further impacts of project-related work. Once settled, the Social and Gender Specialist and focal person record the complaint in the system as 'resolved' and inform the complainant of the outcome of the resolution process. Where the complainant is not satisfied with the outcome, the complainant will be informed about the appeal process and the outcome recorded accordingly.	Social and Gender Specialist / Focal Person GRM Committee	5 working days after registering complaint

GRM stages	Description of tasks	Responsibility	Timeline
Monitor and evaluate grievance redress process	The PCU through the Social and Gender Specialist Focal Person will monitor the grievance redress process and the implementation of the decisions made. The Social and Gender Specialist will work with focal persons to ensure that redress is granted to affected persons in a timely and efficient manner. They will also provide regular reports to the Bank, noting the progress of implementation of grievance resolutions, timelines of grievance redress, documentation procedures, etc.	Social and Gender Specialist /Focal Person GRM Committee	Throughout implementation
Feedback to complainant and other interested parties	The GRM System will be updated once the complaint has been resolved so as to close the complaint in the GRM System. The PCU will contact the complainant, to evaluate if the complainant is satisfied with the resolution before the complaint is closed in the GRM system. If the complainant is not satisfied with the outcome of the investigation, a judiciary alternative could apply.	PCU	Throughout implementation
Public Information Communications (PIC) Campaigns	This will be used to raise awareness of the GRM on where to submit complaints and the resolution process.	PCU, Community Engagement and Communications Specialist	Throughout implementation

The coordination responsibility of the GRM shall rest with the SLLAP Social and Gender Specialist. Complaints can be registered through calls, text messages, emails or voice mail, and suggestion boxes, etc. at all project sites and communities. Once they receive complaints from the call or report centre, they will be responsible for logging all complaints, the fraud/corruption complaints will be investigated and resolved by the PSC. All other complaints will be forwarded to the GRM Committee, or the appropriate bodies, persons or pillar leads for resolution. Specifically, the following responsibilities shall be adhered to by the team.

- 1) Ensure that committees investigate grievances and propose appropriate measures to avoid or minimize adverse impacts of the interventions
- 2) Ensure that the processes comply with existing safeguard procedures and policies
- 3) Build the capacity of focal persons in effective community engagement, grievance handling, and negotiation and conflict resolution
- 4) Build trust and maintain rapport by providing affected persons and the wider public with adequate information on the project and its GRM procedures
- 5) Follow up with GRM committee on the status of investigations and resolution of grievances, as well as communicating outcomes with complainants
- 6) Regularly provide a report on GRM results to the PSC and the World Bank.

The SLLAP GRM will include confidential mechanisms to gather and respond to GBV and Sexual Exploitation and Abuse (SEA) related grievances. The GRM process will provide survivors of GBV/EA with channels to report a GBV service provider, the project Social and Gender Specialist with encrypted section for data protection, The SEA/SH response will include case management and linking to services such as Psycho-social, health, legal etc.

The project will maintain an up-to-date grievance log and all supporting documents and will institute regular reporting of the grievance data as part of the project quarterly monitoring to the Bank. The project will track the types of complaints received, response times, offers of resolution, and acceptance and complaints resolved vs. appealed etc. For SEA/SH, the project will report on the number of SEA/Complaints (without any identifiers), whether complaints are related to the project workers, type, and effectiveness of service provision. Through annual surveys and community engagements, the project will assess the effectiveness of the GRM and make changes as appropriate.

6.4 Key Stakeholders Roles and Responsibilities in the GRM Process

Specific roles and responsibilities of key stakeholders in the GRM Process are outlined in table 16 below.

Table 16: Stakeholder Roles and Responsibilities in GRM Processes

Actor	Role
MLHCP	Provides implementation oversight of Government of Sierra Leone and other Donor Partners on the SLLAP funding
GRM focal person	Detect or investigate and resolve any complaint pertaining to the project
PCU – MLHCP	Responsible for project management including social and environmental issues on project
NGO (Rainbo Initiative, 50:50, etc.)	Appropriate partners/NGOs with capacity to provide the necessary technical backstopping to project implementation process
CSOs (Namati, Green Scenery, NMJD, Sierra Leone Land Alliance, etc.)	Assist with monitoring of GRM and provide advice as needed with regard to land related disputes
Local councils/Ward Committees/Chiefdom Committee	WCs would be responsible for community mobilization, facilitating community planning, support community level grievance uptake & other community capacity building initiatives to support project implementation
Police/Judiciary	Appropriate police/judiciary body with capacity to receive/record/log/document, re-investigation and resolve all SLLAP related complaints when resolution fails at the first level.
PSC	The PSC will meet at least every quarter to resolve strategic issues affecting the Project execution, provide policy guidance, and review project implementation progress and results indicators
Contractor/supervising consultants	Contractor will be obligated through contractual clauses to make available a GRM for workplace and community complaints. The PCU will ensure this is established while making available the project GRM channels available at the site level as next tiers available to workers to escalate complaints. The contractor and supervising consultants will maintain staff at the site level for management of community complaints.

7.0 GRIEVANCE REDRESS MECHANISM (GRM) FOR SPF

GRM associated with the implementation of the SPF will be specified in detail in the Standard Project Agreement signed between FAO and MLHCP, including purpose of GRM and guiding principles, as well as resolution mechanisms and contacts.

FAO will be responsible for documenting and reporting as part of the ESF performance monitoring on any grievances received and how they were addressed.

FAO is committed to ensuring that its projects and programs are implemented in accordance with the Organization's environmental and social obligations. Concerns of non-compliance must be addressed at the closest appropriate level, i.e., at the project management/technical level, and if necessary, at the FAO Country Office or Regional Office level. If a concern or grievance cannot be resolved through consultations and measures at the project management/technical level, a grievance requesting a Compliance Review may be filed with the FAO Office of the Inspector General in accordance with the Guidelines for Compliance Reviews Following Grievances Related to the Organization's Environmental and Social Standards⁴. Project Managers will have the responsibility to address concerns brought to the attention of the officially designated project grievance focal point.

⁴ <https://www.fao.org/3/i4439e/i4439e.pdf>

8.0 MONITORING, EVALUATION AND REPORTING

A project monitoring and evaluation system will be established by the PCU-MLHCP to assess progress on indicators in the Project's results framework. Similarly, FAO will establish a monitoring and evaluation system for the SPF Project. Data on activities and outputs will be included in regular monthly and quarterly reports prepared by the PCUs based on inputs from the implementing agencies, including MDAs' focal points and at the local councils' level, in accordance with the format in the Project's Implementation Manual (PIM). FAO will deliver periodic quarterly reports on the SPF Project, as detailed in the Standard Project Agreement, including Inception Report, and Annual Narrative and Financial reports. The M&E Specialist at the PCU will be responsible for collating the data from project stakeholders and providing quality assurance as well as overall reporting. Citizen engagement will be ensured by the development and implementation of a digital citizen engagement platform in which citizens can access the status of activities funded under the Project and provide feedback. This will be complemented by a continuous iterative beneficiary monitoring and regular compliance audits to allow the project to adjust the implementation approach on a real-time basis.

8.1 Involvement of Stakeholders in Monitoring Activities

A participatory system of monitoring and reporting on all project activities and related impacts shall be adopted. Participatory monitoring and evaluation will involve bringing stakeholders at different levels (national, regional, district, Chiefdom, ward, community) to work together to collect and analyse information on project activities and results and generate recommendations on how to improve project delivery. The key stakeholders to be involved in the participatory monitoring system will comprise representatives from the PCU, traditional leaders, Local Councils, Implementing Agencies, Affected Communities, and Development Partners, Ward Committees, Counsellor's representatives of identifiable associations, CSOs, etc. This is expected to promote strong, constructive and responsive relationships among the key Project stakeholders and the implementing agency. Effective involvement of relevant stakeholders in the monitoring and reporting of project activities will not only improve the environment and social sustainability of the projects but will also enhance stakeholder acceptance of the project thereby improving the design and implementation of the project. The monitoring framework for the project will also include putting in place data capture and storage systems to keep track of the commitments made to various stakeholder groups at various times, and communicate the progress made against these commitments on a regular basis.

The MLHCP shall provide overall coordination, monitoring, and evaluation of the project by putting in place the requisite tools and systems (GRM section on relevant websites, M&E systems, reporting templates, etc.) in place to collect, analyse, and report all information to relevant stakeholders. This Stakeholder Engagement Plan (SEP) will be published on the MLHCP and MOF official websites, and updated regularly detailing public consultations, disclosure information and grievances throughout the project, which will be available for public review on request. The PCU and third-party monitoring consultant should evaluate the Stakeholder Engagement Plan periodically to reflect relevant changes as may be required.

8.2 Reporting back to Stakeholder Groups

Managing stakeholder expectations is a sine qua non to determining the success of people centred project like SLLAP. The SEP will be periodically revised and updated as necessary in the course of project implementation in order to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of the development. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP and communicated to key stakeholder of the project in a timely manner.

Key Performance Indicators (KPIs) for SLLAP will be monitored by responsible staff and monthly

summaries and internal reports on public grievances, enquiries, related incidents, together with the status of implementation of associated corrective/preventative actions generated and conveyed to the World Bank and all other relevant stakeholders. Publication of status/annual report on stakeholder interaction on the project among others shall constitute one of the possible ways of conveying information to stakeholders.

Table 17: Monitoring and Evaluation Plan for SEP

Indicator Name/ Topic	Definition/Description	Frequency	Data source	Methodology for Data Collection	Responsibility for Data Collection
Goal:					
Inclusive delivery of project through effective stakeholder consultations and engagements	This measures the extent to which project results are delivered without any major environmental and social risks	Bi-annual	Bi-annual	Conduct stakeholder satisfaction survey on implementation of project	MLHCP
Outcomes:					
Stakeholders satisfied with project activities/outputs	This measures the extent to which key stakeholders are satisfied with project activities.	Bi-annual	Bi-monthly survey	Conduct bi-annual stakeholder satisfaction survey on project activities in their localities	MLHCP
Complaints and grievances resolved amicably	This measures the rate at which complaints and grievances arising from the project are resolved peacefully to the satisfaction of all parties	Monthly	Complaints and grievances register	Review statuses of grievances resolved	MLHCP
Zero or minimal incidences of gender-based violence during project implementation	This measures the extent to which the project is implemented without any reported cases of gender-based violence	Monthly	GBV records/reports	Monthly review of project reports for incidences of GBV	MLHCP
Outputs:					
Key stakeholders identified	This measures the number and types of stakeholders identified	Biannually	SEP for SLLAP	Review project documents at MLHCP	MLHCP & C/L Cs

	for engagement during project implementation		Stakeholders register for project		
Key stakeholders consulted	This measures the number of consultations carried out with key stakeholders before and during project implementation	Monthly	Stakeholder consultation reports	Review project documents at MLHCP	MLHCP
Key stakeholders engaged	This measures the number and types of stakeholders during project preparation and implementation	Monthly	Reports on stakeholders engaged	Review project documents at MLHCP	MLHCP
Key project information disclosed	This measures the number and type of project information disclosed	Monthly	SEP, reports on information disclosure	Review project documents at MLHCP, OARG & C/LCs	MLHCP
Key issues/topics stakeholders are consulted or engaged on	This measures the number and types of issues or topics stakeholders are consulted or engaged on	Monthly	SEP ESCP	Review project documents at MLHCP	MLHCP
Grievances recorded	This measures the number and types of grievances recorded as a result of project activities	Monthly	GRM reports E&S reports	Review project documents at MLHCP	MLHCP
Grievances resolved	Creating foundation of successful resolution of concern and complaints related to project affected person	Monthly	GRM reports E&S reports	Review project documents at MLHCP	MLHCP

9.0 ANNEXES

Annex 1: Stakeholders consulted during the assignment

PARTICIPANTS LIST

NO	NAME	LOCATION	TITLE/ORGANIZATION	CONTACT
1	Dr. Alphajoh Cham	Freetown	Director, Policy, Planning and Project Development- MLHCP	alphajohcham@yahoo.com
2	Buawa Jobo Samba	Freetown	MLHCP- Director, GIS and Remote Sensing	jobosamba@yahoo.com
3	Tamba Dauda	Freetown	MLHCP- Director, Surveys and Lands	tambadauda673@gmail.com
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5	Rasheed Charles Ngiawee	Freetown	MLHCP - Director, Housing	lansanacharles@gmail.com
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9	Bob Lucas	Freetown	MLHCP- Ag. Deputy Director, Policy	
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12	ABIBATU AMARA	HANGHA	GENDER & CHILD PROTECT	076114251
13	AHMED S KOROMA	KENEMA	CA	076303054
14	MOHAMED E. NGEVWO	KENEMA	ENV. & SOCIAL OFFICER	079662455
15	JOSEPH G.T GANDO	KENEMA	CHIEF ADMINISTRATOR	078435339
16	HAWA B. VANGAH	HANGHA	SECTOR CHIEF	079440745
17	MOIJAMA GBENYAWA	HANGHA	TRIBAL AUTHORITY	
18	ROSALINE J. MUSA	KENEMA	TRIBAL AUTHORITY	076806717
19	ZAINAB LAVALLEY	KENEMA	LAND OWNER	072598126
20	TENNEH SHERIFF	KENEMA	LAND OWNER	076177500
21	KADIATU JONJON	KENEMA	LAND OWNER	076533578
22	JULLIET MUSA	KENEMA	CHAIR LADY	079525375
23	COMFORT LAHUN	KENEMA	CHAIR LADY	078328845
24	HAJA A KALLON	KENEMA	CHAIR LADY	076272846
25	ADAMA JUANA	KENEMA	CHAIR LADY	079655686
26	MUSU KARGBO	MAKENI	PROJECT OFFICER	077755715
27	IBRAHIM FATU KAMARA	MAKENI	PROGRAMME DIRECTOR	076692769

NO	NAME	LOCATION	TITLE/ORGANIZATION	CONTACT
28	MARIE M.K THULLAH	MAKENI	PROJECT OFFICER GFP – SGFP	076704419
29	MOHAMED KARGBO	MAKENI	PROJECT OFFICER	076830860
30	NABIEU DARLINGTON LAVALIE	MAKENI	GRANT MANAGER	076620913
31	JOSEPH DECKER	MAKENI	VOLUNTEER	076125225
32	GIBRILLATU M. BANGURA	MAKENI	PROJECT OFFICER	077527714
33	ALIE MANSARAY	MAKENI	PROJECT OFFICER	033915602
34	EVELYN KAMARA-DARKO	MAKENI	PROJECT ACCOUNTANT	077456155
35	ALHASSAN MORLAI KAMARA	MAKENI	MLHCP	076492823
36	ALIMAMY MANSARAY	MAKENI	MLHCP	075570486
37	TEJAN I BANGURA	MAKONTEH	Chiefdom Committee Member	08897012
38	BAI KANU	MAKONTEH	HEAD MAN	-
39	ABDULAI KANU	MAKONTEH	ELDERS	030373885
40	JOSEPH KAMARA	MAKONTEH		-
41	MOHAMED KAMARA	MAKONTEH	YOUTH LEADER	076890454
42	FOUAD KAMARA	MAKONTEH	YOUTH LEADER	079918617
43	AMADU B. TURAY	MAKONTEH	ELDER	074149608
44	MOHAMED D SANKOH	MAKONTEH	Youth Chairman	077726639
45	MOHAMED D. BANGURA	MAKONTEH	Land Owner	030369655
46	DAVID SESAY	MAKONTEH	Land Owner	088898436
47	MOHAMED KANU	MAKONTEH	Disability person	-
48	BAI BANGURA	MAKONTEH	Traditional Chief	-
49	GIBRILLA O. BANGURA	MAKONTEH	TRADITIONAL HEALER	077892223
50	LAHAI K. MACAVORAY	BOMBALI DISTRICT	DEPUTY CA	079040929
51	MOHAMED QUEE	BOMBALI DISTRICT	ENVIRONMENTAL OFFICER	099107647
52	VIVIAN S. SENESIE	BOMBALI DISTRICT	CA	076602583
53	DANIEL KPUKUMU	MAKENI CITY COUNCIL	CA	076130529
54	RICHMOND M. KPANGE	MAKENI CITY COUNCIL	CWG	076193198
55	AMINATA TURAY	MAKENI CITY COUNCIL	ACCOUNTANT	079611778
56	EMMANUEL Y. SAMURA	MAKENI CITY COUNCIL	PO	079227941
57	YUSUF TEJAN KAMARA	MAKENI CITY COUNCIL	DPO	076533174
58	GEORGE ALIMAMY KABBA	MAKENI CITY COUNCIL	VALUATOR	030368880
59	ABDULAI BAYO MANSARAY	MAKENI CITY COUNCIL	M & E OFFICER	077580954
60	KARIM KARGBO	MAKENI	MLHCP	076775648
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62	AISHA M. KABBA	PORT LOKO	GENDER OFFICER	078276676
63	HAWA T. COOMBER	PORT LOKO	DEPUTY CA	078811239
64	ALHAJI BANGURA	PORT LOKO	CA	076608618
65	MADAM UMA SESAY	SS CAMP COMP. MANSARAY DR	MAMMY QUEEN	030606852
66	MADUSU KAMARA	SS CAMP COMP. MANSARAY DR	COUNCILLOR & MIDWIFE	-
67	CHIEF YABOM POSSEH KANU	SS CAMP COMP. MANSARAY DR	FARMER/GARDENER	088989423
68	CHRISTIANA BUCK	MANSARAY DRIVE	HOUSE WIFE	075966331
69	CHRISTIANA KOROMA	MANSARAY DRIVE	CHAIR LADY CBO REP.	088967318
70	CECILIA KANU	MANSARAY DRIVE	YOUTH	080157421
71	MAMMY FATU	REGENT COMMUNITY	STONE BROKER	077447490
72	SALAMATU BANGURA	KAMACHENDEH DRIVE	FARMER	
73	CHIEF MOHAMED S. KOROMA	NEWTON/4MILE	MENDE TRIBAL HEAD	088149155
74	ALIMATU H. KAMARA	NEWTON/4MILE	COUNCILOR/TEACHER	-
75	MUSA SAMURA	NEWTON/4MILE	WARD COMMITTEE MEMBER	088799625
76	SALIEU A. KAMARA	NEWTON/4MILE	YOUTH COMMITTEE	074620113
77	MOHAMED O KAMARA	NEWTON/4MILE	CHAIRMAN DRIVERS	079369117
78	MUSTAPHA JAMES	NEWTON/4MILE	COMMUNITY STAKEHOLDER	079651272
79	IBRAHIM KOROMA	NEWTON/4MILE	TEACHER	088811134
80	YUSIFU SAM BANGURA	NEWTON/4MILE	YOUTH	077376371

Annex 2: List of People Consulted for Preparation of RPF

No.	Name	Designation	Phone number
	Freetown		
1.	Alphajoh Cham	Director, PP&PD, MLHCP	
2.	Buawa Jobo Samba	Director, GIS	
3.	Kaweni Kargbo	Procurement Specialist, PFMU	
4.	Sheku Mark Kanneh	Acting Director, EPA	
5.	Mamudu M Jalloh	Assistant Staff Surveyor. MLHCP	
6.	Alhaji B Dumbuya	Assistant Staff Surveyor, MLHCP	
	Bo		
7.	Joseph Bindi	Bo District Chairman	+23276275897
8.	Sellu Ansumana Lappia	Youth Leader	+232 78292626
9.	Jarai Barrie	CSO, District Director	+232 76622508
10.	Amara Young Bockarie	Regional Housing Officer, MLHCP	+232 79462919
11.	Joseph Kpanabom	Regional Surveyor, MLHCP	+232 76882607
12.	PC Prince Lappia Boima	Paramount Chief, Bo Kakua Chiefdom	
13.	Harold Tucker	Mayor, Bo City Council	+232 76 639235
14.	Veronica Fortune	Chief Administrator, Bo City Council	+232 76 654986
15.	Joseph Borbor Nallo	Gender Officer	+232 78 322324
16.	Haja H Lukulay	Development and Planning Officer, Bo City Council	+232 78 367109
17.	Doris Fambulleh	Women's Leader	+232 76 994544
18.	Abu Bakarr Kamara	Disability Group	+232 78 842211
19.	Fatmata Rogers	Market Women	+232 76 346631
20.	Mohamed Bundu	Chief Marketing Officer, Bo	+232 76 114251
	Kenema		
21.	Alhaji Mohamed Mansaray	Youth Chairman	+232 78 382364
22.	Alie H D E Koroma	Secretary General	+232 78 250338
23.	Abubakarr Kamara	Regional Surveyor, MLHCP	+232 76 795252
24.	Ella M Goba	District Women's Leader	+232 76 659250
25.	Augustine A Sannoh	Regional Head Civil Society Movement	+232 76 643117
26.	Thomas Baio	Mayor, Kenema City Council	+232 76 641538
27.	Dugba Ngombu	Regional Training Facilitator, Decentralisation Secretariat	+232 79 609720
28.	Mohamed Gevao	ESO	+232 79 662435

No.	Name	Designation	Phone number
2	Joseph G T Gando	Chief Administrator	+232 78 435589
3	Patrick Jakima	Deputy Chief Administrator	+232 76 768595
3	Mohamed O Sesay	Kenema District Council Chairman	+232 76 784642
3	Ibrahim Bockarie	ESO	+232 78 336938
3	Abibatu Amara	Gender Officer	+232 76 114251
	Makeni		
3	John Shanghai Koroma	Bombali District Council Chairman	+232 88 155003
3	Isatu Fofanah	Deputy Mayor, Makeni City Council	+232 76 690616
3	Abdul S Mansour	Deputy Chief Administrator	+232 76 726512
3	Yusuf Tejan Kamara	Development and Planning Officer	+232 76 533174
3	Yusuf Kargbo	Waste Manager	+232 76 268428
3	Abdul Karim	Regional Surveyor, MLHCP	+232 76 775648
4		Town Planning Officer	
4	Frank Kanu	Development and Planning Officer	+232 76 277570
4	John D Kamara	GDO	+232 77 504411
4	Konta Marah	M&E Officer, Makeni City Council	+232 76 448824
	Port Loko		
4	Augustine Sam	Chief Administrator, Port Loko District Council	+232 76 925555
4	Zakaria Bangura	Deputy Mayor	+232 78 821930
4	Sheikh Gibril Sesay	Council Engineer	+232 76 787373
4	James Rogers	ESO	+232 78 512826
4		Procurement Officer, Port Loko District Council	
4	Hawa T Coomber	Deputy Chief Administrator, Port Loko District Council	+232 78 811 239
5	Cecilia F Sesay	ESO	+232 76 758249
5	Aisha Mariam Kabba	Gender Officer	+232 78 276676
5	Victor Ngegba	Ag. Development and Planning Officer/M&E Officer	+232 78 200227
5	Simbo	Regional Surveyor, MLHCP	+232 79 803848

Annex 3 : List of People Consulted for Preparation of ESMF



GOVERNMENT OF SIERRA LEONE

SIERRA LEONE LAND ADMINISTRATION PROJECT (P177031)

Attendance and people met during stakeholder engagement

No.	Name	Designation	Telephone	Signature
1	Mayer Boio	Mayor	076 641534	[Signature]
2	Joseph Nganteh	RTF	079 609720	[Signature]
3	Muhammed E. Njane	ESD	079 662455	[Signature]
4	John - Hira Kripamoh	F23	076 31175-3	[Signature]
5	Josephus F. Simdo	CRA	078 422889	[Signature]
6	Maimatu S. Karim	ES	076 08960	[Signature]
7	Musa Kabba	ETS	076 997431	[Signature]
8	Patrick Jalloh	CRA	076 7888	[Signature]
9	Theresa Bockanz	ESD	078 336988	[Signature]
10	Khadija Amara	Gender Officer	076 114251	[Signature]
11	Augustine A. Sarr	Reg Head CSDs Unit	076 43117	[Signature]
12	Muhammed Bandy	Chief Market head	076 455081	[Signature]
13	Morina Sei tua	Produce Uya	078 332683	[Signature]
14	Deris Fahbulleh	market person	076-9945	[Signature]
15	Fatmata Rogo	Market women	076 346631	[Signature]
	MUSTAPHA HASSAN	S.I.E.T.U.	079 720416	[Signature]
	Fatmata Tenjey	S.I.E.T.U.	076 928795	[Signature]

No	Name	Designation	Contact	Sign
1.	Sunkarie Kamara	MAYOR	076690616	
2.	Abdul S. Mansour	Deputy CA	076-726512	
3	Yusufi Tejan Kamara	D.P. Officer	076-533174	
4	Usif Kaphu	Interst. Manager	077 268428	
5	Richard Sesay	Senior Paralegal	076-681-266	
6	Daniel Olu-Jonas	Paralegal	078 234923	
7.	Abu bakarr Kangbo	Paralegal	076576473	
8.	Claimatu Sadid Karim	ESO	078608060	
9	Frank Kamu	DPO	076-277570	
10.	Ahmine Bangura	IECO	099610233	
11	John D. Kamara	GDO	077-504411	
12	Konta Marah	MSED	076-448824	
13	Abdul B. Kamm	WE	078-545555	
14	Cecilia-f. Sesay	ESO	076-758299	
15	Victor Ngegba	Act. DPO/Mfe	076 200 227	
16	Aisa R. GBS	Gender Officer	078 276676	
17	Hawa T. Coomber	Deputy C.A.	078 811 239	
18.	Sheik Gabriel Sesay	Civil Engineer	076787373	
19	James Rogers	ESO	078912826	
20	Zacharia B.	Dep. Mayor	078821920	
21	Augustine Sam	CA	076-925535	



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GOVERNMENT OF SIERRA LEONE

SIERRA LEONE LAND ADMINISTRATION PROJECT (P177)

Attendance and people met during stakeholder engagement

No.	Name	Designation	Telephone	Signature
1	Haja Keimohi Loko	DPO	078367109	
2	Veronica J. Fortune	CA	076656986	
3	Joseph Bobur Nallo	Gender Officer	078322524	
4	Harold Tucker	Mayor	076639235	
5				
6				
7				
8				
9				