

**THE GOVERNMENT OF SIERRA LEONE**

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**STAKEHOLDER ENGAGEMENT PLAN**

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**PROJECT: RESILIENT URBAN SIERRA LEONE PROJECT (P168608)**

**March 19, 2021**

## ACRONYMS

Acronym	Full Meaning
ACC	Anti-Corruption Commission
CBOs	Community Based Organizations (CBOs)
CERC	Contingent Emergency Response Component
COVID-19	Coronavirus
CPF	Country Partnership Framework
CPITs	City Project Implementation Teams
CRP	City Resilience Program
DFID	United Kingdom's Department for International Development
DRM	Disaster Risk Management
EFA	The Environmental Foundation for Africa
EIA	Environmental Impact Assessment
EOC	Emergency Operations Center
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 Safeguards
FCC	Freetown City Council
FDD	Fiscal Decentralization Division
FERP	Freetown Emergency Recovery Project (P166075)
FM	Financial Management
GEB	Global Environmental Benefits
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Greenhouse Gas
GIS	Geographic Information System
GoSL	Government of Sierra Leone
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
GVWC	Guma Valley Water Company
IA	Implementation Agency
IDA	International Development Association
IT	Information Technology
LCs	Local Councils
LRP	Livelihood Restoration Plan
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MoPED	Ministry of Planning and Economic Development
NDP	National Development Plan
NBS	Nature-Based Solutions
NDMA	National Disaster Management Agency
OSR	Own Source Revenue
PAI	Project Area of Influence

PMU	Project Management Unit
POM	Project's Operational Manual
PPA	Project Preparation Advance
PPP	Public-Private Partnership
PPSD	Project Procurement Strategy for Development
PSC	Project Steering Committee
RAP	Resettlement Action Plan
RUSLP	Resilient Urban Sierra Leone Project
SCIP	Sustainable Cities Impact Program
SEP	Stakeholder Engagement Plan
SWM	Solid Waste Management
TA	Technical Assistance
ToR	Terms of Reference
WARDC	Western Area rural District Council
WB	World Bank

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## 1.0 INTRODUCTION/PROJECT DESCRIPTION

### 1.1 Overview

**Sierra Leone’s urban population has been rapidly growing in the past five decades, with over 40 percent of the population now living in urban areas.**<sup>1</sup> Urbanization has been a continuing trend, with the share of the population living in urban areas almost doubling between 1967 (21 percent) and 2015 (41 percent). With an urbanization rate of 2.75 percent per year, the country is expected to cross the 50 percent urbanization mark by 2040. Each year, more than a hundred thousand people move to urban areas in search of employment. About 24 percent of the country’s 7.9 million population live in the five largest cities: Freetown, Kenema, Bo, Makeni, and Koidu New Sembehun. Freetown, which has been growing by 3.01 percent per year since 1985 on average, dominates the urban landscape with over 1 million residents (59 percent of the total urban population) and a density of 8,450 people per square kilometer in 2015. The city’s population has increased roughly tenfold in the past 50 years,<sup>2</sup> and its built-up area has similarly expanded considerably in the past few decades. Urbanization in Sierra Leone’s secondary cities is at an early stage, with a population below 250,000 in each. Yet, with an average annual urbanization rate exceeding 3 percent—slightly higher than the overall population growth rate of 2.5 percent per year—these cities are expected to grow rapidly.

**Despite this increasing urbanization trend across the country, the urban sector is ill-equipped to deal with rapid urbanization challenges and harness potential benefits.** City councils in Sierra Leone face several challenges related to their fiscal sustainability and investment capacity, constraining their ability to deliver services to their residents and undermining their ability to tap into their economic growth potential. The lack of planning and development controls has exacerbated precarious living conditions and the depletion of biodiversity and natural forest areas. Basic infrastructure and service delivery in urban areas are also inadequate, with significant adverse impacts on the well-being of households and productivity of firms.

**Sierra Leone’s high vulnerability to natural catastrophes adds mounting pressure to its already strained urban infrastructure and limited fiscal space.** Owing to its topography, location, high annual mean rainfall, and socioeconomic conditions, Sierra Leone is highly exposed to a range of natural hazards. Recurrent flooding, landslides, and droughts posing the greatest risks, which significantly disrupt economic and social functions and impose high public and private costs for rehabilitation. Thirty-five percent of the population and 15 percent of the territory are vulnerable to multiple natural hazards. With the rapid urbanization that is increasing the base of assets exposed to disaster and climate risks, there is a significant rise in losses, particularly if investments in new assets are not accompanied by measures to mitigate vulnerabilities. And, despite Sierra Leone’s exposure to recurrent emergencies, disaster preparedness and response systems remain inadequate.

**The Global COVID-19 pandemic has exacerbated the already precarious situation in Sierra Leone because COVID-19 mitigation measures have dramatically slowed economic activity, disrupted domestic and global supply chains and significantly reduced local employment and output.** Initial World Bank estimates indicate that, under a baseline scenario, the pandemic may contract the economy by 2.9 percent in 2020, growth could be lower than the original projections by 0.3-1.8 percent over the medium

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<sup>1</sup> Stats SL (Statistics Sierra Leone). 2016. “2015 Population and Housing Census: Summary of Final Results.” Census report, Stats SL, Freetown.

<sup>2</sup> Stats SL (Statistics Sierra Leone). 2017. “Sierra Leone 2015 Housing and Population Census: National Analytical Report.” Census report, Stats SL, Freetown. Similarly sized European cities took 150 years to achieve such an increase.

term and the overall budget deficit could increase by 1 percent of GDP in 2020. The diversion of expenditures to fight the outbreak will stress government revenues and affect the Government's ability to adequately provide public sector services. Further, an extended crisis in the face of limited inventory could precipitate a food security crisis and lead to major disruptions in the service sector (trade, tourism and transportation in particular) with substantial job losses and increased poverty, setting back progress on poverty reduction.

**Within this context, the Resilient Urban Sierra Leone Project (RUSLP) is designed to support an integrated intervention that takes a spatial approach to address, comprehensively, the multisectoral urban development challenges of the country,** including integrated urban planning, own-source revenue enhancement, infrastructure upgrading, solid waste management, and disaster risk management (DRM), with the aim for livable, well-planned, financially sustainable, and productive urban centers. In light of the depth and scale of the urban challenges, the Project is conceptually designed using a programmatic approach to support Sierra Leone's long-term urban development objectives and help address the complex institutional issues that require incremental and sustained interventions to develop adequate structure, systems and capacity of City Councils to manage urban development. .

**The project will support all seven city councils in Sierra Leone and the Western Area Rural District Council (WARDC),** The beneficiary cities and Local Councils will be supported to upgrade their urban planning processes, enhance own source revenue mobilization, market infrastructure upgrading, solid waste management, and disaster risk management, with the aim for healthy, well planned, financially sustainable, and productive urban canters. Citizen engagement will be at the core of the Project with communities engaged at all stages of the project.

**In light of the depth and scale of the urban challenges, the Project is designed using a programmatic approach to support the country's long-term urban development objectives and help address the complex institutional issues that require incremental and sustained interventions to develop adequate structure, systems and capacity of City Councils to manage urban development.** At the same time, the approach responds to immediate service provision and capacity building demands. Under the first phase, through this operation, the Bank will support the urgent infrastructure demands for basic services and SWM in Freetown and in the secondary cities, as well as institutional capacity building for urban governance and disaster risk management. Institutional strengthening effort will take time but is critical to ensure the effectiveness and sustainability of investments prepared through the project and for possible future interventions. Rather than attempting to address all the challenges and dimensions of urban transformation in one operation, this first engagement is envisaged to demonstrate potential for city transformation, build consensus and political buy-in, and lay the institutional groundwork for follow-up investment operations. The project is also designed in coordination and complementarity with other World Bank projects, government programs and development partner support to leverage maximum impact.

## **1.2 Project Development Objective and Components**

**The project development objective (PDO) is to improve integrated urban management, service delivery, and disaster emergency management in Western Area<sup>3</sup> and select cities in Sierra Leone.** The PDO will be achieved through the following four components as follows:

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<sup>3</sup> The Western Area includes the capital city of Freetown and its neighboring Western Area Rural District.

*Component 1: Institutional and Capacity Development in the Urban Sector.* This component will support City Councils in institutionalizing and strengthening their urban management capabilities that are critical for efficient revenue generation, planning, as well as delivery and sustainable management of resilient infrastructure and services. It has two subcomponents:

- *Subcomponent 1a.* Strengthening Integrated Urban Planning and Spatial Data Infrastructure;
- *Subcomponent 1b.* Upgrading Urban Property Tax Administration and System

*Component 2: Resilient Infrastructure and Services Delivery and Urban Greening.* This component will finance priority resilient municipal infrastructure and services at neighborhood-and city-levels, including the preparation of technical designs, as needed. There are three subcomponents:

- *Subcomponent 2a.* Neighbourhood upgrading and greening in Freetown: comprehensive upgrading of basic services and flood mitigation investment in underserved neighborhoods. The investment menu includes drains, access roads, walkways, footbridges, public spaces and street lighting.
- *Subcomponent 2b.* Solid waste management upgrading in Western Area and select cities, including a landfill construction for Greater Freetown, upgrading of the SWM operational performance and training.
- *Subcomponent 2c.* Market Upgrading in select secondary cities: the selection of markets to be upgraded will be informed by feasibility studies. Potential upgrading investments include market stalls, roofing, water and sanitation facilities, drains, electricity, and childcare centers.

*Component 3: Disaster Risk Management Capacity Development.* This component will build the capacity of the national and local governments in emergency preparedness and response, to better prepare them to respond to and recover from disasters. It will support two subcomponents:

- *Subcomponent 3a.* Strengthening emergency preparedness and response systems
- *Subcomponent 3b.* Contingent Emergency Response Component

*Component 4: Project Management.* This component would finance project management costs of the Project Management Unit (PMU) for staffing, monitoring and evaluation, including project technical audits (as needed) and mid-term and end-project evaluations, safeguards, financial management, procurement, and training as well as cover any costs related to the setup of a grievance redress mechanism and for the creation and implementation of a citizen engagement digital platform in which citizens can access the status of activities funded under the Project and provide feedback.. The component will also support advocacy, knowledge exchange and partnerships for sustainable urban development, building upon the global Sustainable Cities Impact Program (SCIP) as knowledge development is a core element of the GEF financing.

### **1.3 Objectives of the Stakeholder Engagement Plan (SEP)**

The SEP is to define the protocols for stakeholder engagement, including public information disclosure and consultation, throughout the project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project and other activities related to the project. The involvement of the local population is essential to the success of the project in order to ensure smooth collaboration between project staff and local communities and to minimize and mitigate environmental and social risks related to

the proposed project activities. Of significance, is to manage stakeholder expectations emanating from project related interventions in a socially and culturally sensitive manner in order to enhance the attainment of RUSLP's objectives.

Specific objectives of the SEP include the following:

- i. Establish a systematic approach to stakeholder engagement that will help it identify stakeholders, build and maintain a constructive relationship with them, especially project affected parties;
- ii. Assess the level of stakeholder interests and support for the project and to enable stakeholders' views to be taken into account in project design and environmental and social performance;
- iii. Promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them;
- iv. Ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format;
- v. Provide project-affected parties with accessible, inclusive, and culturally sensitive means to raise issues and grievances, and allow the Government to respond to and manage such grievances effectively.

## 2.0 STAKEHOLDER IDENTIFICATION AND ANALYSIS

### 2.1 Stakeholder Identification

Project 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 ('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.

Cooperation and negotiation with stakeholders throughout the Project development often also require the identification of persons within the groups who act as legitimate representatives of their respective stakeholder group, i.e., the individuals who have been entrusted by their fellow group members with advocating the groups' interests in the process of engagement with the Project. Community representatives may provide helpful insight into the local settings and act as main conduits for dissemination of Project-related information and as a primary communication/liaison link between the Project 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) remains an important task in establishing contact with the community stakeholders.

The following principles for stakeholder engagement shall be applied to ensure best practices are followed in the determination of stakeholders.

- *Openness and life-cycle approach:* Public consultations for the RUSLP will be arranged during the whole life-cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation.
- *Informed participation and feedback:* Adequate information will be provided to and widely distributed among all stakeholders in an appropriate format. Opportunities will be provided for communicating stakeholders' feedback as well as analyzing and addressing their 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 stakeholders' 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 are to be given special attention within the context of the appropriate cultural sensitivities of those concern.

For the purposes of effective and tailored engagement, stakeholders for the RUSLP will be divided into the following core categories:

- **Affected Parties** – persons, groups and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, 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.
- **Other Interested Parties** – individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way; and

- **Vulnerable Groups** – persons 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 RUSLP.

***Table 1: List of stakeholders identified under RUSLP***

<b>Project Proponents</b>	<b>Affected Parties</b>	<b>Other Interested Parties</b>	<b>Vulnerable Groups</b>
<ol style="list-style-type: none"> <li>1. Ministry of Finance</li> <li>2. Ministry of Local Government and Rural Development</li> <li>3. Ministry of Lands Housing and Country Planning</li> <li>4. Office of National Security</li> <li>5. Ministry of Works and Public Assets</li> <li>6. Ministry of Health and Sanitation</li> <li>7. Ministry of Environment</li> </ol>	<ol style="list-style-type: none"> <li>1. Environment Protection Agency</li> <li>2. The Seven Local Councils (City/local councils' officials/Ward Committees)</li> <li>3. The Environmental Foundation for Africa (EFA)</li> <li>4. Municipal waste collection and disposal workers</li> <li>5. Waste recycling companies</li> <li>6. Land owners</li> <li>7. Residents in flood-prone or inaccessible areas</li> <li>8. Small and Medium Enterprises (SMEs)</li> <li>9. Property Taxpayers</li> <li>10. Market women/businesses</li> <li>11. Workers at construction sites of roads, drainage system and other infrastructure</li> <li>12. Residents and businesses around construction areas</li> <li>13. Waster pickers</li> </ol>	<ol style="list-style-type: none"> <li>1. Judiciary/police</li> <li>2. Parliament</li> <li>3. Ministry of Justice and Attorney-General's Office</li> <li>4. The Ministry of Social Welfare</li> <li>5. Ministry of Gender and Children's Affairs - Resettlement issues for displaced populations</li> <li>6. Office of the Administrator and Registrar-General</li> <li>7. Guma Valley Water Company</li> <li>8. Sierra Leone Roads Authority</li> <li>9. Roads Maintenance Fund</li> <li>10. Electricity Distribution and Supply Agency</li> <li>11. Quantity Surveyors</li> <li>12. The Anti-Corruption Commission (for grievance redress)</li> <li>13. Contractors</li> <li>14. National Fire Force</li> <li>15. Quantity Surveyors</li> <li>16. Other International Finance/Development Institutions (DFID, UNICEF, WFP, Red Cross, Concern Worldwide, CRS, Caritas, VSO, UNDP, UNOPS)</li> </ol>	<ol style="list-style-type: none"> <li>1. Elderly persons</li> <li>2. Children</li> <li>3. Women</li> <li>4. Illiterate people</li> <li>5. Persons with Addictions</li> <li>6. Residents in slums or temporary settlements</li> <li>7. Persons with disability</li> <li>8. Ebola survivors/Covid-19 patients</li> <li>9. Commercial Sex workers</li> </ol>

		<ul style="list-style-type: none"> <li>17. Other Specialized NGOs to address project related issues (50:50. Rainbo Initiative)</li> <li>18. Civil society groups, and community-based organizations (Sierra Leone Urban Research Centre, Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA), Green Scenery etc.)</li> <li>19. National and local politicians</li> <li>20. The Chamber of Commerce</li> <li>21. Trades Union Congress</li> <li>22. The public at large</li> <li>23. Community leaders, religious leaders</li> <li>24. The media (national and local)</li> <li>25. Sierra Leone Institution of Engineers</li> <li>26. Association of Contractors</li> <li>27. The Academic Community</li> </ul>	
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## 2.2 Stakeholder Analysis

A comprehensive analysis of stakeholder groups is crucial to the Stakeholder Engagement Plan preparation process as it helps in the identification of various stakeholder groups that are likely to influence or be affected by the project activities and sorting them according to their impact on the project and the impact the project activities will have on them. 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 effected as other interest groups may be identified at any stage of project implementation.

***Table 2: Analysis of Stakeholder Interest and likely Influence in Project***

Stakeholder Group	Role in Project	Interest	Influence
<b>Project Proponents:</b>			
Ministry of Finance (FDD, PFMU, PSC)	<ul style="list-style-type: none"> <li>• Disbursement of project funds</li> <li>• Government Implementing Agency/Responsible for establishing and chairing Project Steering Committee</li> <li>• Management of project fiduciary activities: procurement, PFM, recruitment, fiscal decentralization, etc.</li> <li>• Consultation and coordination on policy issues.</li> <li>• Management of project Environmental and Social activities.</li> </ul>	High	High
Ministry of Local Government and Rural Development	<ul style="list-style-type: none"> <li>• Provide advisory policy guidance on RUSLP implementation and leads reform where necessary.</li> <li>• Supervises project implementation at Local Council and city level</li> </ul>	High	High
Ministry of Lands, Housing and Country Planning	<ul style="list-style-type: none"> <li>• Provides advisory policy guidance on issues/component related to access to land and urban planning</li> <li>• Surveying of project sites</li> <li>• Confirmation of landownership and legal status.</li> </ul>	Low	High
Office of National Security	<ul style="list-style-type: none"> <li>• Provides advisory policy guidance on disaster risk management</li> </ul>	High	High
Ministry of Works and Public Assets	<ul style="list-style-type: none"> <li>• Provide technical guidance on land access and use pertaining to the project.</li> </ul>	High	High
Ministry of Environment	<ul style="list-style-type: none"> <li>• Provides policy framework and guidelines on environmental management issues pertaining to the project.</li> <li>• Support in the coordination and implementation of project</li> </ul>	High	High
Ministry of Health and Sanitation	<ul style="list-style-type: none"> <li>• Part of steering committee to provides policy guidance on health and sanitation of the solid waste management interventions</li> <li>• Coordinates the implementation of health components of the project.</li> </ul>	High	High

Stakeholder Group	Role in Project	Interest	Influence
<b>Affected Parties:</b>			
Environment Protection Agency	<ul style="list-style-type: none"> <li>Provides environmental regulatory oversight and guidance on project implementation</li> </ul>	High	High
The Seven Local Councils (City/local councils' officials/Ward Committees)	<ul style="list-style-type: none"> <li>Support project implementation on the ground</li> <li>Monitor project implementation</li> <li>Enforce by-laws pertaining to project implementation.</li> <li>Ensure compliance to safeguard instruments at council/city level.</li> <li>Represent community members at key decision taking platforms and or meetings.</li> <li>Facilitates community mobilization initiatives to support the project</li> </ul>	High	High
The Environmental Foundation for Africa	<ul style="list-style-type: none"> <li>Deliver on behalf of FCC the Tree Planting sub-project under the RUSLP</li> <li>Procure nurslings and distribute them to CBOs and Stewards</li> <li>Recruit, train and monitor Community Based Organizations (CBOs) eg youth groups, Ward Committees and stewards in planting and nurturing of the nurslings</li> </ul>	High	High
Municipal waste collection and disposal workers	<ul style="list-style-type: none"> <li>Collection and disposal of municipal waste</li> </ul>	High	High
National Fire Force	<ul style="list-style-type: none"> <li>Provision of emergency services (combating fires and risk management if accidents occur from project activities, landslides etc.)</li> </ul>	Moderate	High
Land owners	<ul style="list-style-type: none"> <li>Recipients of information on RUSLP compensation process.</li> <li>Comply with guidelines for land acquisition and compensation processes</li> </ul>	High	High
Residents in flood-prone or inaccessible areas	<ul style="list-style-type: none"> <li>Support project activities in localities</li> <li>Comply with E&amp;S protocols governing project implementation</li> <li>Adhere to information on rights and responsibilities of slum dwellers in the implementation of project</li> </ul>	Moderate	Moderate
Small and Medium Enterprises (SMEs)	<ul style="list-style-type: none"> <li>Provide information on how RUSLP will affect their businesses and associated compensation</li> <li>Support Local Councils to implement project interventions</li> <li>Seek information on local procurement opportunities in project</li> </ul>	Low	Low
Property Taxpayers	<ul style="list-style-type: none"> <li>Participate in discussions on the property tax system upgrade</li> <li>Comply with tax laws pertaining to the project</li> </ul>	Moderate	Moderate

<b>Stakeholder Group</b>	<b>Role in Project</b>	<b>Interest</b>	<b>Influence</b>
Market women/businesses	<ul style="list-style-type: none"> <li>• Voice concerns pertaining to women welfare on project implementation.</li> <li>• Participate in market rehabilitation design</li> <li>• Comply with information on RUSLP particularly on temporary displacement, relocation, and settlement, and associated compensation arrangements.</li> <li>• Part of working group to plan and implement temporary relocation during market rehabilitation.</li> </ul>	Moderate	Low
Workers at construction sites of roads, drainage system and other infrastructure	<ul style="list-style-type: none"> <li>• Comply with all labor, occupational, health and safety protocols for project</li> </ul>	Moderate	Moderate
Residents and businesses near the construction areas	<ul style="list-style-type: none"> <li>• Engagement on Environmental and social risks of the construction activities, mitigation measures and compliance with information on safety protocols during project construction</li> </ul>	High	Moderate
Waste pickers	<ul style="list-style-type: none"> <li>• Participate in discussions on the potential implication of the Landfill construction on their livelihood. Participate in decision on construction designs.</li> </ul>	High	Low
<b>Other Interested Parties</b>			
The Ministries of The Ministry of Social Welfare	<ul style="list-style-type: none"> <li>• Provide advisory and policy guidance for RUSLP intervention particularly on compensations to displaced populations due to the project</li> </ul>	High	High
Ministry of Gender and Children's Affairs	<ul style="list-style-type: none"> <li>• Provision of support and guidance on GBV/SEA/VAC issues emanating from the project</li> </ul>	High	High
Judiciary/police	<ul style="list-style-type: none"> <li>• The Judiciary will adjudicate on cases related to RUSLP</li> <li>• Enforce applicable laws relevant to the implementation of RUSLP</li> </ul>	Moderate	Moderate
Parliament	<ul style="list-style-type: none"> <li>• Pass laws and regulations that are necessary to facilitate smooth implementation of RUSLP</li> </ul>	Moderate	Moderate
Ministry of Justice and Attorney-General's Office	<ul style="list-style-type: none"> <li>• Member of the negotiation committee of GoSL for acquiring all lands for RUSLP</li> <li>• Provides legal guidance on the legal regime for lands for RUSLP</li> </ul>	Low	Low
Office of the Administrator and Registrar-General	<ul style="list-style-type: none"> <li>• Registration of ownership of lands. Validates claims of land ownership by landowners dealing with RUSLP. Registers all lands acquired under RUSLP</li> </ul>	Low	Low
Guma Valley Water Company (GVWC)	<ul style="list-style-type: none"> <li>• Provides water supply for the entire Wester Area. A beneficiary of the Tree Planting sub-component of RUSLP. May also be affected by works activities at the location of the landfill site</li> </ul>	High	Low

Stakeholder Group	Role in Project	Interest	Influence
	at Hastings. GVWC will be needed for the Site and Services under RUSLP		
Sierra Leone Housing Corporation	<ul style="list-style-type: none"> <li>• Provide guidance on opportunities for investment in housing - sites and services</li> </ul>	Moderate	Moderate
Sierra Leone Roads Authority	<ul style="list-style-type: none"> <li>• Conducted initial studies and provides services to local councils for flood mitigation during the raining season</li> </ul>	Low	Low
Roads Maintenance Fund	<ul style="list-style-type: none"> <li>• Provides funding to local councils for the rehabilitation of trunk roads and flood mitigation</li> </ul>	Low	Low
Electricity Distribution and Supply Authority	<ul style="list-style-type: none"> <li>• EDSA is a state-owned utility responsible for the distribution of electricity across the country. Collaboration with EDSA will be essential for the provision of Site and Services.</li> </ul>	Low	Low
Contractors	<ul style="list-style-type: none"> <li>• Execute contracts awarded on RUSLP</li> <li>• Enforce E&amp;S safeguards in their project sites</li> </ul>	High	High
Quantity Surveyors	<ul style="list-style-type: none"> <li>• Provide technical backstopping to major infrastructure development</li> <li>• Survey and estimate compensation packages for impacted persons</li> </ul>	High	High
Other International Finance/Development Institutions (DFID, UNICEF, WFP, Red Cross, Concern Worldwide, CRS, Caritas, VSO, UNDP, UNOPS)	<ul style="list-style-type: none"> <li>• Support implementation of RUSLP</li> <li>• Support in implementation of other complimentary projects</li> </ul>	High	High
Other Specialized NGOs to address project related issues (50:50. Rainbo Initiative)	<ul style="list-style-type: none"> <li>• Support implementation of RUSLP</li> <li>• Hold government accountable during project implementation</li> <li>• Support SEA/SH grievance and service provision</li> <li>• Support resettlement planning and implementation</li> </ul>	Low	Low
Civil society groups, and community organizations (Sierra Leone Urban Research Centre, Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA), Green Scenery etc.)	<ul style="list-style-type: none"> <li>• Hold government accountable during project implementation</li> </ul>	Moderate	High
National and local politicians	<ul style="list-style-type: none"> <li>• Ensure Recipients of information on RUSLP</li> <li>• Support project implementation processes</li> <li>• Monitor project implementation</li> </ul>	Moderate	Moderate

Stakeholder Group	Role in Project	Interest	Influence
	<ul style="list-style-type: none"> <li>• Ensure compliance to safeguard instruments at council/city level.</li> <li>• Represent constituents at key decision taking platforms and or meetings.</li> <li>• Facilitates community mobilization initiatives to support the project</li> </ul>		
The Chamber of Commerce	<ul style="list-style-type: none"> <li>• Support project implementation processes</li> <li>• Adhere to laws and regulations governing project implementation</li> <li>• Information on local procurement opportunities in project</li> </ul>	Low	Low
Trades Union Congress	<ul style="list-style-type: none"> <li>• Support project implementation process</li> <li>• Safeguard workers' rights during project implementation</li> </ul>		
The public at large	<ul style="list-style-type: none"> <li>• Recipients of information on RUSLP</li> <li>• Support project implementation processes</li> </ul>	Low	Low
Community leaders, religious leaders	<ul style="list-style-type: none"> <li>• Ensure compliance to safeguard instruments at council/city level.</li> <li>• Represent community members at key decision taking platforms and or meetings.</li> <li>• Facilitates community mobilization initiatives to support the project</li> <li>• Support project grievance process</li> </ul>	Moderate	Moderate
Media	<ul style="list-style-type: none"> <li>• Disseminate information on RUSLP to the public.</li> <li>• Hold leaders accountable during project implementation</li> </ul>	Low	Low
Sierra Leone Institution of Engineers	<ul style="list-style-type: none"> <li>• Design of projects</li> <li>• Monitor and supervise projects</li> <li>• Prepare E&amp;S reports</li> </ul>	Moderate	Moderate
Association of Contractors	<ul style="list-style-type: none"> <li>• Support in the enforcing standards during project implementation</li> <li>• Support in monitoring project sites</li> <li>• Support in the redress of complaints and grievances among its members</li> </ul>	Moderate	Moderate
The Academic Community	<ul style="list-style-type: none"> <li>• Provides scientific data to support project implementation.</li> <li>• Provides independent critique and consultancy services to project</li> </ul>	Moderate	Moderate
Waste recycling companies	<ul style="list-style-type: none"> <li>• Support project initiatives on waste recycling</li> <li>• Provide feedback into landfill construction design</li> </ul>	Low	Low
<b>Vulnerable Groups</b>			
Children	<ul style="list-style-type: none"> <li>• Engage on project and its impacts on children</li> <li>• Recipients of information on RUSLP</li> </ul>	High	Low

Stakeholder Group	Role in Project	Interest	Influence
	<ul style="list-style-type: none"> <li>Adhere to guidelines on children's involvement in the project</li> </ul>		
Women	<ul style="list-style-type: none"> <li>Engage women groups on project and explain impacts on women</li> <li>Recipients of information on RUSLP</li> <li>Adhere to guidelines on women's involvement in project</li> </ul>	High	Moderate
Illiterate people	<ul style="list-style-type: none"> <li>Engage illiterate population on project</li> <li>Recipients of information on RUSLP</li> <li>Adhere to information pertaining to the implementation of project</li> </ul>	Low	Low
Residents in slums or informal settlements	<ul style="list-style-type: none"> <li>Engage residents of slums on project activities</li> <li>Provide information to aid project implementation</li> <li>Adhere to information rights and responsibility of slum dwellers in the implementation of project</li> </ul>	Moderate	Moderate
Persons with addiction	<ul style="list-style-type: none"> <li>Provide information to aid delivery of project support to persons with addiction</li> <li>Adhere to information pertaining to the implementation of project</li> </ul>	Low	Low
Persons with disability	<ul style="list-style-type: none"> <li>Engage associations of persons living with disability to factor their needs into project design</li> <li>Provide information to aid delivery of project to persons with disability</li> <li>Adhere to information, rights, and responsibility of persons with disability in project implementation</li> </ul>	High	Moderate
Ebola survivors/Covid-19 patients	<ul style="list-style-type: none"> <li>Provide information to aid delivery of project to Ebola survivors/Covid-19 patients</li> <li>Adhere to information rights and responsibility of persons with disability in project implementation</li> </ul>	High	Moderate
Elderly persons	<ul style="list-style-type: none"> <li>Provide information to aid delivery of project to elderly persons</li> <li>Adhere to information pertaining to the implementation of project</li> </ul>	Moderate	Low
Commercial sex workers	<ul style="list-style-type: none"> <li>Provide information to aid delivery of project to commercial sex workers.</li> <li>Adhere to information pertaining to the implementation of project</li> </ul>	Moderate	Low

### 3.0 STAKEHOLDER ENGAGEMENT PROCESSES

#### 3.1 Summary of Consultation activities undertaken

During project preparation stage, rounds of meetings and consultation were conducted with different stakeholder groups pertaining to project needs and priorities, as presented in table 3.

Additionally, extensive consultations, including focus group discussions and interviews were conducted in the context of the preparation of the Project SEP, RPF and ESMF. Details and participants list of those consultations are attached under Annex 1.

***Table 3: Summary of Consultation activities already undertaken during Project preparation***

Stakeholder	Purpose of engagement	Method of engagement	Location
<b>PROJECT PREPARATION PHASE</b>			
PFMU	Discuss RUSLP preparation timeline, staffing arrangements, required documents and PPA	Formal meeting	World Bank Office
Safeguards meeting with PCU and Ministry of Finance	Present the ESF, discussion on required safeguards instruments for RUSLP and delivery timelines, staffing arrangement and capacity assessment, agreements on PPA activities, lead in the consultation and disclosure of project SEP, RPF, ESMF etc.	Formal meeting, PowerPoint presentation, Discussions	World Bank Office
Meeting with Freetown City Council (FCC) Mayor and Western Area Rural District Council (WARDC)	Debrief on mission findings on slum upgrading, E&S risk assessment and mitigation, agreements on next steps	Formal meeting	FCC Office
Sierra Leone Housing Corporation	Understand housing challenges	Formal meeting	World Bank Office
Ministry of Works and Public Assets (Director of Feeder road) and Sierra Leone Roads Authority	To understand infrastructure provision and discuss standards (particularly access/road standards)	Formal meeting	World Bank Office
Utility companies: Energy distribution services agency, Guma Valley Water Company	<ul style="list-style-type: none"> <li>• To understand service provision in informal settlements, discuss conditions and programs in the settlements;</li> <li>• Discussion on solar lighting projects</li> </ul>	Formal meeting	World Bank Office
Director of Housing – Ministry of Works	To understand the housing situation in Freetown	Formal meeting	World Bank Office

Stakeholder	Purpose of engagement	Method of engagement	Location
Head of Planning Dept. - Ministry of Lands, Housing and Environment (MLHE)	Town planning, plans available, town planning status of some of the sites for services land and upgrading	Formal meeting	Ministry of Country Planning and Environment
Ministry of Planning and Economic Development	Medium Term National Development Plan update, understand the national slum upgrading direction, provide RUSLP preparation update and M&E framework	Formal meeting	Ministry of Planning and Economic Development
Ministry of Health	Solid Waste Management	Formal meeting	World Bank Office
Mayor FCC and her Delivery Team	Solid Waste Management	Formal meeting	FCC Office
GUMA, Sierra Leone Roads Authority, Office of National Security and Ministry of Social Welfare	Disaster Response needs assessment	Formal meeting	World Bank Office
FCC Sanitation/Waste management team and Catholic Relief Services	Solid Waste Management	Formal meeting	FCC Office
FCC Head of Town Planning and team and WARDC Head of Development Planning and team	Town planning, plans available, town planning status of some of the sites for services land and upgrading; and agree on TOR for the WA Plan	Formal meeting	FCC Office
FCC Treasurer / Head of Finance and team	State of finances, review management systems, issues for prioritization among others	Formal meeting	FCC Office
Environment Protection Agency	Discuss solid waste management regulations, E&S permitting and licensing etc.	Formal meeting	EPA Office
Office of National Security (ONS) (Coordinator, Director and Technical team)	Capacity Needs Assessment + Disaster Mgt Agency and WB support under new Project + Intro to CERC	Formal meeting	ONS Office
PPP Unit Office of the President	Understand the PPP framework	Formal meeting	World Bank Office
Chief Innovation Officer Directorate of Science, Technology and Innovation (DSTI)	Partnership on Participatory approaches for data collection and mapping for resilience	Formal meeting	DSTI
Head of the Infrastructure Unit Office of the President	To understand the Government's infrastructural development plans	Formal meeting	State House Office of the President
Head of the Renewable Energy Department, Ministry of Energy	To discuss potential investment in street lighting under the neighborhood upgrading investments	Formal meeting	Ministry of Energy
National Fire Force	Assess Preparedness capacity and needs	Formal meeting	Fire Force Head Quarters
Local Disaster Committee heads (Rokupa, Coconut Farm), ONS, FCC	Discuss status of disaster response at local level	Formal meeting	World Bank Office
Slum Dwellers Association, Concern Worldwide, Don Bosco, Center for Dialogue on Human Settlements and Poverty Alleviation	<ul style="list-style-type: none"> <li>To understand NGOs' roles, learn from their past/ ongoing projects, collect baseline data, etc. and</li> </ul>	Formal meeting	World Bank Office

Stakeholder	Purpose of engagement	Method of engagement	Location
CRS/Caritas, potentially the CDMCs and Sierra Leone Urban Research Centre	<ul style="list-style-type: none"> <li>To understand social cohesion and capital in the community, learn about their roles, activities, and priorities</li> </ul>		
DFID	Solid waste management discussion	Formal meeting	World Bank Office
UNICEF, WFP	Disaster Response	Formal meeting	World Bank Office
Red Cross, Concern Worldwide, CRS, Caritas, VSO, UNDP, UNOPS	Emergency Preparedness and Response: Discuss ongoing activities, particularly EWS and hydromet	Formal meeting	World Bank Office
Commercial and residential Real-estate developers	To understand the RE sector, explore PPP potential	Formal meeting	World Bank Office
Commercial Banks: Eco Bank, UBA, Zenith	To understand the Banking sector, its lending portfolio for private sector businesses, and mortgage sector	Formal meeting	Ministry of Finance
Professional service providers (Architects, surveyors, engineers)	To get a sense of construction costing prices and the market	Formal meeting	World Bank Office
Professional service providers (lawyers)	To understand the legal implications of the project	Formal meeting	World Bank Office
Quantity Surveyors	To get a sense of costing prices and the market	Formal meeting	World Bank Office
Rolf Westerhof	JE Consortium Plan on SWM	Formal meeting	World Bank Office
Fiscal Decentralization Division – Ministry of Finance	To discuss project implementation	Formal meeting	Ministry of Finance
FCC PPP team	Exchanging ideas on PPP and agreements on next steps	Formal meeting	FCC Office
Ministry of Finance - Director of the Multilateral Projects Division	RUSLP introduction	Formal meeting	Ministry of Finance
Commerce & Mortgage Bank	Understand the mortgage sector	Formal meeting	World Bank Office
National Social Security and Insurance Trust (NASSIT)	To learn from their experience in implementing affordable and commercial housing and explore potential to invest in housing under the RUSLP Site and Services	Formal meeting	World Bank Office
Guoji Investment Company – Private Developer	To learn from their experience building and selling/renting private/commercial properties in high-end neighborhoods like the Lumley Beach.	Formal meeting	World Bank Office
Home Leone	To learn from their experience in implementing a social housing scheme and explore potential to collaborate in housing under the RUSLP Site and Services	Formal meeting	World Bank Office
Real estate broker	Independent valuation of land identified for landfill site in Western Area	Formal meeting	Ministry of Finance

<b>Stakeholder</b>	<b>Purpose of engagement</b>	<b>Method of engagement</b>	<b>Location</b>
Mayor of Makeni City and staff	To understand the state of own source revenue and planning services and existing capacities	Formal meeting	Makeni City Council
Mayor of City of Koidu New Sembehun and Municipal Staff	To understand the state of own source revenue and planning services and existing capacities	Formal meeting	Koidu New Sembehun City
Mayor of City of Kenema and Municipal staff	To understand the state of own-source revenue planning services and existing capacities	Formal meeting	Kenema
Mayor of City of Bo and Municipal staff	To understand the state of own-source revenue planning services and existing capacities	Formal meeting	Bo
Landowners of the new Landfill site in Hastings	Negotiations for transfer of ownership to Government; Due diligence for acquisition of land for the Landfill site	Formal meeting and site visit	Ministry of Finance and Hastings Village
The Environmental Foundation for Africa	Capacity Assessment and previous work in reforestation and urban greening	Formal meeting	FCC, EFA
Mayors and Chief Administrator of Port Loko City Council	Introductory meeting with the World Bank RUSLP Team. To understand the state of own-source revenue, planning services and existing capacities	Formal meeting	Video Call
Mayors and Chief Administrator of Bonthe Municipal Council	Introductory meeting with the World Bank RUSLP Team. To understand the state of own-source revenue, planning services and existing capacities	Formal meeting	Video Call
Women groups (SL Association of Market Women, 50-50 Group, Rainbo Initiative)	Interest and project impact on women and opportunities. SEA/SH risk assessment.	Formal Meeting	Email
Disability Institutions (National Commission for Persons with Disabilities)	Interest and project impact on Persons with Disabilities and opportunities.	Formal	Email/ Whatsapp

### 3.2 Stakeholder Engagement Methods

The SEP has used and will continue to use a variety of engagement techniques to build relationships with stakeholders, consult and gather information from them, as well as disseminate project information to all stakeholders. In selecting any consultation technique, a number of issues will be taken into consideration including stakeholders’ level of formal education and cultural sensitivities in order to ensure that the purposes of each engagement will be achieved. It is also anticipated 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 social distancing protocols. In general, a precautionary approach will be taken to 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:

- Avoid public gatherings (taking into account national restrictions or advisories), including public hearings, workshops and community meetings.
- If smaller meetings are permitted/advised, conduct consultations in small-group sessions, such as focus group meetings. If not permitted or advised, make all reasonable efforts to conduct meetings through online channels.
- Diversify means of communication and rely more on social media and online channels. Where possible and appropriate, create dedicated online platforms and chatgroups appropriate for the purpose, based on the type and category of stakeholders.
- Employ traditional channels of communications (TV, newspaper, radio, dedicated phone-lines, and mail) 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 their feedback and suggestions.
- 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.
- Where direct engagement with project affected people or beneficiaries is necessary, identify channels for direct communication with each affected household via a context specific combination of email messages, mail, online platforms, dedicated phone lines with knowledgeable operators.
- Each of the proposed channels of engagement should clearly specify how feedback and suggestions can be provided by stakeholders.

The techniques to be used for the different stakeholder groups have been summarized in the table below:

***Table 4: Stakeholder Engagement Methods***

<b>Engagement Method</b>	<b>Purpose and Details</b>
Correspondence (Phone, Emails)	<ul style="list-style-type: none"> <li>• Distribute information to the World Bank Group, Government officials, NGOs, Local Government, Impacted Communities, and organisations/agencies</li> <li>• Invite stakeholders to meetings and follow-up</li> </ul>
One-on-one meetings (via zoom, skype, teleconference etc.)	<ul style="list-style-type: none"> <li>• Seek views and opinions</li> <li>• Enable stakeholders to speak freely about sensitive issues</li> <li>• Build personal relationships</li> <li>• Record meetings</li> <li>• Resolve concerns and grievances as appropriate</li> </ul>
Formal and informal meetings	<ul style="list-style-type: none"> <li>• Present the Project information to a group of stakeholders</li> <li>• Allow group to comment – opinions and views</li> <li>• Build impersonal relation with high level stakeholders</li> </ul>

	<ul style="list-style-type: none"> <li>• Disseminate technical information</li> <li>• Record discussions</li> </ul>
Public meetings	<ul style="list-style-type: none"> <li>• Present Project information to a large group of stakeholders, especially communities</li> <li>• Allow the group to provide their views and opinions</li> <li>• Build relationship with the communities, especially those impacted</li> <li>• Distribute non-technical information</li> <li>• Facilitate meetings with presentations, PowerPoint, posters, brochures etc.</li> <li>• Record discussions, comments, questions.</li> </ul>
Focus group meetings	<ul style="list-style-type: none"> <li>• Present Project information to a group of stakeholders</li> <li>• Allow stakeholders to provide their views on targeted baseline information</li> <li>• Build relationships with communities</li> <li>• Record responses</li> </ul>
Website/ National news papers	<ul style="list-style-type: none"> <li>• Present project information and progress updates</li> <li>• Disclose ESIA, ESMP, RPF, SEP and other relevant project documentation</li> </ul>
Direct communication with affected PAPs	<ul style="list-style-type: none"> <li>• Share information on project impacts and mitigation measures and implementation timelines</li> <li>• Agree options for neighbourhood upgrade and relocation options.</li> <li>• Participatory development of community action plans</li> </ul>

**3.3 Methods of Consulting Disadvantaged / Vulnerable Individuals or Groups**

Disadvantaged/vulnerable individuals and groups, who often do not have a voice to express their concerns or understand the impacts of a project, are sometimes excluded from stakeholder engagement. Table 5 shows potential disadvantaged/vulnerable individuals/groups and limitations they may have regarding participating in the consultation process.

Consultations<sup>4</sup> will take place to better determine the needs and strategy for community dialogue and awareness raising and will be detailed further. 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, after project completion.

In regard to GBV/SEA, the SEP will be recognizing the gender power and social dynamics within a community and how they may inhibit participation, it is key to ensure that spaces are made available for women, men and children affected by the project to participate in consultations.

***Table 5: Methods of Consulting Disadvantaged / Vulnerable Individuals or Groups***

<b>Vulnerable groups and individual</b>	<b>Specific Needs and Characteristics</b>	<b>Preferred means of notification/consultation</b>	<b>Additional Resources Required</b>
Residents in slums or informal settlements and flood-prone or inaccessible areas,	Limited voice, poor representation in decision table, lack of access information, inaccessible to meeting places,	Focus group meetings, engagement at the local level including the use of radio and town hall meetings	More information dissemination through the local radio and town criers, posters, local language skits and discussions. Community level engagement and consultations than at a district headquarters.

<sup>4</sup> Ethics section of the Violence Against Women and Girls Resource Guide.

<b>Vulnerable groups and individual</b>	<b>Specific Needs and Characteristics</b>	<b>Preferred means of notification/consultation</b>	<b>Additional Resources Required</b>
			Personal Protective Equipment (PPE) against COVID-19
Physically challenged persons with visual and hearing impairment	Lack of access to meeting places, transportation and 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 and disadvantaged, children, pregnant school-age girls	Limited voice, low representation, lack of access to information Cultural and traditional barriers, poverty stigma	Focus group meetings, use of gender champions, Focus group meeting with disadvantaged children and their guardians	Engagement of local NGOs and CBOs who work with vulnerable people at the community level to help disseminate information and organize consultation
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, lack of access to information,	Focus group meetings, engagement at the local level including the use of radio and town hall meetings	More information dissemination through the local radio and town criers, posters, local language skits and discussions. community level engagement and consultation than at a district headquarters
Drug addicts, commercial sex workers	Stigma, gender-based violence, limited voice,	Focus group meetings	

### **3.4 Stakeholder Engagement Plan (SEP)**

The SEP 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 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. 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.

***Table 6: Stakeholder Engagement Plan***

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 RUSLP	<ul style="list-style-type: none"> <li>• Correspondence (Phone, Emails)</li> <li>• Formal and informal meetings;</li> </ul>	<ul style="list-style-type: none"> <li>• Invite stakeholders to meetings and follow-up</li> <li>• Soliciting stakeholder input into the PAD organisations/agencies,</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Ministry of local Government and Rural Development</li> <li>• Ministry of Works and Public Assets</li> <li>• Ministry of Lands, Housing and Country Planning</li> <li>• Ministry of Environment</li> <li>• Local Councils</li> <li>• Development partners</li> <li>• World Bank Group</li> <li>• CSOs/NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• MoF-FDD</li> <li>• MLGRD- Decentralization Secretariat</li> <li>• Local Councils</li> </ul>
	Preparation of safeguard instruments	<ul style="list-style-type: none"> <li>• Correspondence (Phone, Emails)</li> <li>• Formal and informal meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Invite stakeholders to meetings and follow-up</li> <li>• Soliciting stakeholder input into the safeguard instruments</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Ministry of Local Government and Rural Development</li> <li>• Ministry of Environment</li> <li>• Environmental Protection Agency</li> <li>• Local Councils</li> <li>• Development partners</li> <li>• CSOs/NGOs</li> <li>• Landowners</li> <li>• PAPs (including informal occupants), residents/businesses in construction area</li> <li>• Vulnerable groups,</li> <li>• Municipal waste collectors</li> <li>• Waste pickers</li> </ul>	<ul style="list-style-type: none"> <li>• MoF-FDD</li> <li>• MLGRD- Decentralization Secretariat</li> <li>• Local Councils</li> </ul>
	New landfill	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• radio/TV discussions</li> <li>• engagement with community representatives' influencers</li> </ul>	<ul style="list-style-type: none"> <li>• Invite stakeholders to meetings and follow-up</li> <li>• Soliciting stakeholder input into the safeguard instruments</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Ministry of Local Government and Rural Development</li> <li>• Ministry of Environment</li> <li>• Environmental Protection Agency</li> <li>• Local Councils</li> <li>• Development partners</li> <li>• CSOs/NGOs</li> <li>• Landowners</li> </ul>	<ul style="list-style-type: none"> <li>• MoF-FDD</li> <li>• MLGRD- Decentralization Secretariat</li> <li>• Local Councils</li> </ul>

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
				<ul style="list-style-type: none"> <li>• PAPs (including informal occupants),</li> <li>• Residents/businesses in construction area</li> <li>• Vulnerable groups,</li> <li>• Municipal waste collectors</li> <li>• Waste Pickers</li> </ul>	
	GRM establishment, dissemination and awareness	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• radio/TV discussions</li> <li>• engagement with community representatives' influencers</li> </ul>	<ul style="list-style-type: none"> <li>• Dissemination of information to mass audiences</li> </ul>	<ul style="list-style-type: none"> <li>• Parliamentarians</li> <li>• Anti-corruption Commission</li> <li>• Ombudsman</li> <li>• National Commission for Persons with Disability (NCPD)</li> <li>• The General public</li> <li>• People losing land and other assets due to project interventions</li> <li>• Impacted Communities/Flood-prone areas/slums</li> <li>• Vulnerable groups</li> <li>• Persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• MoF</li> <li>• MLGRD- Decentralization Secretariat</li> <li>• Local Councils</li> <li>• Focal Person for GRM</li> </ul>
Project implementation	Strategies for increasing Own Source Revenues of councils	<ul style="list-style-type: none"> <li>• Correspondences (Phone, Emails);</li> <li>• Formal and informal meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Invite stakeholders to meetings and follow-up</li> <li>• Soliciting stakeholder input on ways to increase Internally Generated Funds</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Finance Officials</li> <li>• MLGRD</li> <li>• Local Council Workers</li> <li>• Local Council's service providers for Cadastral management and own source revenue collection</li> <li>• Market women/Traders</li> <li>• Development partners</li> <li>• World Bank Group</li> <li>• Security forces</li> <li>• Business associations</li> <li>• NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• MoF</li> <li>• MLGRD- Decentralization Secretariat</li> <li>• Local Councils</li> </ul>

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
	Preparation of Safeguards instruments	<ul style="list-style-type: none"> <li>Community meetings, focused group discussions, public hearing, public disclosure</li> <li>Formal and informal correspondence and meetings</li> </ul>	<ul style="list-style-type: none"> <li>Project community Liaison and communication specialist to lead community entry with Ward development committees</li> <li>Consultant to establish a stakeholder engagement strategy consistent with this SEP to guide consultations for the preparation of the instruments</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Protection Agency</li> <li>Disaster Risk Management Agency</li> <li>Parliamentarians</li> <li>Ministry of Environment</li> <li>Ministry of Lands, Housing and Country Planning</li> <li>Ministry of Works and Public Assets Officials</li> <li>LCs</li> <li>Development partners</li> <li>World Bank Group</li> <li>CSO/NGO</li> <li>Security services</li> <li>Community representatives</li> <li>Project Affected Persons</li> </ul>	<ul style="list-style-type: none"> <li>MoF (PMU)</li> <li>MLGRD- Decentralization Secretariat</li> <li>Local Councils</li> <li>Ward Development Committees</li> <li>consultants</li> </ul>
	Strategies for enforcing safeguards instruments	<ul style="list-style-type: none"> <li>Formal and informal meetings</li> </ul>	<ul style="list-style-type: none"> <li>Invite stakeholders to meetings and follow-up</li> <li>Soliciting stakeholder input into the PAD organisations/agencies,</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Protection Agency</li> <li>Disaster Risk Management Agency</li> <li>Parliamentarians</li> <li>Ministry of Environment</li> <li>Ministry of Lands, Housing and Country Planning</li> <li>Ministry of Works and Public Assets Officials</li> <li>LCs</li> <li>Development partners</li> <li>World Bank Group</li> <li>CSO/NGO</li> <li>Security services</li> <li>Community representatives</li> </ul>	<ul style="list-style-type: none"> <li>MoF</li> <li>MLGRD- Decentralization Secretariat</li> <li>Local Councils</li> <li>Ward Development Committees</li> </ul>
	Discussion on the provision of resilient municipal infrastructure/restoration of green land, etc.	<ul style="list-style-type: none"> <li>Radio and Television Discussion and Phone-in Programs</li> </ul>	<ul style="list-style-type: none"> <li>Enable stakeholders to speak freely about project related issues</li> </ul>	<ul style="list-style-type: none"> <li>Officials of Ministry of Works and Public Assets</li> <li>EPA</li> <li>The General public (including land owners where trees will be planted)</li> </ul>	<ul style="list-style-type: none"> <li>MoF</li> <li>MLGRD- Decentralization Secretariat</li> <li>Local Councils</li> </ul>

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
		<ul style="list-style-type: none"> <li>Formal and informal meetings</li> </ul>	<ul style="list-style-type: none"> <li>Build public trust and confidence</li> </ul>	<ul style="list-style-type: none"> <li>Residents in slums or informal settlements</li> <li>Workers of construction firms</li> <li>CSOs/NGOs</li> </ul>	
	Stakeholder consultation forum on the establishment of National Disaster Management Agency and decentralised emergency response services	<ul style="list-style-type: none"> <li>Public hearing</li> <li>Formal/ Informal meetings with technical people in the field</li> </ul>	<ul style="list-style-type: none"> <li>Invite stakeholders to meeting and follow-up</li> </ul>	<ul style="list-style-type: none"> <li>Emergency response officials – DRMA</li> <li>ONS</li> <li>Guma Valley Water Company</li> <li>MLGRD</li> <li>Officials of LCs</li> <li>The General public</li> <li>Impacted Communities, Residents in slums or informal settlements</li> </ul>	<ul style="list-style-type: none"> <li>MoF</li> <li>MLGRD- Decentralization Secretariat</li> <li>Local Councils</li> </ul>
	Disaster risk mitigation/management strategy development	<ul style="list-style-type: none"> <li>Meetings</li> <li>radio/TV discussions</li> <li>engagement with community representatives’ influencers</li> </ul>	<ul style="list-style-type: none"> <li>Dissemination of information to mass audiences</li> <li>Solicit inputs into strategy for mitigating disasters</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Environment</li> <li>ONS</li> <li>DRMA</li> <li>EPA</li> <li>NPPA</li> <li>Guma Valley Water Company</li> <li>The general public</li> <li>Homeless</li> <li>Children</li> <li>Impacted communities</li> <li>Persons with disability</li> </ul>	<ul style="list-style-type: none"> <li>MoF</li> <li>MLGRD- Decentralization Secretariat</li> <li>Local Councils</li> </ul>
	Guidelines for compensation to affected individuals and households	<ul style="list-style-type: none"> <li>Meetings</li> <li>radio/TV discussions,</li> <li>engagement with community representatives’ influencers</li> </ul>	<ul style="list-style-type: none"> <li>Dissemination of information to mass audiences</li> <li>Solicit inputs into guidelines for social and financial support to affected households</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Social Welfare</li> <li>FDD</li> <li>Anti-corruption Commission</li> <li>Ombudsman</li> <li>NCPD</li> <li>The general public</li> <li>Women</li> <li>Children</li> <li>Informal occupants</li> <li>Businesses affected</li> <li>Vulnerable groups</li> <li>Waste pickers</li> </ul>	<ul style="list-style-type: none"> <li>MoF</li> <li>MLGRD- Decentralization Secretariat</li> <li>Local Councils</li> </ul>

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
	Labor and working conditions associated with the construction resettlement homes for affected households	<ul style="list-style-type: none"> <li>Formal and informal meetings</li> </ul>	<ul style="list-style-type: none"> <li>Present information on employees contracts</li> <li>Display information on notice boards, sign posts, radio announcement etc.</li> <li>Encourage the use of GRM mechanism to address issues on labour and working conditions</li> </ul>	<ul style="list-style-type: none"> <li>Persons with disability</li> <li>Ministry of Finance</li> <li>Ministry Social Welfare</li> <li>Ministry of Labor</li> <li>Ministry of Lands</li> <li>Sierra Leone Institution of Engineers</li> <li>Contractors</li> <li>Land owners</li> </ul>	<ul style="list-style-type: none"> <li>MoF</li> <li>MLGRD- Decentralization Secretariat</li> <li>Local Councils</li> <li>Contractors</li> </ul>
Project Closure	Lessons Learning Sessions	<ul style="list-style-type: none"> <li>Public online surveys</li> <li>Focus group meetings</li> <li>Expert one-on-one interviews</li> <li>Formal meetings</li> </ul>	<ul style="list-style-type: none"> <li>Present Project information to a large group of stakeholders, especially communities</li> <li>Allow stakeholders to provide their views and opinions</li> <li>Distribute technical and non-technical information</li> <li>Record discussions, comments, questions.</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Finance</li> <li>Ministry of Works and Public Assets</li> <li>EPA</li> <li>MLGRD</li> <li>Development partners</li> <li>World Bank Group</li> <li>Security forces</li> <li>The general public</li> <li>Impacted Communities</li> <li>Project Affected Persons (PAPs)</li> <li>Persons with disabilities</li> <li>Elderly persons</li> <li>Illiterate people</li> </ul>	<ul style="list-style-type: none"> <li>MoF (FDD, PFMU)</li> <li>MLGRD- Decentralization Secretariat</li> <li>LCs</li> </ul>
	<ul style="list-style-type: none"> <li>Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Public online surveys</li> <li>Focus group meetings</li> <li>Expert one-on-one interviews</li> <li>Formal meetings</li> </ul>	<ul style="list-style-type: none"> <li>Present Project information to a large group of stakeholders, especially communities</li> <li>Allow stakeholders to provide their views and opinions</li> <li>Distribute technical and non-technical information</li> <li>Record discussions, comments, questions.</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Finance Officials</li> <li>Ministry of Works and Public Assets Officials</li> <li>EPA Officials</li> <li>MLGRD key staff</li> <li>Development partners</li> <li>World Bank Group</li> <li>Security forces</li> <li>The general public</li> <li>Impacted Communities,</li> <li>Persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>MoF (FDD, PFMU)</li> <li>MLGRD- Decentralization Secretariat</li> <li>LCs</li> </ul>

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
	<ul style="list-style-type: none"> <li>Project Assets</li> </ul>	<ul style="list-style-type: none"> <li>Expert one-on-one interviews</li> <li>Formal meetings</li> </ul>	<ul style="list-style-type: none"> <li>Present Project information to a large group of stakeholders, especially communities</li> <li>Allow stakeholders to provide their views and opinions</li> <li>Distribute technical and non-technical information</li> <li>Record discussions, comments, questions.</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Finance Officials</li> <li>Ministry of Works and Public Assets Officials</li> <li>EPA Officials</li> <li>MLGRD key staff</li> <li>Development partners</li> <li>World Bank Group</li> <li>Security forces</li> <li>The general public</li> <li>Impacted Communities,</li> <li>Persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>MoF (FDD, PFMU)</li> <li>MLGRD-Decentralization Secretariat</li> <li>LCs</li> </ul>

### 3.5 Stakeholder Engagement Strategy

At each of the stages identified above, the PIU 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 publicised 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 maximise 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 7: Stakeholder Engagement/Consultation Strategy***

KEY Project Preparation Advance (PPA) Activities	Target Stakeholders	Expected discussions and decisions	Locations	Responsibilities
Integrated Development Plan for WARD-C (mid-term development plan)	Ward Development Committee members, Councilors, Development Planning officer-WARD-C, Devolved Sector heads for	Discuss and agree on priority needs and requirements for development plan	WARD-C administrative council, Various Wards	Development planner collate contribution of other stakeholders and guide the discussions; Devolved sector heads discuss sector priorities

<b>KEY Project Preparation Advance (PPA) Activities</b>	<b>Target Stakeholders</b>	<b>Expected discussions and decisions</b>	<b>Locations</b>	<b>Responsibilities</b>
	WARD-C, Head men, youth groups, women's group, CSOs/CBOs/NGOs			vis- a-vis national sector plans;
Capacity Development Plan in Secondary Cities and WARDC	Core and devolved staff of secondary cities (WARD-C), FDD- MoF, Dec-Sec- MLGRD, LGSC, PFMRU- MoF, IA- MoF	Capacity needs, available capacity and capacity gaps	Secondary cities +Ward-C; Freetown (FDD- MoF, Dec-Sec- MLGRD, LGSC, PFMRU- MoF, IA- MoF)	Core and devolved staff identify available skills and support systems; MoF, Dec-Sec- MLGRD, LGSC, PFMRU- MoF, IA- MoF identify basic requirement, capacity building requirement in tandem with statutory FM regulations and central support systems
Municipal Finance Capacity Assessments in Secondary Cities and WARDC	Chief Administrators Finance officers, Accountants, Procurement Officers, Internal Auditors of secondary cities, WARD-C, FDD-MoF, PFMRU-MoF, IA-MoF	Capacity requirement and needs of financial management staff	Secondary cities, Ward-C; Freetown (FDD- MoF, Dec-Sec- MLGRD, LGSC, PFMRU- MoF, IA- MoF)	Finance Officers, Accountants and Procurement Officers Identify available skills and support systems; MoF, , PFMRU-MoF, IA-MoF identify FM capacity requirement, with respect to statutory FM regulations and central support systems requirements
Pre-operational studies for the construction of a new landfill	Land owning families, Waste pickers at existing sites, EPA, Waste Management Companies	Land fill and access road to land fill, effect on infrastructure of public utilities including collaboration the improvement of green cover over water catchment	Land fill sites, Freetown- EPA, WARDC	Land owning families identify compensation and resettlement packages; EPA lead discussions on regulations and guidelines governing establishment of landfill; and Waste Management companies discuss on links between transit points and land fill sites for effective waste collection and management
Feasibility and detailed designs for neighbourhood upgrading	Ministry of Lands, Ministry of Environment, Community	Feasible options for upgrade	Freetown-Ministry of Lands and Housing and Country Planning, Ministry of	Ministry of land leads discuss on feasible upgrade options;

KEY Project Preparation Advance (PPA) Activities	Target Stakeholders	Expected discussions and decisions	Locations	Responsibilities
	members of identified neighborhoods for upgrade		Environment, FCC, Communities of neighborhood for upgrade	Affected communities members proffer
Development of RPF, ESCP, SEP, Labor Management Procedure etc.)	FCC, 7 secondary cities, WARDC; FDD, Ministry of Lands and Housing and Country Planning, Ministry of Environment, EPA, Office of National Security, Ministry of Labour and Social Security	Environmental and social risk assessments and mitigation	Secondary cities, Ward-C and Freetown	Ensure national laws and policies are followed through
Disclosure of Environmental and social risk management plans	Media, EPA, Communities	Environmental and social risk management plans	Secondary cities, Ward-C; and Freetown	Share information on Environmental and social risk management plans

### 3.6. Proposed Strategy for Information Disclosure

Stakeholder consultation and information disclosure will be an integral of the 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 8: Information Disclosure and Consultation Plan***

Project stage	Target stakeholders	List of information to be disclosed	Methods	Timing proposed
Implementation	<ul style="list-style-type: none"> <li>• Officials at MoF-FDD</li> <li>• PMU</li> <li>• PSC</li> <li>• LCs</li> <li>• Development partners</li> <li>• World Bank Group</li> </ul>	<ul style="list-style-type: none"> <li>• ESMF</li> <li>• RPF</li> <li>• SEP</li> <li>• GRM</li> </ul>	<ul style="list-style-type: none"> <li>• News paper</li> <li>• Website</li> <li>• Online and ICT enabled</li> </ul>	<ul style="list-style-type: none"> <li>• Before appraisal</li> <li>• Throughout project implementation</li> </ul>

	<ul style="list-style-type: none"> <li>• PAPs</li> <li>• General Public</li> </ul>			
	<ul style="list-style-type: none"> <li>• The public</li> <li>• Impacted Communities,</li> <li>• Traders Association</li> <li>• Traders/Market women</li> <li>• Transport operators and commuters</li> <li>• SMEs</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed information about RUSLP (Beneficiary LCs, likely impact of project, etc.)</li> <li>• ESIA, ESMF, RPF, LRP, ESMP, RAP, SEP, GRM,</li> </ul>	<ul style="list-style-type: none"> <li>• Radio and phone in interaction with public</li> <li>• Television</li> <li>• Social media</li> <li>• News paper</li> <li>• Posters and brochures</li> </ul>	<ul style="list-style-type: none"> <li>• Before project implementation is started</li> </ul>
	<p>Vulnerable Groups:</p> <ul style="list-style-type: none"> <li>• Residents in slums or informal settlements and flood-prone or inaccessible areas.</li> <li>• Waste pickers</li> <li>• Physically challenged persons with visual and hearing (or other) impairment</li> <li>• Women, girls, poor and disadvantaged children pregnant school age girls</li> <li>• Ebola/COVID-19 Survivors</li> <li>• Stakeholders in high illiterate areas</li> <li>• Drug addicts, commercial sex workers</li> </ul>	<ul style="list-style-type: none"> <li>• ESMF, ESMP, RPF, LRP, RAP, SEP, GRM and other relevant project documentation.</li> <li>• Project information and progress updates</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with specialized agencies dealing with these stakeholders to employ the most appropriate means of engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout project implementation</li> </ul>
Construction/ Rehabilitation	<ul style="list-style-type: none"> <li>• Landowners</li> <li>• PAPs (including informal occupants),</li> <li>• Residents/businesses in construction area</li> <li>• Vulnerable groups,</li> <li>• Municipal waste collectors</li> <li>• The public</li> <li>• Ministry of Lands</li> <li>• Contractors</li> <li>• Workers (including Stewards for afforestation sub-project)</li> </ul>	RAP/ ESMP	<ul style="list-style-type: none"> <li>• Limited informal meetings</li> <li>• Website</li> <li>• National news papers</li> <li>• Notice boards at construction sites/communities</li> </ul>	<ul style="list-style-type: none"> <li>• Two months after project effectiveness.</li> <li>• Throughout project implementation</li> </ul>

	<ul style="list-style-type: none"><li>• Traders/Market women</li><li>• Transport operators and commuters</li><li>• SMEs</li></ul>			
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## 4.0 RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

### 4.1. Resources

The Fiscal Decentralization Division (FDD) will provide oversight and supervision in implementing the SEP. The FDD will also ensure the hiring of the required personnel to implement the project including the roll out of activities related to SEP. In addition, the FDD will ensure that the required funds are allocated and disbursed for the implementation of the SEP. A proposed budget for the stakeholder engagement activities is outlined below:

***Table 9: Proposed Budget for SEP on RUSLP***

<b>Budget Item</b>	<b>Cost (USD)</b>
<b>General expenses for SEP implementation (travel, printing, and community engagements):</b>	
O/w Local Travel	10,000
Printing - including IEC materials	10,000
Community Engagement	50,000
Specific expenses on logistics related to SEP activities	10,000
Additional expenses on resource persons on SEP activities	10,000
Other (contingency)	40,000
<b>Total</b>	<b>130,000</b>

### 4.2. Management Functions and Responsibilities

The Fiscal Decentralization Division (FDD) of the Ministry of Finance will provide overall oversight for the implementation of the stakeholder engagement activities. The FDD will coordinate the process of establishing the Project Steering Committee (PSC) which will comprise of senior representatives of key ministries Departments and Agencies (MDAs) such as Ministry of Local Government, Ministry of Environment, Ministry of Lands and Housing, and Ministry of Planning and Economic Development etc. The PSC will meet at least every quarter to resolve strategic issues affecting project execution, provide policy guidance, and review project implementation progress and results indicators. The PMU will serve as the secretariat to the PSC. The roles and responsibilities of the PSC will be detailed in the institutional and implementation arrangement in the Project Appraisal Document (PAD) and the Project Implementation Manual.

## **5.0 GRIEVANCE REDRESS MECHANISM (GRM)**

A comprehensive project-wide GRM will be instituted by the PMU before project implementation commences 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.

Essentially, the Grievance Redress Mechanism (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:

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

### **5.1 The Grievance Redress Mechanism Process**

Grievances will be coordinated at the Project Management Unit (PMU) 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 victimisation. The GRM process will be coordinated by the PSC via the PMU 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 PMU shall be assigned to coordinate all the grievances and complaints coming from all levels, man the call/documentation center and ensure timely escalation of complaints and grievances to the resolving officers. The Grievance Redress Mechanism 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

### **5.2 Scope of the GRM**

The GRM for the RUSLP 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. 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 and other assets to make way for major infrastructure development and tree planting
- Displaced communities
- Municipal waste collection and disposal workers
- Quantity Surveyors
- SMEs
- Community leaders and the clergy
- Disability association
- Women and girls centered groups
- Officers working at city councils
- Workers at construction sites
- Tax/dues payers
- Revenue collectors
- Traders/Market women
- Transport operators and commuters
- Water supply companies/organisations
- Private business owners
- Waste pickers
- Persons affected by or otherwise involved in project-supported activities

### **5.3 Implementation Steps of GRM**

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 Specialist, GBV Specialist and Community Outreach Specialist in addition to focal persons in the affected communities, local councils, contractor and supervising team and service provider (for SEA/SH complaints) or directly through a call/report centers (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. Once complaints are received at any levels, they will be forwarded the call or report centre(s) (with customised digital platform) 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 will involve the following steps which have been summarized in table

***Table 10: Steps in project-specific grievance handling processes***

<b>GRM stages</b>	<b>Description of tasks</b>	<b>Responsibility</b>	<b>Timeline</b>
Assign Focal Persons (FP)	The Social Safeguards Specialist together with the GBV Specialist and the Community Outreach Specialist will constitute the GRM officers at the PMU level and will liaise with stakeholders to identify Focal Persons at the district and community levels and grievance committees	FDD-PMU	Prior to project implementation
Train assigned focal persons on the design and operation of the GRM	Train Focal Persons on grievance redress processes	PMU, GRM Consultant Social Safeguards Specialist, GBV Specialist and the Community Outreach Specialist	Before Project Implementation
Receive, acknowledge receipt and transfer and register complaints	The GRM will have several tiers from the community level, District level, PMU 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 digital platform will be established to register complaints at the PMU 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
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	Social Safeguards Specialist of PMU	2 working days after receiving complaints

	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 safeguards specialist or focal person. The Social Safeguards specialist/ focal person will assign timelines for investigating. Once transferred to the appropriate resolving officer or GRM committee, the Social safeguards specialist/ focal person will track the resolution process to ensure timely feedback.		
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 Safeguards Specialist of PMU, Grievance Committee, resolving	Ongoing 2 weeks
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 Safeguards Specialist Focal Persons	2 working days
Select a resolution approach	Where the complaint is not of fraud or corruption, working with the Social Safeguards 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 Safeguards Specialist Focal Person GRM Committee	Ongoing; 3 working days after receiving complaints
Settle the issues (or further escalate the issues)	The Social Safeguards 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	Social Safeguards Specialist Focal Person GRM Committee	Ongoing; 5 working days after registering complaint

	work. Once settled, the social safeguards 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.		
Monitor and evaluate grievance redress process	The PMU through the Social Safeguards Specialist Focal Persons will monitor the grievance redress process and the implementation of the decisions made. The Social Safeguards 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 Safeguards Specialist Focal Person GRM Committee	Ongoing
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 PMU 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.	PMU	Ongoing
Public Information Communications (PIC) Campaigns	This will be used to raise awareness of the GRM on where to submit complaints and the resolution process.	PMU	On going

The coordination responsibility of the GRM shall rest with the RUSLP Social Safeguards Officer and the focal person of the call/report center. 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 RUSLP 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 GBV specialist or to the call center with encrypted section for data protection, The services of Rainbo Initiative, and 50:50 who have already demonstrated strong capacity to respond to GBV issues. A TOR is in place to identify partners that can provide technical guidance to the setting of an ethically managed a GBV-GRM as well as prepare and support the implementation of the project GBV action plan. 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 institutes 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.

#### 5.4 Key Stakeholders in the GRM Process

. Specific roles and responsibilities of key stakeholders in the GRM Process are outlined in table 11 below.

***Table 11: Stakeholder Roles and Responsibilities in GRM Processes***

<b>Actor</b>	<b>Role</b>
Ministry of Finance	Provides implementation oversight of Government of Sierra Leone and other Donor Partners on the RUSLP funding
Project Fiduciary Management Unit (PFMU)	Serves as trustee between the Government of Sierra Leone and the World Bank
GRM Report Centre	General Platform that must receive/record/log/document, screen and refer all RUSLP related complaints to appropriate channels for investigation and resolution.
GRM focal person/PSC	Detect or investigate and resolve any complaint pertaining to the project
MLGRD-Decentralization Secretariat	Provide supervisory role on local councils' cooperation on the project and help in the area of giving directives on relevant sector policies to guide project implementation
PMU-FDD	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
Local councils/Ward Committees	WCs would be responsible for community mobilization, facilitating community planning, support community level grievance uptake and and 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 RUSLP 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 PMU 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 with linkages to the project report/call center for documentation and tracking.

## **6.0 MONITORING, EVALUATION AND REPORTING**

A project monitoring and evaluation system will be established by the PMU-FDD to assess progress on indicators in the Project's result framework. Data on activities and outputs will be included in regular monthly and quarterly reports prepared by the PMUs based on inputs from the implementing agencies, including MDAs' focal points and City Project Implementation Teams (CPITs) at the local councils level, in accordance with the format in the Project's Operational Manual (POM). The M&E Specialist at the PMU will be responsible for collating the data from the Implementing Agencies (IAs) 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.

### **6.1 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, ward, community) to work together to collect and analyze 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 PMU, Local Councils, Implementing Agencies, Affected Communities, and Development Partners, Ward Committees, Counselors 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 FDD, under the MoF, shall provide overall coordination, monitoring, and evaluation of the project by putting in place the requisite tools and systems (GRM digital platforms, M&E systems, reporting templates etc in place to collect, analyze, and report all information to relevant stakeholders. This Stakeholder Engagement Plan (SEP) will be published on the MoF official website, and updated regularly detailing public consultations, disclosure information and grievances throughout the project, which will be available for public review on request. the PMU and third-party monitoring consultant should evaluate the Stakeholder Engagement Plan periodically to reflect relevant changes as may be required.

### **6.2 Reporting back to Stakeholder Groups**

Managing stakeholder expectation is a sine qua non to determining the success of people centered project like RUSLP. 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 RUSLP 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 12: Monitoring and Evaluation Plan for SEP***

<b>Indicator Name</b>	<b>Definition/Description</b>	<b>Frequency</b>	<b>Data source</b>	<b>Methodology for Data Collection</b>	<b>Responsibility for Data Collection</b>
<b>Goal:</b>					
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	Annual	Annual survey	Conduct stakeholder satisfaction survey on implementation of project	MoF/FDD & C/LCs
<b>Outcomes:</b>					
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	MoF/FDD & C/LCs
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	MoF/FDD & C/LCs
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	MoF/FDD & C/LCs
<b>Outputs:</b>					
Key stakeholders identified	This measures the number and types of stakeholders identified	Biannually	SEP for RUSLP	Review project documents at MoF/FDD & C/LCs	MoF/FDD & C/LCs

	for engagement during project implementation		Stakeholder register for project		
Key stakeholders consulted	This measures the number of consultations carried with key stakeholders before and during project implementation	Monthly	Stakeholder consultation reports	Review project documents at MoF/FDD & C/LCs	MoF/FDD & C/LCs
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 MoF/FDD & C/LCs	MoF/FDD & C/LCs
Key project information disclosed	This measures the number and type of project information disclosed	Monthly	SEP, reports on information disclosure	Review project documents at MoF/FDD & C/LCs	MoF/FDD & C/LCs
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 MoF/FDD & C/LCs	MoF/FDD & C/LCs
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 MoF/FDD & C/LCs	MoF/FDD & C/LCs
Grievances resolved			GRM reports E&S reports	Review project documents at MoF/FDD & C/LCs	MoF/FDD & C/LCs

## Annex 1: Stakeholder Consultations held for the Project Preparation:

### Stakeholders Consulted for the SEP

Name of Stakeholder Group	Topics for Discussion	Contact person	Mode of consultation	Schedule
<i>Fiscal Decentralization Dpt. (MoF)</i>	<ul style="list-style-type: none"> <li>• Confirm RUSLP (components)</li> <li>• Role in RUSLP</li> <li>• Confirm key collaboration MDAs</li> <li>• Confirm key national laws/regulations governing project</li> <li>• Key capacity gaps/needs</li> </ul>	<i>Adams S. Kargbo (Director)</i>	Email correspondence, Zoom meetings, and WhatsApp	<i>2<sup>nd</sup> and 7<sup>th</sup> June, 2020</i>
		<i>Saad Barrie (Assistant Director)</i>	Email correspondence, Zoom meetings, and WhatsApp	<i>2<sup>nd</sup>, 7<sup>th</sup> and 16<sup>th</sup> June, 2020</i>
<i>MLGRD</i>	<ul style="list-style-type: none"> <li>• Role in RUSLP</li> <li>• Key capacity gaps/needs</li> <li>• Confirm key stakeholders</li> </ul>	<i>Edward Gaujah (Deputy Secretary)</i>	Email correspondence, Zoom meetings, and WhatsApp	11am on Tuesday June 9
		<i>Collina Macauley (M&amp;E Manager, Decentralization Secretariat)</i>	Email correspondence, Zoom meetings, and WhatsApp	9 <sup>th</sup> and 18 <sup>th</sup> June, 2020
		<i>Sinneh Mansaray</i>	<i>Email, zoom meeting</i>	10 <sup>th</sup> June, 2020
		<i>Abubakar Kamara</i>	<i>Email</i>	13 <sup>th</sup> June, 2020
<i>Office of National Security</i>				
<i>Ministry of Lands</i>				
<i>Freetown City Council</i>	<ul style="list-style-type: none"> <li>• Role in RUSLP</li> <li>• Key capacity gaps/needs</li> <li>• Confirm key stakeholders</li> <li>• Likely impacts-affected persons, land, structures, businesses, other livelihoods etc.</li> </ul>	<i>Modupe Williams (Transition Technical Advisor RUSLP)</i>	<i>Email, zoom meeting</i>	10 <sup>th</sup> June, 2020
		<i>Mariama Withmore (Safeguards/ Procurement Lead for RUSLP) Email: <a href="mailto:mariama@hastingsp3m.com">mariama@hastingsp3m.com</a></i>	<i>Email, zoom meeting</i>	9 <sup>th</sup> June, 2020
<i>Western Rural Council</i>		<i>Alhassan Yillah (Development Planning Officer)</i>	<i>Email, zoom meeting</i>	<i>11<sup>th</sup> June, 2020</i>
		<i>Lamin Kamara (Civil Engineer)</i>	<i>Email, zoom meeting</i>	<i>11<sup>th</sup> June, 2020</i>

Bo city Council		<i>Haja Alima Lukay (Development Planning Officer)</i>	<i>Email, zoom meeting</i>	<i>12<sup>th</sup> June, 2020</i>
Kenema Council		Augustine Will (Civil Engineer)	WhasApp call	<i>15<sup>th</sup> June, 2020</i>
Makeni Council		Sheik Gibrill Sesay (Civil Engineer)	Email or WhasApp call	<i>9<sup>th</sup> June, 2020</i>
Koidu Council		Lahai K. Mansaray (Deputy Chief Administrator)	WhatsApp	<i>8<sup>th</sup> June, 2020</i>
Bontho Council		Francis M. Tiffa (Chief Administrator)	Webex WhatsApp	<i>10<sup>th</sup> June, 2020</i>
Port Loko City Council		Festus Gador (Chief Administrator)	WhatsApp	<i>10<sup>th</sup> June, 2020</i>
CSO relevant to RUSLP	<ul style="list-style-type: none"> <li>• Role in RUSLP</li> <li>• Key interest in project</li> <li>• Key capacity gaps/needs</li> <li>• Confirm key stakeholders</li> </ul>	<i>Francis A. Reffel (Director, CODOHSAPA)</i>	<i>Email</i>	<i>15<sup>th</sup> June, 2020</i>
		<i>Joe Rahal (Director, Green Scenery)</i>	<i>Email</i>	<i>15<sup>th</sup> June</i>
Disability Association		<i>Sahr Lamin Kortequee (Executive Secretary, National Commission for Persons with Disability)</i>	<i>Email, Whatsapp</i>	<i>15<sup>th</sup> June, 2020</i>
Women centered bodies		<i>Haja Marie Bob Kandeh (President, Sierra Leone Association of Market Women)</i>	<i>Email</i>	<i>15<sup>th</sup> June, 2020</i>
		<i>Dr. Nemata Majeks-Walker (Founding President, 50-50 Group)</i>	<i>Email</i>	<i>17<sup>th</sup> June, 2020</i>
<i>Environmental Foundation for Africa (EFA)</i>		<i>Mr. Tommy Garnett</i>	<i>Email</i>	<i>9<sup>th</sup> July, 2020</i>

### Stakeholders Consulted for the preparation of the RPF:

<b>Name of Stakeholder Group</b>	<b>Topics for Discussion</b>	<b>Major concerns/issues and agreement</b>
Fiscal Decentralization Department (MoF)	<ul style="list-style-type: none"> <li>• Confirm RUSLP (components) role in RUSLP</li> <li>• Confirm key collaboration MDAs</li> <li>• Confirm key national laws/regulations governing project</li> </ul>	<ul style="list-style-type: none"> <li>• High quality PMU staff who are adequately compensated for their demand roles.</li> <li>• FDD will need to hire two drivers as support from the project.</li> <li>• FDD needs support (Consultant) to help improve our documentation, records management and retrieval processes.</li> <li>• FDD recommends for thorough due diligence during site selection</li> <li>• Dual land ownership system could delay RAP implementation.</li> <li>• Litigation over issues disputes delays funds disbursement from World Bank</li> </ul>

Name of Stakeholder Group	Topics for Discussion	Major concerns/issues and agreement
	<ul style="list-style-type: none"> <li>• Key capacity gaps/needs</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building support in new ESS especially on aspects related to land field site management</li> </ul>
MLGRD	<ul style="list-style-type: none"> <li>• Role in RUSLP</li> <li>• Key capacity gaps/needs</li> <li>• Confirm key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Strong familiarity with ESS at national level</li> <li>• Capacity support in data collection, analysis and reporting, GIS based monitoring techniques to aid RAP implementation</li> </ul>
Ministry of Lands		<ul style="list-style-type: none"> <li>• Limited knowledge on new ESF and related RAP issues.</li> <li>• Refresher training on Land issues and Urban development training</li> <li>• Capacity support on GPS, GIS, data management and analysis.</li> <li>• Agree to provide oversight to E&amp;S Officers engaged on RAP implementation</li> </ul>
Freetown City Council Western Rural Council Bo city Council Kenema Council Makeni Council Koidu Council Bonthe Council Port Loko City Council	<ul style="list-style-type: none"> <li>• Role in RUSLP</li> <li>• Key capacity gaps/needs</li> <li>• Confirm key stakeholders</li> <li>• Likely impacts-affected persons, land, structures, businesses, other livelihoods etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement of land owing family and chiefdom council.</li> <li>• Assessment and management of Environment and social risk and impacts</li> <li>• Will lead in the field engagements with PAPs and implement RAP activities on the ground.</li> <li>• Requires capacity support on E&amp;S frameworks and reporting requirements related to RAP</li> <li>• Logistical support such as GPS machines, cameras, Laptop computer, and motorbikes) to aid RAP activities.</li> </ul>
Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA)	<ul style="list-style-type: none"> <li>• Role in RUSLP</li> <li>• Key interest in project</li> <li>• Key capacity gaps/needs</li> <li>• Confirm key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Express concerns about the likely impacts of project on such as loss of cultural values; sentimental attachment to the neighborhood, and the loss of proximity to livelihood source and other essential services</li> <li>• Proposed the conduct feasibility study to assess affected properties, prepare full cost of project including cost of affected properties and ensure the project fund is secured before execution commence so that compensation runs in tangent with commencement</li> </ul>
Green Scenery		<ul style="list-style-type: none"> <li>• Planting and growing/ stewarding trees in and around their land / property</li> </ul>
Environmental Foundation for Africa (EFA)		<ul style="list-style-type: none"> <li>• Anticipated complaints and grievances associated with the tree planting and growing component of the project.</li> <li>• Role of is though tree giveaways set-up through a distribution process linked to registered stewards who agree and consent to plant and grow. Through our planting area third party monitoring system through FCC Council structure FCC will engage stewards continually and address grievances as they arise.</li> </ul>
50:50		<ul style="list-style-type: none"> <li>• Impact of project on women</li> <li>• Avenues for lodging of complaints and grievances by women</li> <li>• The need to reform land tenure system to be inclusive of women views.</li> <li>• Information disclosure and consultation with women during project implementation including RAP</li> <li>• The need to be involved in GRM processes.</li> </ul>
Rainbo Initiative		<ul style="list-style-type: none"> <li>• GBV issues related to projects,</li> </ul>

Name of Stakeholder Group	Topics for Discussion	Major concerns/issues and agreement
		<ul style="list-style-type: none"> <li>• Mechanisms for GBV redress</li> <li>• Safeguarding and protection of vulnerable persons, girls and women during project implementation.</li> </ul>

### Stakeholder Consultations for the preparation of the ESMF:

Work Area	Name	Designation	Date	Communications medium	Issues discussed	Contact
FDD	Adams Kargbo	Director, FDD	11 Nov.2020	In person E mail	Project overview, project Management, provision of literature	076614710
FDD	Saad Barrie	FDD	11 Nov.2020	In person Email	Project Management, provision of literature	077893543
National Disaster Management Agency	Major General Bureh Kargbo	Head, Disaster Management Agency	12 Nov.2020	Telephone	Views in New Agency, challenges and expectations.	076619353
ONS	Francis Lagumba Keili	Director of Planning, ONS	10 Nov.2020	In person Telephone	The role of ONS in Disaster Management, provision of literature, views on New Disaster Management Agency	076418194
<u>EPA</u>	Mohamed Bah	Director, EPA	10 Nov 2020	In person	EPA's practices and procedures as relates to this project, New EPA Act.	078350627
Ministry of Works	Paul Bockarie	Professional Head, Ministry of Works	13 Nov. 2020	In person	MWTIE's role in certifying contractors, Relationship between MWTI and MLHCP	076652976
WARDC	Rahman Tom-Farmer	Chief Administrator	13 Nov. 2020	In person	WARDC's operation. organogram	+23276345504
WARDC	Maurice George Ellie	Development Planning Officer	13 Nov 2020 10 Dec 2020	In person In person	Operation of planning Department, Plans for spatial planning in WARDC	+23276995314 <a href="mailto:Mgellie2017@gmail.com">Mgellie2017@gmail.com</a>
WARDC	Marian J Tucker	Environmental & Sanitation Officer	13 Nov 2020 10 Dec 2020	In person In person	Operation of Environmental Department, SWM issues in WARDC	+23276914369 <a href="mailto:Mjtucker46@gmail.com">Mjtucker46@gmail.com</a>

Work Area	Name	Designation	Date	Communications medium	Issues discussed	Contact
WARDC	Sheku Jah	Valuator	13 Nov 2020	In person	Property valuation in WARDC	+23276753482
WARDC	Chernoh Juldeh Bah	Information Education Comm. Officer	13 Nov 2020 10 Dec 2020	In person In person	Communications issues within WARDC	+23277677692
Shaadeen Enterprise	Isaac Lamin	Manager	14 Nov. 2020	In person	SWM project run for WARDC	3 Frey Street Waterloo
Freetown City Council	Yvonne Aki Sawyerr	Mayor	9 Dec 2020	In person Email	Management of FCC-plans and constraints, Relationships with GOSL, Current WB projects, All subcomponents of project dealing with FCC.	<a href="mailto:yvonne.aki.sawyerr@fcc.gov.sl">yvonne.aki.sawyerr@fcc.gov.sl</a>
Freetown City Council	Modupe Williams	Consultant	11 Nov 2020 9 Dec.2020	In person Email	Operation of Mayor's delivery units. Current WB FCC projects, All subcomponents of project dealing with FCC.	+232 30 557 415 Email: <a href="mailto:modupe@hastingsp3m.com">modupe@hastingsp3m.com</a>
Freetown City Council	Eugenia Kargbo		11 Nov 2020	In person	SWM in FCC	Tel - 078/909/065
Freetown City Council	Lyndon Baines-Johnson	Development Policy Analyst, Mayor's Delivery Unit	12 Nov. 2020	In person	WM projects in FCC	+232-78-222-303
Freetown City Council	Marrah	Development Officer	17 Nov.2020	Telephone	Current WB FCC projects, All subcomponents of project dealing with FCC	
Bo City Council	Veronica J Fortune	Chief administrator	17 Nov.2020	Telephone	Management and Organisational structure of BCC	076654986
Bo City Council	Haja Halima Lukay	Dev.& planning officer	17 Nov. 2020 18 Nov. 2020	In person Telephone Email	Spatial planning, Property tax management, SWM issues, Gender issues.	078367109
Bo City Council	Juliana Bah	Environmental & social officer	17 Nov.2020	In person	SWM issues	078609922
Bo City Council	Saidu D. Kamara	Property tax manager	17 Nov.2020	In person	Property tax management issues	076893305

Work Area	Name	Designation	Date	Communications medium	Issues discussed	Contact
Bonthe Council	City Layemie Joe sandy	Mayor	17 Nov.2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Bonthe District Council	076885902
Bonthe Council	City Adu Vandi Kondorvoh	Development planning officer -	19 Nov. 2020	Telephone	Spatialo planning and property tax management issues.	076770211
Bonthe Council	City Sylvester Abdul Dagima	Information, Education, & Communication	19 Nov.2020	Telephone	Communications issues	077440316
Kenema Council	City	Deputy Mayor	20 Nov. 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Kenema District Council	076- 72629
Kenema Council	City	Development /Planning Officer	20 Nov. 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Kenema District Council	07953150
Kenema Council	City	Environmental Officer	20 Nov. 2020	In person	SWM issues	099- 29497
Kenema Council	City	Property Tax Officer	20 Nov. 2020	In person	Property tax issues	07- 3522
Kenema Council	City Mr. Hardy Jalloh	Chairman, Kenema Traders Union.	23 Nov. 2020	In person	Issues related to constraints faced by traders	076- 797654, 076- 650061
Port Loko Council	City	Deputy Mayor	23 Nov. 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Kenema City Council	07- 24930
Port Loko Council	City	Chief Administrator	23 Nov. 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Kenema District Council	077-367747

Work Area	Name	Designation	Date	Communications medium	Issues discussed	Contact
Port Loko City Council		Environmental Officer	24 Nov 2020	In person	SWM issues	077 – 474709
Port Loko City Council		Development/Planning Officer –	24 Nov. 2020	Telephone	Planning issues, property tax management issues	076 -323745
Makeni City Council	Santigie Brima Mansaray	Deputy Mayor	24. Nov 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Makeni City Council	077276668
Makeni City Council	Daniel Kpukumu	Chief Administrator	24 Nov 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Makeni City Council	076130529
Koidu City Council		Mayor Komba Sam Sam	24 Nov.2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Koidu City Council	078409940
Port Loko City Council		Chief Administrator	24 Nov. 2020		Management and Operation of council. All subcomponents of project dealing with Port Loko City Council	077-367747
Port Loko City Council		Ing Sesay	24 Nov.2020		Management and Operation of council. All subcomponents of project dealing with Port Loko City Council	
Coconut farm - Ward 421	Musa Almamy Sesay	Councillor	25 Nov. 2020	In person	Discuss plans for FGD meeting	077-692141
	Kadiatu Kamara	Women's Leader	25 Nov. 2020	In Person	Discuss plans for FGD meeting	088262960
Moyiba - Ward 419	Solomon J Kamara	Councillor	25 Nov. 2020	In Person	Discuss plans for FGD meeting	076-788822
	Kadie Haward	Women's Leader	25 Nov. 2020	In Person	Discuss plans for FGD meeting	099-208230

Work Area	Name	Designation	Date	Communications medium	Issues discussed	Contact
Rokupa - Ward 408	Shaka A G Turay	Councillor	25 Nov. 2020	In person	Discuss plans for FGD meeting	079-255775
Rokupa - Ward 408	Nene Sesay	Women's Leader	25 Nov. 2020	In person	Discuss plans for FGD meeting	077-572445
Shaadeen Enterprise	Isaac Lamin	Manager	13 Nov 2020			+232794829
WARDC	Kasho Holland-Cole	Chairman	10 Dec 2020	In person	Management and Operation of council. All subcomponents of project dealing with WARDC	+23279691118
WARDC	Rahman Tom-Farmer	Chief Administrator	10 Dec 2020	In person	Management and Operation of council. All subcomponents of project dealing with WARDC	+23276345504
WARDC	Marian J Tucker	Environmental & Sanitation Officer	10 Dec 2020	In person	Management and Operation of council. All subcomponents of project dealing with WARDC	+23276914369 Mjtucker46@gmail.com
WARDC	Chernor Juldeh Bah	Information Education Comm. Officer	10 Dec. 2020	In person	Management and Operation of council. All subcomponents of project dealing with WARDC	+23277677692
FCC	Rosetta Wilson		14 Dec 2020	Telephone Email	Digital town hall pilot in Ward 422	rosetta.wilson@btinternet.com
FCC	Eugenia Kargbo		14 Dec. 2020	Telephone Email	5 year (Transform Freetown) strategy for waste management	eugeniakargbozt@gmail.com
FCC	Amira El Halabi		14 Dec 2020	Telephone Email	Details of recycling projects	amira.elhalabi@gmail.com
FCC	Manja Kargbo		14 Dec 2020	Telephone Email	Employee information by gender	manja.kargbo@fcc.gov.sl

**Moyiba – Focus Group Discussion participants**

1. Abu Turay - Councilor's representative - 077300340
2. Fatmata Bangura (F) - Women's Leader/Mammy Queen - 088391037
3. Ibrahim S. Bangura - Youth Leader - 077236161
4. Abu Bakarr Sesay - Disabled person
5. Saidu Koroma - Elderly person (over 65) - 078793675
6. Moses Pessima – Policeman - 077551684
7. Yaraba Bangura – Section Chief – 077272392
8. Lamrana Jalloh – Chairman – 077326071
9. Kadie Howard (F) – Chair lady for Bike Riders – 099208230
10. Suad Kamara (F) – Youth representative
11. Safie Turay (F) – Women's representative – 074270271
12. Abdul Karim – Council committee member - 088753574

**Rokupa – Wharf Community- Focus Group Discussion participants**

1. Sheku A.G. Turay – Councilor - 079-245775
2. Nana Sesay (F) - Women's Leader - 077-572445
3. Chrispin Koroma - Police Officer - 099-706676
4. Sallu Bah - Elderly Person - 076-962396
5. Ibrahim Sesay - Disabled Person - 077-514153
6. Saidu Bangura - Youth Leader - 077-599472
7. Isata Conteh (F) – Youth - 030-708064
8. Alima Kamara (F) - Youth - 077-250837
9. Abdul S. Bangura – Youth - 077-377504
10. Alusine M. Sesay – Youth - 077-263495
11. Mabinty Fofanah (F) – Youth - 088-949908
12. Ishmael Kamara – Youth - 077-507894
13. Alhaji M.S.Y. Kanu – Observer - 078-440617

**Coconut Farm -Focus Group Discussion participants**

1. Musa Sesay – Councilor - 077-692141
2. Nawoh Mansaray (F) - Women's Leader - 077-349987
3. Ibrahim Jibu Kamara - Disabled Person - 088-674942
4. Ibrahim Mansaray - Youth Leader - 079-691951
5. Yeabu Kargbo (F) - Elderly Person -
6. Fatmata Kamara (F) – Youth - 099-037414
7. Chernoh Saidu - Police officer - 077-347131
8. Fatmata Koroma (F) – Youth - 088-413454
9. Ibrahim Kamara – Youth - 088-390303
10. Mohamed A. Kabia – Youth - 088-699134
11. Chernor Bangura – Youth - 077-202663
12. Musa Bah – Youth - 080-113315
13. Foday Kuyateh - Youth 030-048046

***Focus Group Discussions for Market project – Interviews*****Kenema City Market - Participants:**

- A. *Fisheries City Market Chairladies*
  - Madam Massa Mansaray – 076 -650600.
  - Madam Haja K.Ngiawo – 076 – 711761.

- Madam Lucy Mattia – 076 – 840587.
- Madam Jebbeh Junisa – 076 – 512106.

*B. Kenema Traders Union Reps.*

- Mr. Hardy Jalloh – Chairman – 076 – 797656.
- Mr.Lansana Jawara – PRO – 076 – 508199.
- Mr. Mohammed Saidu Fornah – 076 – 507663.

**Campbell Street Market – Makeni - Participants:**

1. Isatu Koroma - Chairlady
2. Zainab Yambasu - Junx seller - 033642940
3. Fatmata J. Bangura - Onion and Seasonings trader - 080631033
4. Samuel Fornah - Meat seller (butcher) - 088019543
5. Mohamed Sesay - Frozen peoducts (chicken) - 030884300
6. Isatu Jalloh - Fish trader - 033642940
7. Isatu Kamara - Vegetable seller - 080023399
8. Hassan Kamara - Grinder -
9. Zandra - Union Chairman - 077703738
10. Daniel Gbukumu - CA Makeni - 099394687

**Bo Market People interviewed:**

1. Fina Tommy - Market chairlady - 078467647
4. Mamie Kamara - Market Vice chairlady

Interviews were also held with people around Kingtom and Kissy landfill sites.