**Terms of Reference**

**Social Consultant 1- Preparation of ESF Instruments**

**Legacy Economic Corridor Project (LECO)**

1. **Background and Project Context**

The Government of Liberia, through the Infrastructure Implementation Unit (IIU) of the Ministry of Public Works (MPW), is preparing the Legacy Economic Corridors Project (LECO) with financial support from the World Bank. The Project Development Objective is to improve Liberia's regional connectivity to unlock agricultural growth and lay the foundations for sustainable mining.

The project is structured around four components: (1) Backbone Regional Connectivity, rehabilitating and upgrading the Southeastern Corridor, Coastal Corridor, and the Buchanan-Nimba Corridor; (2) Support to Value Chains and Rural Accessibility, financing feeder roads and value chain facilities in priority agricultural areas; (3) Foundational Mining Sector Development, addressing governance constraints limiting private investment; and (4) Institutional Strengthening, supporting project management, tolling, and human capital development.

The project's Environmental and Social Risk Classification (ESRC) is High, reflecting the significant land acquisition, physical and economic displacement, labor influx, Sexual Exploitation and Abuse, and Sexual Harassment (SEA/SH) risks, and institutional capacity constraints associated with its scope. To advance the project toward Board approval (targeted March 2027), a set of Environmental and Social Framework (ESF) instruments must be prepared prior to appraisal.

The GFPP grant finances the preparation of these ESF instruments and includes dedicated capacity-building support through the recruitment of one social specialist and one environmental specialist embedded within the IIU. The Social Consultant under these Terms of Reference (Consultant 1) will work in close coordination with the Environmental Consultant to produce the full suite of ESF instruments applicable to the Buchanan-Nimba Corridor, feeder roads, and value chain facilities under Components 1, 2, and 4.

**2. Objective**

The objective of this consultancy is to support the IIU/MPW in preparing the social ESF instruments required for preparation of the LECO project, in compliance with the World Bank Environmental and Social Framework (ESF), particularly Environmental and Social Standards ESS1, ESS2, ESS5, ESS7, ESS8, and ESS10.

**3. Scope of Work and Deliverables**

The consultant will be responsible for the following instruments, with the estimated level of effort indicated for each. All E&S instruments shall be prepared in close coordination with the Environmental Consultant, who will lead the development of ESMF and ESCP from an environmental perspective.

**3.1 Resettlement Framework (RF) - 10 days**

The consultant will prepare a Resettlement Framework[1] (RF) in accordance with ESS5 (Land Acquisition, Restrictions on Land Use and Involuntary Resettlement) to govern potential physical and economic displacement across project activities where specific subproject locations are not yet defined at the preparation stage. The RF covers feeder roads and agricultural node investments under

[1] The World Bank has developed a standard Resettlement Framework template for use in Liberia, which will serve as the basis for preparing this document.

Component 2, as well as pilot tolling systems and axle-load control infrastructure along priority corridors under Component 4. The RF will be prepared following the structure set out in Annex 1 to this TOR.

The RF will at minimum:

- Set out the core objectives and guiding principles of the RF, grounded in ESS5;
- Describe the legal and regulatory framework governing land acquisition and resettlement in Liberia, including the Land Rights Act, the Public Procurement and Concessions Act, and customary land tenure arrangements, and analyze gaps relative to ESS5 requirements;
- Characterize the anticipated project impacts on land, assets, and livelihoods across the covered project activities, including a typology of potential physical and economic displacement;
- Define eligibility criteria for affected persons, including those without formal land rights (tenants, encroachers, informal settlers), and establish the cut-off date process;
- Set out methods for valuing affected assets, confirming that compensation is at full replacement cost consistent with ESS5, and describing the valuation methodology for land, structures, crops, trees, and other assets;
- Establish the principles, entitlements matrix, and procedures for compensation and livelihood restoration applicable to all subprojects;
- Specify the organizational arrangements and institutional responsibilities of the IIU and MPW, and the process for preparing, reviewing, disclosing, and implementing subproject-level Resettlement Action Plans (RAPs) or Abbreviated RAPs once subproject locations are confirmed;
- Set out the arrangements for funding land acquisition and resettlement, including budget estimation methodology for use at subproject level;
- Establish a Grievance Mechanism (GM) consistent with ESS10, accessible to affected persons and with distinct referral pathways for SEA/SH-related complaints;
- Describe the approach to consultations with affected communities during resettlement planning and implementation, including gender-sensitive and inclusive consultation methods;
- Define monitoring and evaluation arrangements for the implementation of resettlement plans, including indicators, reporting responsibilities, and provisions for independent external monitoring;
- Address Voluntary Land Donation (VLD), including the conditions under which VLD may be applied, eligibility criteria, documentation requirements, and safeguards to prevent coercion.

**3.2 Labor Management Procedures (LMP) - 5 days**

The consultant will prepare Labor Management Procedures[2] in accordance with ESS2 (Labor and Working Conditions) covering the entire LECO project - all four components and all corridor investments, feeder roads and value chain facilities, mining sector reform activities, and Component 4 tolling and axle-load control infrastructure. The LMP shall address all categories of project workers across the full project lifecycle, including direct workers (IIU/MPW staff and project management), contracted workers (civil works contractors and supervision firms), primary supply chain workers, and community workers. The LMP will be prepared following the structure set out in Annex 2 to this TOR.

The LMP will at minimum:

[2] The World Bank has developed a standard Labor Management Procedures template for use in Liberia, which will serve as the basis for preparing this document.

- Provide an overview of labor use on the project, characterizing the types, anticipated numbers, and profiles of all project worker categories by project phase and location, and describing the contracting structure;
- Include an assessment of key potential labor risks across all worker categories and project activities, including labor influx, sexual exploitation and abuse (SEA), gender-based violence (GBV), OHS risks specific to road rehabilitation, earthworks, quarry and borrow pit operations, and value chain facility construction;
- Provide a brief overview of Liberia's labor legislation and its alignment with ESS2 requirements, identifying any gaps;
- Designate responsible staff and institutional arrangements within the IIU/MPW for labor management oversight and reporting;
- Set out policies and procedures covering working conditions, terms of employment, non-discrimination, equal opportunity, and occupational health and safety;
- Establish clear provisions on age of employment, consistent with Liberian law and ESS2, including verification procedures to prevent child labor;
- Address child labor and forced labor risks, particularly in remote rural areas and in the context of agricultural value chain activities, including the conditions and documentation requirements for light work by workers aged 14-15 and employment of workers aged 15-18;
- Define a worker grievance mechanism, distinct from the project-level community GM, accessible to all worker categories including contracted and community workers;
- Set out contractor management requirements, including the incorporation of LMP provisions in contracts and the monitoring of contractor compliance;
- Address the specific arrangements applicable to community workers and primary supply workers where relevant;

**3.3 Stakeholder Engagement Plan (SEP) - 30 days (including consultations)**

The consultant will prepare a Stakeholder Engagement Plan encompassing all project activities and corridors, in accordance with ESS10 (Stakeholder Engagement and Information Disclosure). Given the scale and geographic reach of the project - spanning the Southeastern Corridor, Coastal Corridor, Buchanan–Nimba Corridor, feeder roads, and mining sector reforms - the SEP will require field-based consultations with project-affected communities, civil society, and government stakeholders.

The SEP will be prepared following the structure set out in Annex 3 to this TOR.

The SEP will at minimum:

- Describe the national and international legislative and regulatory framework governing citizen engagement, public participation, and disclosure applicable to development projects in Liberia;
- Identify and map all stakeholder groups, including project-affected persons, women, youth, persons with disabilities, indigenous peoples or other marginalized groups, local government authorities, civil society organizations, private sector actors (including smallholder farmers and agribusiness), and national institutions; assess the specific needs and constraints of different groups and describe the methodology for their identification;
- Set out a time-bound stakeholder engagement program covering preparation, appraisal, implementation, and monitoring phases, including formats and modes of engagement suited to different stakeholder groups, proposed strategies for integrating the views of vulnerable groups, and timelines for review and incorporation of comments;

- Describe the information disclosure approach and proposed strategies for disseminating project information in accessible formats and languages across all project corridors and activity areas;
- Set out the resources and institutional responsibilities for implementing the SEP, including staffing, budget, and reporting lines within the IIU/MPW;
- Establish a three-tier project-level Grievance Mechanism (GM) operating at the community level (Community Grievance Committee), district/county level, and national PIU level, that is accessible, culturally appropriate, and includes a distinct, confidential referral pathway for SEA/SH, GBV, and Violence Against Children (VAC) complaints with referral to appropriate support services; the GM shall also include a workers' grievance mechanism and reference the World Bank's Grievance Redress Service;
- Address SEA/SH risks explicitly, including safe reporting mechanisms for survivors and affected women and girls, and describe information gathering, recording, and documentation protocols for SEA/SH complaints;
- Document stakeholder engagement, disclosure, and consultations already undertaken during preparation, including participation analysis and a summary of key findings;
- Include a monitoring and reporting framework with indicators for the quality and inclusiveness of engagement, covering both preparation/construction and operation stages, and including provisions for reporting to stakeholder groups;
- Include as appendices: a SEP budget; consultation reports, attendance lists, and photo logs; consultation log and feedback templates; and a full set of GM form templates for grievance registration, resolution, and tracking.

The 30 days include preparation of the SEP document, organization and facilitation of stakeholder consultations, documentation of consultation outputs, and incorporation of feedback into the final SEP.

**3.4 Environmental and Social Management Framework (ESMF) - 20 days (including consultations)**

The consultant will prepare the social chapters and provisions of the ESMF[3], working jointly with the Environmental Consultant, who leads the overall ESMF development and finalization. The ESMF applies to feeder roads, agricultural nodes, and value chain facilities under Component 2, as well as to the pilot tolling systems and axle-load control infrastructure along priority corridors under Component 4, where subproject-specific locations and designs are not yet confirmed at the preparation stage. This document will also require consultations.

**3.5 Environmental and Social Commitment Plan (ESCP) - 3 days**

The consultant will contribute the social commitments and time-bound action items to the ESCP, working jointly with the Environmental Consultant. The ESCP is a legal document that records the commitments made by the Borrower to implement the project in accordance with the applicable ESSs.

The social contributions to the ESCP will include, but not be limited to:

- Time-bound commitments for the preparation, disclosure, and implementation of the RF, LMP, SEP, RAPs, and SEA/SH Action Plan;
- Institutional and staffing commitments for social management within the IIU;
- Commitments related to GM establishment and operationalization;
- Monitoring and reporting commitments on social risk management;

[3] The TOR for the Environmental and Social Management Framework (ESMF) are provided separately and already include the proposed outline of the ESMF to be developed.

- Any additional social commitments arising from stakeholder consultations or World Bank review.

**4. Working Arrangements**

Social Consultant will be engaged by the IIU/MPW and will work under the direct supervision of the IIU's Project Coordinator. The consultant will work in close coordination with the Environmental Consultant, and both consultants are expected to jointly contribute to the ESMF and ESCP. The World Bank task team will provide technical guidance and review all deliverables. The consultant is expected to undertake field visits to project corridors and affected communities to support the stakeholder engagement process.

**5. Estimated Level of Effort and Timeline**

| **Deliverable** | **Days** | **Estimated timeline** |
|---|---|---|
| Resettlement Framework (RF) | 10 | To be finalized by December 2026 |
| Labor Management Procedures (LMP) | 5 | To be finalized by December 2026 |
| Stakeholder Engagement Plan (SEP, incl. consultations*) | 30 | To be finalized by December 2026 |
| Social contributions to ESMF (including consultations*) | 20 | To be finalized by November 2026 |
| Social contributions to ESCP | 3 | To be finalized by November 2026 |
| **Total** | **68** | |

The consultancy is expected to commence in September 2026, and the schedule for deliverables listed above is tentative and will be aligned with the finalization and disclosure timelines of the project's Environmental and Social (E&S) instruments.

* MPW will be responsible for arranging all logistical aspects of the consultations, including the participation of relevant stakeholders and attendees.

**6. Deliverables and Submission**

All deliverables shall be submitted in English, in editable Word format, accompanied by a summary disclosure version suitable for public consultation. Final versions of each instrument must incorporate comments from the IIU/MPW and the World Bank task team. Key deliverables and milestones are:

- Draft LMP: within two weeks of contract signature
- Draft RF: within three weeks of contract signature
- Draft SEP (for consultations): within four weeks of contract signature, revised post-consultations
- Social inputs to ESMF: coordinated with Environmental Consultant, within six weeks of contract signature.
- Social inputs to ESCP: coordinated with Environmental Consultant, within six weeks of contract signature
- Revised SEP: incorporating all consultation feedback within seven weeks of contract signature
- Final versions of all instruments: incorporating all feedback from IIU/MPW and the World Bank through multiple review rounds, submitted for disclosure prior to project appraisal.

The timelines indicated are tentative and may be revised as needed.

**7. Qualifications**

The consultant must have:

- An advanced degree (Master's level or higher) in social sciences, sociology, anthropology, development studies, law, or a related field;
- A minimum of 10 years of professional experience in social safeguards or social risk management in the context of infrastructure, transport and/or agriculture projects;
- Demonstrated experience preparing ESF instruments under the World Bank ESF, specifically Resettlement Framework, Resettlement Action Plan, Stakeholder Engagement Plan, social aspects of Environmental and Social Management Framework, and Labor Management Procedures for High-risk projects;
- Strong knowledge of ESS1, ESS2, ESS4, ESS5, ESS8, and ESS10, and their application in Liberia;
- Experience with community consultations in fragile, post-conflict and violence-affected settings and/or with low-literacy rural communities;
- Familiarity with SEA/SH risk management in infrastructure/transport/agriculture projects is required;
- Experience working in Liberia or the West Africa sub-region is a strong advantage;
- Excellent written and spoken English is required.

**Annex 1: Sample Outline of the Resettlement Framework (RF)**

The RF shall follow the structure below, based on the Government of Liberia/World Bank RF template:

- Introduction
- Core Objectives and Guiding Principles
- Legal, Policy and Institutional Framework
- Anticipated Project Impacts
- Eligibility for Benefits Under Resettlement Plans
- Methods of Valuing Affected Assets
- Organizational Arrangements for Land Acquisition and Resettlement
- Arrangements for Funding Land Acquisition and Resettlement
- Grievance Mechanism (GM)
- Consultations during Resettlement Planning and Implementation
- Monitoring and Evaluation of the Implementation of Resettlement Plans
- Voluntary Land Donation (VLD)

**Annex 2: Sample Outline of the Labor Management Procedures (LMP)**

The LMP shall follow the structure below, based on the World Bank/Liberia LMP template:

- Acronyms
- Executive Summary (2 pages maximum)
- Background
- Overview of Labor Use on the Project
- Project workforce need by project phase
- Workforce need by location
- Worker profiles
- Contracting structure
- Assessment of Key Potential Labor Risks
- Brief Overview of Labor Legislation: Terms and Conditions
- Responsible Staff
- Policies and Procedures
- Age of Employment
- Terms and Conditions
- Grievance Mechanism
- Contractor Management
- Community Workers (where applicable)
- Primary Supply Workers (where applicable)

Annexes to LMP:

**Annex 3: Sample Outline of the Stakeholder Engagement Plan (SEP)**

The SEP shall follow the structure below, based on the Liberia Forest Economy Project (LiFE-P) SEP as a sample for Liberia-context ESF SEPs:

- Executive Summary (including key stakeholder risk and SEP objectives)
- Chapter 1: Introduction
- Key Stakeholder Risk
- Objective of the Stakeholder Engagement Plan
- Chapter 2: National and International Legislative and Regulatory Framework Related to Citizen Engagement and Public Participation in Development Projects
- Chapter 3: Stakeholder Identification and Analysis
- Objective
- Methodology
- Affected Parties
- Needs of Project Stakeholders
- Stakeholder Analysis and Evaluation
- Stakeholder Engagement
- Chapter 4: Stakeholder Engagement Program
- Formats and Modes of Engagement (including meetings with communities)

- Summary of Information Dissemination
- Feedback Management and Information Sharing with Stakeholders
- Proposed Strategies for Integrating the Views of Vulnerable Groups
- Timelines and Review of Comments
- Chapter 5: Information Dissemination
- Proposed Strategies for Disclosure
- Proposed Disclosure Approach
- Chapter 6: Resources and Responsibilities for the Implementation of Stakeholder Engagement Activities
- Resources
- Responsibilities for Managing SEP Implementation
- Chapter 7: Grievance Mechanism
- Objectives of the Project Grievance Mechanism (GM)
- Principles of an Effective GM
- Elements of the GM
- Potential Complaints
- GM Structure
- Grievance Management Procedures
- General Complaints Handling Process
- External Recourse Options
- Appeal Process
- Workers' Grievance Mechanism
- World Bank's Grievance Redress Service
- Sexual Exploitation, and Abuse and Sexual Harassment (SEA/SH), Gender-Based Violence (GBV) and Violence Against Children (VAC) Grievance Management
- Information Gathering, Recording and Documentation on SEA/SH
- High-Risk Complaint Stakeholder Categories
- Capacity Building of Actors on the GM
- Chapter 8: Monitoring and Reporting of the Stakeholder Engagement Plan
- Reporting Framework (preparation/construction and operation stages)
- Involvement of Stakeholders in Monitoring Activities
- Reporting to Stakeholder Groups
- Chapter 9: Stakeholder Engagement, Disclosure, and Consultations
- Participation Analysis of Stakeholder Consultation
- Summary of Key Findings

**Appendices to SEP:**

- Appendix 1: SEP Budget
- Appendix 2: Report on Public Consultations
- Appendix 3: Stakeholder Attendance List
- Appendix 4: Stakeholder Consultation Photo Log
- Appendix 5: Consultation Log Template
- Appendix 6: Stakeholder Consultation Framework

- Appendix 7: Stakeholder Feedback Template
- Appendix 8: Sample Grievance Registration Form
- Appendix 9: Sample Grievance and Resolution Form
- Appendix 10: Sample Template for Assessing/Tracking Grievances/Complaints
- Appendix 11: Sample Grievance Intake Form Templates
- Appendix 12: Sample Table - Monitoring and Reporting on the SEP

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