REPUBLIC OF LIBERIA



MINISTRY OF FINANCE, & DEVELOPMENT PLANNING
-SOUTHEASTERN CORRIDOR ROAD ASSET MANAGEMENT CORRIDOR PROJECT (SECRAMP)- P149279

INVESTMENT PROJECT FINANCING (IPF)

CONTINGENT EMERGENCY RESPONSE PROJECT- P516927

WORLD BANK-FUNDED

STAKEHOLDER ENGAGEMENT PLAN
(SEP)

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ACRONYMS

CERP	Contingent Emergency Response Project
CoC	Code of Conduct
CDC	Community Development Committee
CLDMC	Community Land Development Management Committee
CFMB	Community Forest Management Body
CPRT	Crisis Preparedness and Response Toolkit
E&S	Environmental & Social
EHSG	World Bank Group Environmental, Health and Safety Guidelines
EPA	Environment Protection Authority
ERTC	Emergency Response Technical Committees
ESF	Environmental and Social Framework
ESMP	Environmental and Social Management Plan
ESP	Environmental and Social Policy
GBV	Gender-Based Violence
GM	Grievance Mechanism
HeSP	Health Security Project
IIU	Implementation Infrastructure Unit
LLA	Liberia Land Authority
LRA	Liberia Revenue Authority
MAC	Ministries, Agencies, and Commissions
M&E	Monitoring & Evaluation
MFDP	Ministry of Finance & Development Planning
MoH	Ministry of Health
NPHIL	National Public Health Institute of Liberia
NGO	Non-Governmental Organization
NDMA	National Disaster Management Agency
PAP	Project Affected Parties
PIU	Project Implementation Unit
PDO	Project Development Objective
PIU	Project Implementation Unit
PPE	Personal Protective Equipment
RRT	Rapid Response Team
PSC	Project Steering Committee
PTC	Project Technical Committee
REALISE	Recovery of Economic Activity for Liberian Informal Sector Employment
SEA	Sexual Exploitation and Abuse
SECRAMP	Southeastern Corridor Road Asset Management Project
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SOP	Standard Operating Procedures
WHO	World Health Organization
WMP	Waste Management Plan

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CONTEXT AND INTRODUCTION

1.1 Context

The Liberia Contingent Emergency Response Project (CERP)- P516927 is designed to operationalize the World Bank's expanded Crisis Preparedness and Response Toolkit (CPRT) in Liberia. It provides a pre-positioned, rapid-disbursing financing mechanism to enable the Government of Liberia to respond swiftly and effectively to unexpected shocks — including natural hazards, public health emergencies, political or security crises, and economic or social crises -without diverting resources from ongoing long-term development objectives.

Liberia faces a complex and multi-dimensional risk landscape. The country is highly exposed to flooding (particularly in low-lying urban areas such as Monrovia), coastal erosion, public health emergencies (including outbreaks of Ebola, Lassa fever, and other infectious diseases), and socio-political instability. These recurring shocks disproportionately affect the most vulnerable segments of the population - women, girls, youth, the elderly, and people with disabilities - who have limited capacity to absorb losses and recover independently.

The CERP complements existing emergency financing instruments in Liberia's portfolio, including the Catastrophe Deferred Drawdown Option (Cat DDO) and standard Contingent Emergency Response Components (CERC) embedded in other operations. It is prepared in advance with no initial allocation of funds; upon activation, it channels up to 10% of undisbursed and uncommitted funds from the country portfolio through the Rapid Response Option (RRO).

1.1.1 1.2 Project Description

1.2.1 Project Development Objective (PDO)

The Project Development Objective is to respond promptly and effectively to an eligible crisis or emergency in Liberia.

Progress toward the PDO will be measured by:

- Time elapsed from activation request to first disbursement (target: 10 days).
- Percentage of funds utilized within the activation period (target: 100%).
- Percentage of targeted people directly benefiting (target: 100%, with at least 50% women).

1.2.2 Project Components

The CERP operates through three components, which are activated when a qualifying emergency is declared:

Component 1 — Emergency Livelihood Support to Households: Provides direct income support through scaled-up or newly initiated cash transfers to stabilize livelihoods and smoothen consumption for affected households. Cash transfers will leverage existing social protection systems, digital payment platforms (including mobile money), and established targeting mechanisms to ensure speed, accuracy, and reduced fiduciary risk.

Component 2 — Provision of Essential Emergency Supplies and Services: Finances the procurement and distribution of essential goods and services based on a pre-agreed "Positive

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List" of eligible expenditures. This includes food staples (rice, oil, millet), water supply and sanitation equipment (filters, latrines, mobile toilets), pharmaceuticals, vaccines, medical supplies, personal protective equipment (PPE), agricultural inputs (seeds, fertilizers, livestock feed, animal medicines), relief items (tents, blankets, hygiene kits, energy-efficient cookstoves), fuel for emergency use, and equipment rental (bulldozers, dump trucks, generators). Services include debris removal, dredging of affected infrastructure, and minor rehabilitation of critical services within an existing footprint.

Component 3 — Emergency Response Coordination and Management: Finances incremental operational costs required for the emergency response, including technical expertise, evacuation processes, shelter operations, monitoring and evaluation (M&E), subsistence allowances for field staff, and electricity bills for public sector entities engaged in the response.

1.2.3 Project Beneficiaries

The CERP has a national scope. Specific beneficiaries and geographic focus areas are defined in the Crisis Response Plan (CRP) developed at the time of each activation, based on the nature and geographic impact of the specific emergency. The project targets all affected populations across Liberia, with particular attention to:

- Women and female-headed households
- Youth and adolescent girls
- The elderly
- People with disabilities
- Rural communities with limited access to services
- Residents of informal settlements in urban flood-prone areas (particularly Monrovia)

At least 50% of targeted direct beneficiaries are expected to be women.

1.2.4 Eligible Crises

The CERP may be activated in response to any of the following qualifying events:

- Natural hazards: Flooding, coastal erosion, storms, drought.
- Public health emergencies: Disease outbreaks (Ebola, Lassa fever, cholera, COVID-19, etc.).
- Political or security crises: Situations causing large-scale displacement or disruption of essential services.
- Economic or social crises: Severe macroeconomic shocks causing widespread livelihood losses.

1.2.5 Institutional and Implementation Arrangements

Overall Responsibility: The Ministry of Finance and Development Planning (MFDP) holds overall responsibility for the CERP.

Project Steering Committee (PSC): A PSC, chaired by the Minister of Finance and Development Planning, provides strategic oversight. It approves response budgets and coordinates across relevant ministries and agencies. Members include representatives from the Ministry of Public

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Works, Ministry of Health, Ministry of Agriculture, Ministry of Gender, Children and Social Protection, and the National Disaster Management Agency (NDMA). The PSC will meet semi-quarterly, or upon the invitation of an emergency. It ensures coordination among the various MACs involved, facilitating seamless implementation, and addressing any inter-ministerial issues that may arise during the project execution. The PSC also provide a platform for addressing stakeholders' concerns and ensuring that the project aligns with national priorities and policies on disaster management and climate resilience. The committee will also provide a platform for developing a more strategic and systematic approach to emergency response, clarifying roles and responsibility in alignment with national policies on disaster management and climate resilience, as well as for addressing stakeholders' concerns.

Project Implementation Unit (PIU): The Infrastructure Implementation Unit (IIU), housed within the Ministry of Public Works, is designated as the CERP PIU. The IIU is selected for its demonstrated experience in implementing World Bank-funded projects — specifically through the SECRAMP (Southeastern Corridor Road Asset Management Project)- and its established fiduciary systems and technical capacity. The IIU is responsible for procurement, financial management, M&E, and environmental and social (E&S) compliance (including GBV and sexual exploitation and abuse and sexual harassment -SEA/SH) for CERP, as well as experts from the different relevant technical disciplines (such as DRM, health, agronomy, depending on the type of emergency) including by leveraging partnerships with UN agencies, international and national NGOs, private sector entities and other implementers. The implementation arrangements are expected to be flexible enough to adapt to unforeseen circumstances. Depending on the exact type of emergency and activities, the E&S obligations will be implemented through the available E&S staff in the respective PIU with considerations of additional consultant E&S expertise. Depending on the activities, specialized expertise regarding human or veterinarian medicine may need to be recruited. Respective UN, NGOs or other implementing partners will be expected to recruit appropriate E&S Specialists for project implementation.

Fiduciary Support: The Public Financial Management Unit (PFMU) under MFDP provides financial management support to the IIU.

National Disaster Management Agency (NDMA): The NDMA is the lead government agency for disaster preparedness and day-to-day disaster management coordination. While the NDMA currently faces funding and capacity constraints, it will play a key coordination role during CERP activation and will participate in the PSC.

The Project Technical Committee (PTC) will include national directors, Permanent senior personnel from ministries and senior technical officers, procurement experts, environmental and social specialists from various sectoral agencies and Project Implementation Units (PIUs). This PTC will be responsible for coordinating sector-specific expertise and ensuring that the CERP responds effectively to the unique needs of each crisis. Working closely with the PTC will provide hands-on, practical support, ensuring that all technical, procurement, and operational processes, including E&R risk management are in place and functional to address the specific eligible CERP emergency. For this purpose, the PTC will bring together the sector-relevant technical and procurement expertise to support the conducting of the activities as needed for each emergency or crisis response for which the CERP is activated. The PIU will serve as the secretariat for both

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the PSC and the PTC, facilitating coordination and communication between relevant stakeholders.

Activation Process: When a qualifying crisis occurs, the Government submits an Activation Request (AR) package to the World Bank, including a list of host operations from which funds will be repurposed, a Crisis Response Plan (CRP) outlining response objectives and budget, and evidence of eligible emergency. Each activation is expected to be implemented within a 12-month timeframe.

1.3. Objective of the Stakeholder Engagement Plan (SEP)

This SEP sets out the framework and approach for meaningful, inclusive, and continuous engagement with all relevant stakeholders throughout the project lifecycle -from preparation through activation, implementation, and close-out. The SEP is prepared in accordance with the World Bank's Environmental and Social Standard 10 (ESS10) on Stakeholder Engagement and Information Disclosure.

The overall objective of this SEP is to define a program for stakeholder engagement, including the dissemination of public information and consultation throughout the entire project cycle. The SEP describes the ways in which institutions will communicate with stakeholders and includes a mechanism through which people can raise concerns, give feedback or make complaints about the project and any project-related activities. The SEP specifically emphasizes methods for engaging groups considered most vulnerable and at risk of being left out of project benefits.

This SEP is a living document. It will be reviewed and updated as necessary during project implementation, particularly following each CERP activation.

Section 2: Identification and Analysis of Stakeholders

1.1.2 2.1 Methodology for Stakeholder Identification

Stakeholders are identified based on their relationship to the CERP — whether they are directly or indirectly affected by project activities, hold an interest in the project outcome, or have the capacity to influence project implementation. Given the contingent nature of the CERP, the stakeholder universe expands significantly upon activation, when specific affected communities and emergency-impacted populations are identified.

Stakeholders are classified into four broad categories:

- Project Sponsors and Supporters: Entities that fund, authorize, or provide technical support to the project.
- Project Beneficiaries: Individuals and communities who directly receive goods, services, or cash transfers under the CERP.
- Affected Parties: Individuals, groups, or communities who may be indirectly affected by CERP activities (e.g., through traffic, logistics, or changes in local service delivery during an emergency response).
- Influencers: Entities that do not directly benefit from or implement the project but whose actions, communications, or policies can significantly affect project outcomes

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IDENTIFICATION AND ANALYSIS OF AFFECTED PARTIES AND INTERESTED PARTIES BY PROJECT COMPONENT

2.1. Methodology

Stakeholders are individuals, groups or other entities who are impacted or likely to be impacted directly or indirectly, positively or adversely by the Project (Affected parties). These categories of people may have an interest in the Project or activity ('interested parties'). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence its outcomes in any way. Community representatives most times provide helpful insight into the local settings and act as main conduits for dissemination of information and as a primary communication/liaison link during crisis. Within the scope of the CERP, stakeholders were identified and analyzed as follows: affected parties, other interested parties, and disadvantaged/vulnerable individuals or groups.

1.1.3 Project Affected Parties (PAPs)

In this Project, the beneficiaries and the communities who are expected to be targeted by the interventions will constitute the project affected parties. The CERP may target downstream a broad variety of people, including members of the ultra-poor and vulnerable households in disaster-affected communities in emergency response. CERP activities at this point focus on cash transfers, which affect vulnerable communities, as well as procurement activities that exclude storage and dissemination. Depending on the type of disaster or crisis, the activities will include stakeholders from different sectors, such as human or veterinarian medicine, or humanitarian actors.

1.1.4 Other Interested Parties

Other interested interest parties include various individuals, institutions and organizations that will be directly involved in the cash transfers or the procurement activities. At national level there will be the selected Ministries, Agencies and Commissions (MACs), and implementing partners. At district and County level, the district and County government representatives of the target districts/Counties, Members of the council, the executive committee and its sub-committees and non-governmental organizations working in such districts/Counties will be direct interested parties. The traditional leaders, area and village development committees and their subcommittees and community volunteers constitute some of the direct interested parties at community level. On the other hand, the development partners at national level, representatives of NGOs at district and community level, religious groups and their leaders and communities in areas where the project will be implemented are some of other interested parties.

Vulnerable Groups – people who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their state of vulnerability and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with SECRAMP. Vulnerable groups include but not limited to; female-headed households, widows, single mothers, people with disability/disabilities, the elderly, marginalized youth and adolescents, urban poor in flood-prone areas (particularly Monrovia), informal settlements,

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Table 1 highlights the various stakeholders at National, District/County, and Community Level. Table 2 provides a description of each of the key national, district/County and community level stakeholders including their roles and interests.

Table 1: Stakeholders identification by relevance

Category 1: Project Sponsors/ Supporters		
	Stakeholder Name	**Relevance**
	Government of Liberia	Sourcing funding, and disbursement of funds
	World Bank	Financier
	Other Development Partners	Complementary financing and technical assistance during emergencies
	Category 2: Project Beneficiaries	**Relevance**
	Government of Liberia	Socio-economic development, and delivery of social support and resilience building services
	Ministry of Public Works, Ministry of Health,	Fulfilment of their service delivery mandates
	Targeted communities	Employment opportunities, improved livelihoods, and improved catchments, roads and other amenities.
	Participating individuals	Source of income, improved livelihoods, food security/ improved nutrition and health
	Local businesses	Opportunity for increased trade through supply of project required materials, food stuffs and other things
Category 3: The Affected		
	Affected villages/ communities	Direct impacts of project activities
	Farm and landowners	Direct impacts e.g. potential encroachment on private property
	Vulnerable groups	Could be side-lined in consultations and other activities
	Local businesses	Could be disrupted during some project activities e.g. public works on roads
	General public/ traffic	Disruption of traffic, or other public utilities
Category 4: Influencers		
	Stakeholder Name	**Relevance**
	Legislature: Law Reforms Commission, Ministry of Justice	Makes laws and oversight role
	Environment Protection Agency, Liberia Land Authority, Liberia Revenue Authority	Regulates E&S, and monitors compliance of projects
	Affected communities	Cooperation with implementer(s)/ involvement/ ownership
	Community Based Organizations (CBOs**)**	Cooperation with implementers

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	Farm and landowners	Cooperation with implementers
	Traditional leaders and community influentials	key for community outreach and messaging
	Media	Information dissemination/ news reporting
	Local NGOs and CBOs	Enhancing accountability and advocacy on inclusiveness in project delivery
	Academic and research institutions	M&E support and independent evaluations

Table 2: List of stakeholders by component

Project Activity		**Stakeholders at National, County/District and Community Levels**			
Activity		National level	City/ Urban level	District level	Community level
Cash-transfers		Ministry of Gender Children and Social Protection Development Partners (World Bank and others with interest in social protection projects)	Monrovia	local governments NGOs	Targeted beneficiary households and communities, Traditional and religious leaders
Procurement activities		Relevant Ministries Relevant MACs Sector-specific actors: National- MoH, National Public Health Institute of Liberia (NPHIL), and other relevant government Ministries, Agencies and Commissions; National and international health organizations; National & International NGOs. Districts-Local level; Health Facilities National Disaster Management Agency (NDMA), Ministry of Gender, Children and Social Protection, Ministry of Agriculture, Ministry of Public Works,	National		

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Project Activity		Stakeholders at National, County/District and Community Levels			
		Humanitarian actors, including UN agencies, international and national NGOs			

2.1.1. Stakeholder Analysis

Stakeholders in the program also include parties other than directly affected communities, including:

	Description of Stakeholder	Expected Role	Information needs and interests
	Community Level		
1	**Targeted Project Beneficiaries** These will be ultra-poor and vulnerable households identified	Contribute to the design of the project in order to maximize the benefits from the project interventions	Information on program adjustments, Payment schedules, Contact details of program focal persons, program enrolment figures
2	**Members of Project target communities** These will be members of the communities from which beneficiaries of the -project will be identified	Support the development and implementation of the project	Information on program adjustments, Payment schedules, Contact details of program focal persons, program enrolment figures
3	**Local leaders** These may be traditional, religious or political leaders, including Community Bodies & Traditional Leadership, County Superintendents, Members of parliament, District Commissioners, who have influence in the communities where the project will be implemented	Support implementation of programs	Involvement in program implementation
4	**Community Extension Workers** These are staff of government departments and agencies who work directly with communities and act as a link with district officials involved in the project. These include Community Health Officers, Agricultural Extension Development Officers (AEDOs), Forestry Officers	Facilitate delivery of project interventions to communities	Project implementation work plans and progress reports
B.	*District Level*		

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	Description of Stakeholder	Expected Role	Information needs and interests
1	**Districts Development Council-DDC**: These are members of the District Development Council which are operational at district level and comprise of Paramount Chiefs, Clan Chiefs, Town Chiefs, Youth Leaders, Women Leaders	Support the development and implementation of the project	Project implementation work plans and progress reports
2	**The District Executive Committee and its Sub-committees** This may be technical arm of the government at district level and is comprised of heads government departments, Representatives of NGOs and service providers working in the district, and representatives of interest groups. It is chaired by the district commissioner. The committee has several thematic sub-committees focusing on areas such as agriculture, health, environmental and natural resources, monitoring and evaluation, education, training and capacity building and social support.	Provide technical guidance on all development matters taking place in the district	Project implementation work plans and progress reports
	County Level		
C	County Level Institutions- County authority, local leaders at county level	matters taking place in the counties	plans and progress reports
D	*National Level*		
D.1	***Ministries, Agencies and Commissions (MACs)***		
1	**Ministry of Finance & Development Planning**	Coordinator	Financial information from the project
2	**Ministry of Gender, Children and Social Protection, Ministry of Youth and Sports** This is the implementation coordination ministry of the social cash transfer program through County Coordinators, social protection and targeting of vulnerable groups	Coordinate implementation of cash transfers, and Oversee implementation Community sensitization and mobilization for project implementation of community development projects	Implementation reports Community mobilization reports and challenges for action
3	**Liberia Agency for Community Empowerment**	promote community development, social inclusion, and media literacy	Implementation reports. Community mobilization reports and challenges for action

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	Description of Stakeholder	Expected Role	Information needs and interests
4	**Environmental Protection Agency** EPA has a regulatory mandate on Management of environmental and social issues associated with Projects	Support planning, implementation and monitoring of environmental and social safeguards in the project	Information on Safeguards
5	**Ministry of Agriculture** Agricultural input procurement and rural distribution, responsible for veterinarian medicine	Provide policy and technical guidance on veterinarian medicine, involvement in the distribution of medicine and supplies. Coordinates agroforestry	Program implementation updates
6	**Ministry of Labour**	Provide policy direction and technical guidance on project matters relating youth and Labour	Program implementation updates
7	**Ministry of Health/NPHIL** Responsible for overseeing the country's health sector, Health emergency response coordination	Handling medicines and medical support	Program implementation updates
8	**Ministry of Local Government (MLG) (formerly Ministry of Internal Affairs)**	Oversees local governance and administration of forest communities; supports inter-agency coordination at county and district level	Program implementation updates
9	**National Disaster Management Agency** Department of Disaster Management Affairs Responsible for coordinating disaster risk management activities	Supports planning and coordinates disaster risk management	Program implementation updates
10	Civil Protection Agency (CPA)	Civil emergency coordination	Program implementation updates

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	Description of Stakeholder	Expected Role	Information needs and interests
11	Liberia Revenue Authority-LRA	Customs clearance for emergency imports	Program implementation updates
12	National Commission on Disabilities	Support with the data and targeting of people with disabilities for project services	Program implementation updates
D2	*Development Partners*		
1	World Bank	Provide technical support on project design and implementation Provide project funding	Program implementation updates
2	UNICEF	Technical support to social protection	Program implementation updates
3	ILO	Technical support to social protection	Program implementation updates
C4	*Non-Governmental Organizations and other Community Based Organizations*		
1	Local, regional, and national level civil societies and non-governmental organizations (NGOs)	Share experiences on implementation of e-payment systems	Program implementation updates
2	Citizen Engagement, Human rights advocacy and Social Accountability CSOs on social protection	Support citizen engagement and social accountability initiatives	Collaboration and program information updates
3	Community and Faith Based Organizations	Support citizen engagement and social accountability initiatives	Collaboration and program information updates

2.1.2. Disadvantaged and Vulnerable Individuals or Groups

Much as the project is largely expected to have positive impact among beneficiary members of the target communities. There is still a possibility of individuals, families and communities that

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might be negatively affected by activities of the program. These may come from among the beneficiaries or non-beneficiary members of the target communities. The women and children, the youth, elderly, People with disabilities and chronically ill are often the most vulnerable because of their limited access to information due to physical, social, cultural and structural barriers within the communities. These categories of people will be particularly targeted with adequate information to understand the nature of project activities and anticipated positive and potential negative impacts of the project. They will also be provided with information on how to access the grievance mechanism of the project whenever the need arises.

Members of the community that are old might have mobility challenges to access venues for program activities such as meetings. There will be consideration to organize meetings within manageable distances for such people. Another envisaged challenge is high illiteracy levels in some of the target communities that will make it difficult for beneficiaries to read and understand written information pertaining to the project. Appropriate methods such as public meetings, visual media (posters, billboards, community videos), will be employed to reach out to such groups of people. Hearing challenges (due to age or birth) by some beneficiaries might require use of sign language aides in outreach and visibility tools as well as Public Address systems or megaphones, especially where the meetings attract large crowds of people. Extra effort will be undertaken to reach out to non-beneficiating members of the target communities to make them understand the project targeting processes and capacity limits so that they do not feel disadvantaged.

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Methods of Consulting Disadvantaged and Vulnerable Individuals or Groups

Vulnerable groups and individual	Peculiar Characteristics/Needs	Preferred means of notification/Consultation	Additional Resources Required
Residents in slums or informal settlements and flood-prone or inaccessible areas particularly in Monrovia	Limited voice, poor representation in decision table, lack of access information, inaccessible to meeting places,	Focused group meetings, engagement at the local level including the use of radio and town hall meetings *(the meetings will be organized in line with the prevailing health emergency safety protocols)*	More information dissemination through the local radio and town criers, posters, local language skits and discussions. community level engagement/consultations than at a district headquarters Personal Protective Equipment (PPE) against *the prevailing health emergency safety requirements.*
Physically challenged people with visual and hearing impairment	Lack of access to meeting places, Transportation, language barrier, visual impairment	Meet identifiable associations of people with disability *(the meetings will be organized in line with the prevailing health emergency safety protocols)*	Information translated to indigenous languages, sign language/ translators, braille, accessible meeting grounds
Women, girls, poor and disadvantaged children pregnant school age girls	Limited voice, low representation, lack of access to information Cultural and traditional barriers poverty stigma	Focus group meeting, use of gender champions, Focus group meeting with disadvantaged children and their guardians *(the meetings will be organized in line with the prevailing health emergency safety protocols)*	Engagement of local NGO's and CBO's who work with vulnerable people at the community level to help disseminate information and organize consultation
Stakeholders in remote area/ high illiteracy including the homeless	Limited voice, low representation, lack of access to information,	Focus group meetings, engagement at the local level including the use of radio and town hall meetings *(the meetings will be organized in line with the prevailing health emergency safety protocols)*	More information dissemination through the local radio and town criers, posters, local language skits and discussions. community level engagement/consultations than at a district headquarters
Drug addicts, commercial sex workers	Stigma, gender-based violence, limited voice,	Focus group meetings *(the meetings will be organized in line with the prevailing health emergency safety protocols*	

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3. STAKEHOLDER ENGAGEMENT PROGRAM

3.1. Summary of Stakeholder Engagement during project preparation

Due to the short preparation time and the exceptional circumstances surrounding the preparation of the project, consultations during preparation focused on national level and targeted institutional stakeholders. Further consultations will be undertaken after CERP is activated. The summary of consultations undertaken is presented in the Table below:

Table 3: Engagement activities carried out so far

Date of consultation	Issues discussed and outcomes
May 28, 2026	Kick off meeting with MFDP and Health Security Project (HeSP). WB and the Ministries discussed the details of the CERP instrument, key decisions that MFDP would need to make in advance of approval, and considerations for potential rapid activation of the CERP for Ebola preparations after approval. MFDP and HeSP appreciated the information and discussed that they now understand the instrument, the timeline for approval, and what an Activation request could look like after approval. If there is an intention to activate for Ebola, ministries understand that purchases up to 60 days in advance of the activation request could be considered associated expenditures and thus need to follow WB procurement requirements.
June 5, 2026	Kick-off meeting with Ministry of Public Works, Infrastructure Implementation Unit (IIU) for preparation of the CERP by relevant Ministries, Agencies, and Commissions; Ministry of Public Works, Ministry of Health, NPHIL, Ministry of Gender, Children and Social Protection, NDMA, under the MFDP leadership. IIU, MPW welcomed the development of the CERP by Government and welcomed the beginning of CERP preparation and committed to support it.

3.2. Purpose and Timing of Stakeholder Engagement Program

The purpose of the engagement program for this project is to: Consult stakeholders on the proposed project design, anticipated environmental and social risks and impacts, mitigation measures, the draft engagement plan and the draft environmental and social risk management instruments. Provide regular information and feedback to stakeholders related to project implementation progress and any other emerging issues throughout the project cycle.

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Table 4: Stakeholder Engagement Program

No.	Project Phase	Engagement Activity	Objective	Targeted Stakeholders	Time Frame
1	Project Preparation Phase	National stakeholder consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance mechanisms and Stakeholder engagement plan	Representatives of Government MACs, Development Partners, and NGOs	Initial consultations ongoing
		Local Authority level Stakeholder consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance mechanisms and Stakeholder engagement plan	Members of the District councils/ Development Committees and its Subcommittees	TBD
		Community level Stakeholder consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance mechanisms and Stakeholder engagement plan	Members local committees, Traditional and religious Leaders, Ordinary members of the community including women, youths, the elderly and people with disabilities	TBD
2	Project Implementation Phase	Project inception meetings with District/County Councils	Provide feedback on approved project design and orient district/city level	Members of the District and County Committees	TBD

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No.	Project Phase	Engagement Activity	Objective	Targeted Stakeholders	Time Frame
			stakeholders on their roles		
		Community mobilization	Mobilize and prepare target communities for project implementation	Members local committees, Traditional and religious Leaders, Ordinary members of the community including women, youths, the elderly and people with disabilities	TBD
		Project implementation monitoring and supervision missions	Provide and obtain ongoing information and support on project performance	National, district, County, and community level stakeholders	TBD
		Project review meetings with selected stakeholders from National, District and Community level	Provide and get periodic feedback on project implementation progress and any emerging issues	Selected National, District, County, and Community level stakeholders	Quarterly review from project inception to closure
3	Project Close Out Phase	Project close out meetings	Engage stakeholders on project exit strategy	Beneficiary communities and groups, national and district stakeholders	TBD

3.3. Proposed Strategy for Information Disclosure

Appropriate information will be provided to stakeholders depending on the stage of the project and the identified stakeholder information needs. This will include information on the nature of the project design, the anticipated environmental and social risks and impacts, the proposed mitigation measures, the stakeholder engagement plan, grievance mechanisms and how

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stakeholder views were incorporated in the project design and management of environmental and social risks.

The Project will use a combination of methods including the SECRAMP and beneficiary ministries project websites to disclose information pertaining to the project in a manner that is commensurate with the nature of the identified stakeholders and environmental and social sensitivity of the project. For community level stakeholders, information will mostly be disclosed through public meetings organized within the communities. Deliberate efforts will be made to ensure that vulnerable groups of people such as women and children, the elderly and people with disabilities, are adequately represented and heard in such meetings. Where they are unable to attend, special measures will be taken to ensure their participation and that they benefit from disclosure of information. At national and district level, disclosure of information will be done through meetings with the representatives and members of relevant MACs, committees and sub-committees. Printed and electronic copies of relevant project documents will be made available to stakeholders through appropriately designated places within reach of stakeholders.

Communication to stakeholders on information disclosure programmes will be conveyed through relevant means depending on targeted audiences. Mostly, the project will use written forms of communication such as letters and electronic mails, community radio stations where available, and mobile public address system. Where possible social media platforms and groups will be created to assist in information dissemination to targeted stakeholders. All these processes, platforms, and channels will be linked to the PIU and councils' websites.

3.4. Proposed strategy to incorporate the views of vulnerable groups

The project will seek the views of identified vulnerable or disadvantaged groups through the following methods: (i) Community meetings in the location defined by community leaders: Community rooms, outdoor space; (ii) Broadcasting the project on local radio stations; (iii) Publicizing the project on social media platforms and broadcasting educational videos. The following measures will be taken to remove obstacles to full participation and facilitate access to information:

Table 5: Mapping vulnerable groups

Vulnerable/Disadvantaged Parties	Measures
Stakeholder engagement	Program preparation should begin as early as possible so that their views and concerns are considered in the design, implementation and operation of the project
People with limited access to information in general	Community/town hall meetings – The implementing agencies will, through the local coordinator of the program, contact the administrative posts to inform about the program, and guarantee awareness and clarification meetings for the community and through this the community will contact the agencies. - Providing transportation to facilitate access to meetings - Use of simplified language and local interpreters

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Vulnerable/Disadvantaged Parties	Measures
	- Accessible visual and informational materials
Groups considered to be disadvantaged and vulnerable (Women heads of households; Widowed women; Elderly people; etc.)	Focus groups and specific meetings Adoption of flexible schedules to accommodate domestic routines; - Inclusive and simplified materials Meetings with representatives of disadvantaged and vulnerable groups to better understand the local, national and sectoral context and potential barriers that may influence the ability of disadvantaged or vulnerable groups to articulate their concerns and priorities about program impacts; Consultation report templates must include a chapter on listening, recording and responding to the concerns of the most vulnerable groups. In monitoring and evaluation models, this indicator must be established as one of the most important in classifying the program's performance.
Elderly, chronically ill and physically challenged (people with disabilities)	Involvement of people who care for these through local structures (Town criers). They will also be able to access information through television, radio, digital platforms and other means of engagement to be made available Use of meeting rooms with physical accessibility (ramps) or outdoor rooms;
Audio visually impaired	The communication strategy to be adopted will consider the special conditions of these vulnerable people, such as the existence of interpreters for the deaf on television Sign language translators in sessions
Low literacy levels	Additional formats such as location sketches, info-graphs, posters, physical models, and film presentations can be useful for communicating relevant information of simplified summaries, non-technical background explanations or access to local experts.
Women and girls	Involvement of women through specific engagement groups, continuously throughout the program's life cycle, to ensure that they contribute to the decision-making process. It is convenient to bring them together in very small discussion groups (FGD) at each phase of the program, to freely debate aspects of gender-based violence and issues that are specific to them.

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Vulnerable/Disadvantaged Parties	Measures
	Ensure community engagement teams are gender-balanced and promote women's leadership within them, design online and in-person surveys and other engagement activities so that women providing unpaid care can participate. Separate meetings should also be scheduled for girls and women at different levels in addition to the regular meetings Involvement of women and People with Disabilities are encouraged to participate in meetings and consultations throughout the lifetime of the project, to ensure that they contribute to the decision-making process. Efforts should be made to ensure that women constitute at least 50% of participants of any meetings and consultations held within the framework of the SECRAMP. In circumstances, where discussions are pertinent and sensitive to women, women only meetings/focus groups will be held to deal with sensitive and confidential issues etc.
GBV Survivors	The consultation must be carried out individually and the interview must be conducted by a specialist. The consultation must be carried out individually in a safe, confidential and respectful manner by a specialized GBV Specialist or service provider
Women heads of families	Provide transportation to meeting locations if they are far away; scheduling meetings at appropriate times that facilitate their participation, assistance/care for minors accompanying their mothers, if necessary, translation into local languages and promoting a minimum representation of 30% of this group in meetings. Meetings and consultations will be held at a time of the day convenient to women and People with Disabilities. Women and People with Disabilities shall be invited to such events beforehand through groups or associations of People with Disabilities, women's groups or associations, community leaders, social media and through radio and TV adverts and local NGOs.

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Vulnerable/Disadvantaged Parties	Measures
Vulnerable groups residing in remote areas	Appropriate transport conditions will be created, with the ability to access remote areas. Based on these means of transport, the Social and Environmental Safeguards Focal Points will be able to carry out regular consultation visits. On other occasions and based on these means of transport, the vulnerable groups in question may be invited to participate in public events and public consultation seminars, organized at District and Provincial level.
Vulnerable groups with diverse languages limitations	In work sessions with them, local or district Environmental and Social Management Focal Points will be used, with command of local languages. Brochures written in local languages will be used. A crucial instrument that will be used are community radio stations, which in Liberia have extensive experience of communicating with vulnerable groups located in remote areas and who do not speak English or Krio.
Vulnerable groups without minimum participation resources	These groups can be supported, as groups and not individually, for example, in a resource center, with radio, television, cell phone access to the hotline of the complaints resolution system and other ways.
Vulnerable groups affected by disaster, crisis, etc.	These groups may need specific measures to participate and will be provided with the requisite resources (as per their need) to enable them to participate and benefit from disclosure of information.

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4. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING THE STAKEHOLDER ENGAGEMENT PLAN

The project will be implemented through the implementation capacity established under the Southeastern Corridor Road Asset Management Project (SECRAMP)-P149279, which will be responsible for fiduciary management, monitoring, reporting, and environmental and social compliance, while government departments and agencies (Social protection, disaster risk management, agriculture, health) will be responsible for implementation of CERP activities in their respective sectors. These agencies have World Bank-funded projects under implementation. These projects will anchor CERP activities, particularly the aspects of E&S including the implementation of this SEP.

Currently, under the SECRAMP (P149279), there is one Project Implementation Unit (Infrastructure Implementation Unit-IIU) staffed with three Specialists-a Social Safeguards Specialist, an Environmental Safeguards Specialist and a Gender Based Violence Specialist-whose responsibilities include:

- Ensure the implementation and monitoring of all strategies and/or plans for the engagement of interested and affected parties within the scope of the Project, including for all ESIA processes of the subprojects.
- Continuously identify risks and opportunities within the scope of the Project and actively interact with the PIU coordinators to ensure the necessary planning to mitigate risks and/or maximize opportunities.
- Supervise all activities related to the engagement of project affected parties within the scope of the Project.
- Ensure that, based on the coordination of social and environmental safeguards, establish effective contact to ensure that the protocols established for the engagement of affected parties are effectively understood.
- Ensure that vulnerable groups are engaged, and their opinions and suggestions are considered when making decisions when implementing subprojects.
- Ensure that the coordination of environmental and social safeguards effectively coordinates and implements activities that require intensive interaction with PIAs (such as sensitive activities related to engagement around issues such as expropriation and land acquisition, compensation, violence against gender in the implementation of subprojects, among others).
- Coordinate the management of GM.
- Develop and conduct baseline surveys and beneficiary feedback surveys for subprojects if necessary
- Address SEA/SH risks related to the project

CERP- P516927 will utilize the existing structure for SECRAMP IIU (staff and procedures) to advance E&S risk management for the proposed activities in coordination with various agencies in charge of implementing CERP activities.

SEP will be monitored based on qualitative reports (based on progress reports) and quantitative reports linked to outcome indicators on stakeholder engagement and complaints performance. Monitoring must include frequent visits to monitor and evaluate the level of compliance with the SEP, evaluate the effectiveness of the GM in the field through the ways in which complaints are forwarded, suggestions and the respective forms and qualities of responses. These visits must be

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duly recorded through reports that must be submitted by the program implementing agencies to the World Bank.

5. GRIEVANCE MECHANISM

5.1 Description of process

As stated, the arrangement for SEP implementation and grievance handling is to use existing resources and procedures. First those from the host PIU-IIU, through the SECRAMP Project. During implementation, communication must be maintained with the local population and community, particularly the Project affected Parties (PAP), so that they can express their fears, aspirations and complaints, thus ensuring their full inclusion and the right to public participation throughout the process. Contractors involved in project implementation will also develop and implement grievance mechanisms, including those for workers and communities. Thus, the main objective of the Grievance Management Program is to create response and conflict resolution channels to address concerns generated by the project in local communities, and by workers.

SECRAMP IIU GM and existing GMs of other WB-financed implementing agencies involved in CERP implementation will be utilized to address CERP complaints. The updated ESMP following CERP activation will further clarify the grievance mechanism (GM) and SEA/SH mitigation measures. The structure for the presentation of grievance will potentially work as follows:

- The complaint will be presented at the local level to the grievance redress committee by filling out a standard form, verbal presentation that will analyze and possible response and resolution of the complaint. The same grievance will be recorded in the grievance register.
- If the Complainant wants assistance, he/she may indicate a friend or neighbor to accompany him/her in the registration of the grievance. Following internal agreement on potential resolution options, the proposed remedial action is discussed with the complainant, and details, including timing, are agreed. After agreement is reached with the complainant, the person responsible for carrying out the corrective action is appointed. These details are recorded in the database.
- If there is no solution at local level, the PAP will issue a notice of intention to appeal to higher levels, in this case to the IIU/other relevant PIU in coordination with and the leadership of the communities. At this level, the matter is analyzed using all the data presented by the PAP and the arguments of the local entities. This is always done with transparency and confidentiality. The aim is to resolve the issue presented without harming the complainant. If a solution is reached at the hearing and accepted by the PAP, the PAP will sign the complaint form as a sign of agreement and the complaint register will also be updated to reflect closure of the matter.
- Verify the outcome with the complainant. Soon after the agreed corrective action has been completed, the proponent, the local leader’s or some other principal agent of the Project who was not directly involved in the complaint process will hold a meeting with the complainant to verify the outcome.
- If no agreement is reached, claimants have the possibility to go to court if the dispute involves a conflict of interest. However, claimants will also be informed that this will be done at their own expense, unless the courts award damages for the claimant's benefit within the legally established period.

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A GM for workers shall also be established and developed by the Contractor, as detailed in the LMP-ESMP. The updated ESMP following CERP activation will further clarify the GM and SEA/SH mitigation measures. Throughout the process, the entities responsible for handling complaints shall ensure that the complainant (PAP) is not subject to pressure or threats of any kind. In the absence of a friendly and consensual solution, after exhausting all available options, and as a last resort, the complainant may use the legal channel for the resolution of his/her complaint. SECRAMP and other project grievance redress committees will be utilized and adapted to address construction and operational phases, including strengthened channels for grievance submission and resolution.

To facilitate the complaints process, it is suggested that Complaint Books are deposited at the headquarters of the most affected neighborhoods. The complaint mechanisms to be implemented must be approved by the GRC. The existence and composition of the GRC and the nature of existing grievance mechanisms must be clearly explained (through public meetings or other means to be defined) to affected communities. Under the existing complaint mechanisms within SECRAMP and other projects, complainants will be able to appeal against decisions that seem unfair to them. The updated ESMP following CERP activation will further clarify the GM proto

5.2. SEA/SH complaints

Regarding complaints related to Sexual Exploitation or Abuse (SEA) and Sexual Harassment (SHS), due to the risk of stigma, reprisals and rejection that may be associated and the sensitive nature of the complaints, it is very important that the IIU maintains procedures that can ensure that such complaints are recorded, and handled securely, anonymously and confidentially. These procedures must balance the need to focus on the survivor while ensuring a fair process, considering the rights of alleged perpetrators to privacy and the presumption of innocence. This means that the rights, needs and desires of the survivor take priority in all decisions related to the incident. Every effort must be made to protect the safety and well-being of the survivor, and any action must always be taken with the survivor's consent. Relevant GBV/SEA/SH service provider will be in charge to ensure that any incident associated with the CERP activities be handled in accordance with the established procedures and service standards.

As part of the program's SEA/SH, the Environmental and Social Management Plans (ESMP) prepared, proposes measures to prevent and respond to GBV/SEA/SH risks, including an Accountability and Response Framework, a cartography of service providers, service and a Reference Path. The Accountability and Response Framework detail how allegations of SEA/SH will be handled (verification procedures) and disciplinary action for violations of codes of conduct (CoC) by workers, as well as how the referral of survivors to mapped service providers. The Accountability and Response Framework include, but is not limited to the following:

- How allegations will be handled, within what period, and the range of possible disciplinary actions for violations of the CoC by employees, considering due process.
- Procedures for internally reporting SEA/SH allegations for case accountability.
- A pathway for directing survivors to appropriate support services.
- Procedures that clearly establish confidentiality requirements in the handling of cases.
- Propose an appeal mechanism.

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In the case of SEA/SH, the GM must: (i) refer complainants to the GBV service provider; and (ii) register the complaint and screen it to see if it is related to a project activity.

The updated ESMP following CERP activation will further clarify the GM and SEA/SH mitigation measures.

5.3 World Bank Grievance Redress Service

Communities and individuals considered negatively affected by a World Bank-supported project may lodge complaints with existing project-level grievance mechanisms or the World Bank's Grievance Redress Service (GRS). GRS ensures that complaints received are promptly reviewed to resolve program-related concerns. Communities and individuals affected by the project can present their complaint to the WB's independent Inspection Panel, which determines whether harm has occurred, or may occur, because of the WB's failure to comply with its policies and procedures. Complaints may be filed at any time after concerns have been brought directly to the attention of the World Bank and Bank Management has been given the opportunity to respond. For information on how to file complaints with the World Bank corporate MGR, visit http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service. For information on how to make complaints to the World Bank Inspection Panel, visit www.inspectionpanel.org.

6. MONITORING AND REPORTING

6.1. Summary of monitoring of stakeholder engagement activities

SEP will be monitored based on qualitative reports (based on progress reports) and quantitative reports linked to outcome indicators on stakeholder engagement and complaints performance. SEP reports will include the following:

i. Progress reports on ESS10 commitments - stakeholder engagement under the Environmental and Social Commitment Plan (ESCP).
ii. Cumulative qualitative reports on feedback received during SEP activities, in particular
    - Issues raised that can be addressed through changes to the project scope and design and reflected in core documentation, if necessary;
    - Issues that have been raised and that can be addressed during project implementation;
    - Issues that have been raised that are beyond the scope of the project and are better addressed through alternative projects, programs or initiatives; and
    - Issues that cannot be addressed by the project for technical, jurisdictional or cost overrun reasons. Meeting minutes that summarize participants' views can also be attached to monitoring reports.
iii. Quantitative reports based on performance indicators.

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6.2. Presentation of reports to vulnerable groups

SEP will be reviewed and updated as necessary during the CERP implementation. Any important changes to project-related activities and the respective schedule will be duly reflected in the SEP. Quarterly summaries and internal reports on public complaints, surveys and related incidents, along with the implementation status of associated corrective/preventive actions, will be collected, analyzed and reported by IIU and other implementing agencies' environmental and social risk management team.

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