



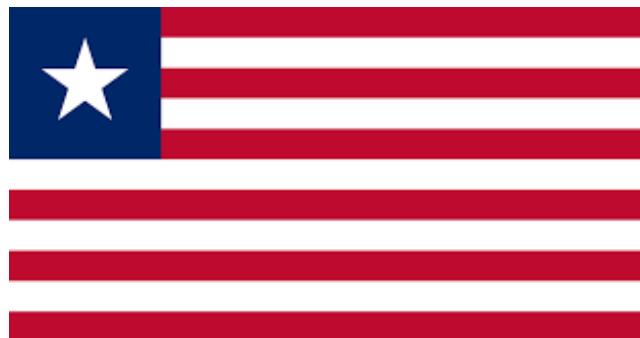
Liberia-SEP-WARDIP-Dec 2025

FOR THE

WESTERN AFRICA REGIONAL DIGITAL INTEGRATION PROJECT (WARDIP)-SOP2
(P500628)



THE REPUBLIC OF LIBERIA



MINISTRY OF POST AND TELECOMMUNICTION

DRAFT

STAKEHOLDER ENGAGEMENT PLAN

December 2025

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Stakeholder Engagement Plan

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ACRONYMS AND ABBREVIATIONS

AFW	Africa West
ANIP	Agence Nationale pour l'Identification des Personnes (National Agency for the Identification of Persons in Benin)
CERC	Contingent Emergency Response Component
ECOWAS	Economic Community of West African States
EIB	European Investment Bank
ESCP	Environmental and Social Commitment Plan
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESMS	Environmental and Social Management System
ESRS	Environmental and Social Review Summary
EU	European Union
FAGACE	African Guarantee and Economic Cooperation Fund
GBV	Gender-Based Violence
GRS	Grievance Redress Service
IDA	International Development Association
IFC	International Finance Corporation
LMP	Labor Management Procedures
LRREN	Liberia Research and Education Network
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments, and Agencies
MoPT	Ministry of Post and Telecommunications
PCM	Private Capital Mobilization
PDO	Project Development Objective
PIU	Project Implementation Unit
PSC	Project Steering Committee
PSW	Private Sector Window
PTC	Project Technical Committee
PWD	People With Disabilities
SDM	Single Digital Market
SEAH	Sexual Exploitation, Abuse and Harassment
SEP	Stakeholder Engagement Plan
SOP	Series of Projects
VAC	Violence Against Children
WAEMU	West African Economic and Monetary Union
WACS	West Africa Cable System
WACREN	Western and Central Africa Research and Education Network
WARCIP	West Africa Regional Communications Infrastructure Project
WB	World Bank
WURI	West Africa Unique Identification for Regional Integration and Inclusion

1.0 INTRODUCTION

1.1 Background

Liberia, with a population of about 5.5 million and a GNI per capita of US\$730 (2023), remains one of the smallest and poorest economies in West Africa. More than half of its population is under 25 years old, and the country faces persistent development challenges, including high unemployment (around one-third of youth) and widespread poverty (two-thirds of the population). Liberia's Human Capital Index of 0.36 ranks among the lowest globally. The two civil wars (1989–1997 and 1999–2003) devastated infrastructure and institutions, setting back development.

Liberia is also highly vulnerable to climate change, ranking 177th out of 185 countries on the Notre Dame Gain Index, with women and girls disproportionately affected by war and economic hardship. Key development constraints include weak connectivity, data, and online markets.

To address these challenges, under the West Africa Regional Digital Integration Program (WARDIP-SOP2), Liberia has secured a US\$50 million facility from the World Bank. The project aims to expand broadband access, strengthen digital services, and integrate Liberia into the regional digital economy. It seeks to create an enabling environment for digital skills, innovation, and competitiveness, advancing national and regional digital transformation goals. The Ministry of Posts and Telecommunications will lead implementation across selected local government areas.

1.2 Program Development Objective and Components

The project development objectives (PDO) will be realized through the following result level channels and indicators:

- (a) Increase broadband access and usage
 - People using broadband internet (new use with key consideration to women)
 - Used international bandwidth per mobile internet user (Kbit/s per person)
- (b) Promote the establishment of a single digital market in Western Africa
 - Cross-border digital transactions (number)
 - Public digital services developed/reengineered for regional integration (number)

The proposed project components to be implemented in the Republic of Liberia are:

Component 1: Building Policy and Financing Pathways for West African SDM

This component supports WAEMU's vision of a Single Digital Market (SDM) by 2030, focusing on policy development, capacity building, and private capital mobilization. It includes:

- Subcomponent 1.1: Establishes WAEMU's Digital Economy Program Implementation Unit and supports legal reforms for digital public services.
- Subcomponent 1.2: Delivers training on digital policy, cybersecurity, AI, and gender inclusion in digital markets.
- Subcomponent 1.3: Launches a regional guarantee facility managed by FAGACE to issue Digital Bonds, attracting \$500M in private financing for digital infrastructure and services.

Component 2: Connectivity Market Development and Integration

This component enhances regional broadband connectivity and infrastructure resilience through public-private partnerships. It includes:

- Subcomponent 2.1: Strengthens legal and regulatory frameworks in Benin and Liberia, including spectrum policy and internet governance.
- Subcomponent 2.2: Supports submarine cable systems and landing stations in Benin, Liberia, and Sierra Leone, with climate-resilient and energy-efficient designs. Also strengthens NRENs and explores alternative connectivity routes using existing infrastructure.

Component 3: Data Market Development and Integration

This component promotes secure cross-border data flows and AI adoption. It includes:

- Subcomponent 3.1: Builds cybersecurity and data protection capacity, including CSIRTs, CIIP, and awareness campaigns.
- Subcomponent 3.2: Develops sovereign multi-cloud infrastructure, electronic trust services, and AI pilots in Benin and Liberia, with a focus on sustainability and inclusion.

Component 4: Online Market Development and Integration

This component boosts digital entrepreneurship, financial inclusion, and e-commerce. It includes:

- Subcomponent 4.1: Provides digital skills training and early-stage financing for startups, with a focus on women and underserved groups.
- Subcomponent 4.2: Expands digital payment infrastructure and agent networks, and strengthens institutional capacity.
- Subcomponent 4.3: Supports legal reforms for digital trade and e-commerce, including digital address systems and sector-specific platforms like e-agriculture.

Component 5: Project Management and Implementation Support

This component strengthens PIU capacity for project execution, monitoring, and compliance. It includes support for audits, citizen engagement, grievance redress mechanisms, and environmental and social safeguards.

Component 6: Contingent Emergency Response Component (CERC)

This component allows rapid reallocation of project funds in response to emergencies. Activation requires a CERC Manual, Emergency Action Plan, and compliance with environmental and social safeguards.

1.3 Project intervention zone

The Republic of Liberia is situated at latitudes 4°21' N and 8°33' N of the equator and longitudes 11°28' W and 7°32' W. Liberia covers an area of 111,369 km² and is entirely within the humid Upper Guinean Forest Ecosystem in West Africa, along the Atlantic Coast. The area of Liberia's Exclusive Economic Zone (EEZ) is 229,700 km², extending 370.4 km (200 nautical miles) seaward from the shore. Liberia lies along the Atlantic Coast of West Africa, bordered by Sierra Leone, Côte d'Ivoire, and Guinea. It has a tropical climate with distinct rainy and dry seasons. It has 4.2 million hectares of forested land, facing significant deforestation and logging issues. The 560 km coastline features mangrove swamps, lagoons, sandy beaches, and estuaries, which support diverse flora and fauna.

The country is divided into 15 administrative counties with a population of approximately 5.5 million, comprising mainly indigenous ethnic groups. The capital, and by far the largest town, is Monrovia, located in Montserrado County, with a population exceeding one million. The remainder of the country is primarily agricultural or forested, with other major towns exhibiting diverse population

numbers. Specific locations and other configurations relative to the project will emerge as initial processes are ongoing. The economy is largely agrarian, with foreign investment in rubber, forestry, and mining. The country faces high unemployment and poverty rates, though extreme poverty has slightly decreased recently.



Figure 1: Map of Liberia Showing Counties and Major Cities

1.4 Project Beneficiaries

The project will benefit individuals, businesses, and public sector entities - Ministries, Departments, and Agencies (MDAs), as well as more broadly across the West African region through WAEMU and FAGACE. It aims to improve access to connectivity and foster an enabling environment for digital entrepreneurship, e-services (including access to finance), and skills development.

- Individuals** will benefit from improved broadband access and participation in an expanding regional digital market. By project closing, at least 5 million people across the three countries are expected to gain new or better broadband connectivity. A further 26,000 individuals—at least half women—will participate in targeted digital skills programs designed around market demand in areas such as digital literacy, service delivery, e-commerce, data management, and cybersecurity. These will be delivered in partnership with universities, training providers, and private sector initiatives, with emphasis on employability and workforce readiness.
- Businesses** will benefit from lower transaction costs, expanded market access, and improved financing opportunities. Through reforms to enabling the environment and investment in infrastructure, the project will support at least 500 firms—including fintechs, SMEs, and digital service providers—via competitively awarded contracts,

advisory services, and investment facilitation. Broader spillovers are expected through adoption of digital payments, cloud-based tools, and online platforms, enhancing productivity and competitiveness across value chains.

- c. **Public sector institutions**, including ministries, regulatory agencies, universities, technical and vocational education and training (TVET) institutions— will receive technical assistance and capacity-building. Approximately 30,000 officials (40% women) will benefit from training to strengthen regulatory effectiveness, digital governance, and service delivery. Connectivity upgrades for research and education institutions through National Research and Education Networks (NRENs) will enable high-speed access to learning resources and cross-border collaboration. In Sierra Leone, specific support will focus on securing resilient international connectivity through a second submarine cable and strengthening regulatory oversight to ensure affordable, open-access arrangements that benefit households, businesses, and public institutions alike.
- d. **Regional institutions** such as WAEMU, FAGACE, and capital market regulators will receive technical and financial support to strengthen their ability to mobilize financing for digital transformation, including through digital bond issuance and credit enhancement instruments.

1.5 Potential Environmental and Social Risks and Impacts

Various environmental and social risks are associated with SOP2, with some stakeholders more vulnerable to facing higher impacts due to intersecting vulnerabilities, exclusion, low bargaining power, access and (technology) adaptation ability, and unfavorable geographic or social location and conditions. Some of these have been mapped through the preliminary E&S assessment conducted by the MOPT in August 20205 and include:

1.5.1 Environmental Risks

- Marine and coastal environment disturbance
- Coastal erosion & habitat alteration
- Noise, dust & air pollution
- Disruption of fishing livelihoods
- Risk of pollution of the water bodies
- Land use conflict & community tension
- Risk of loss of land and other assets or restriction of access to livelihood
- Waste management & pollution risks (increase in e-waste generation)
- Health and safety risks (e.g., occupational health and safety risks like body injuries and fatalities from the use of excavators, trucks, bulldozers, graders, rollers and water trucks. Etc. on the construction sites and risk of Communicable Diseases including COVID-19, sexually transmitted diseases (STDs) and sexually transmitted infections (STI).

1.5.2 Social Risks

- Disruption of fishing livelihoods
- Land use conflict and resettlement risks
- Community tension & social cohesion risks
- Health and safety concerns
- Urbanization pressures & social change
- Risk of destruction of Cultural Heritage/ Archaeological resources
- Risks of Sexual Exploitation, Abuse and Harassment (SEAH), gender-based violence (GBV) and gender discrimination during the implementation and operational phase

- Labor risks related to discriminatory and non-transparent recruitment, compensation, and management of workers and other labor-related grievances as well as the risks of child labor.
- Risks discrimination in the selection of female participation in the ICT training program
- Social Exclusion Risks (risk of exclusion of vulnerable and disadvantaged groups and individuals and inequitable distribution of project benefits).

1.6 Need for the Stakeholder Engagement Plan

World Bank ESS10 is relevant to the project as meaningful stakeholder engagement is critical for identifying, assessing, and managing the environmental and social risks associated with digital infrastructure investments. The complexity of project activities, including submarine cable deployment, fiber extension, and regional financial intermediation, requires continuous and transparent communication with a wide range of stakeholders. ESS10 ensures that engagement processes are inclusive, culturally appropriate, and responsive to the needs of different groups, particularly vulnerable and marginalized populations, thereby supporting both project acceptability, sustainability and success. To meet these requirements, each participating country has developed a Stakeholder Engagement Plan (SEP) tailored to the project's scope and risks prior to project appraisal. The SEPs have been consulted upon and will be publicly disclosed prior to appraisal.

This iteration of the SEP, while benefitting from previous consultations and assessment, provides guidelines and procedures for engaging stakeholders in the preparation and implementation of other safeguard documents, as well as throughout the execution of sub-project components. More importantly, the SEP aims to facilitate the involvement of both affected and interested stakeholders to ensure that the project design, particularly the approaches and activities related to stakeholder engagement, is carried out in a participatory and inclusive manner, and is responsive to the context and needs of different groups.

1.7 Objectives of the Stakeholder Engagement Plan (SEP)

The Stakeholder Engagement Plan proposes a program for stakeholder engagement, including public information disclosure and multi-level consultations throughout the entire 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 activities or any activities related to the project. Specifically, the SEP seeks to:

- Outline stakeholder engagement requirements as provided under the national regulatory frameworks and World Bank ESF.
- Identify project stakeholders and build strong relationships with the stakeholders
- Determine the interests, priorities, and degree of influence of the various stakeholders through open engagement and expertise.
- Establish trust and transparency, which are essential for the successful execution of a project.
- Provide for the timely, comprehensible, and accessible disclosure of the appropriate project information to stakeholders.
- Outline the methods and tools for stakeholder engagement
- Provide guidance on meeting the requirements of ESS10, including stakeholder consultation and project GRM systems and effectiveness
- Developing and implementing a monitoring and reporting framework that is responsive to the data requirements of various stakeholders, particularly those at the national level.

2.0 REGULATORY REQUIREMENTS

Stakeholder engagement is a fundamental element of sustainable development, alongside governance and corporate social responsibility. Given Liberia's history of civil conflict and economic instability, successful stakeholder engagement is essential for achieving inclusive decision-making, transparency, and accountability. The legal and regulatory framework governing stakeholder engagement in Liberia encompasses national laws, international conventions, and sector-specific policies.

2.1 National Policies, Laws and Regulations

Liberian Constitution (1986)

Liberia's 1986 Constitution establishes the foundational guarantees for participatory governance. Article 15(a) protects freedom of expression, while Article 17 safeguards the rights to assembly and association, both of which are essential for meaningful stakeholder engagement. Article 7 obliges the government to promote inclusive governance, implicitly endorsing stakeholder involvement in policy formulation and implementation. These provisions foster an enabling environment for civil society organizations, community groups, and other stakeholders to engage in governance processes.

Public Procurement and Concessions Commission (PPCC) Act (2010)

The Public Procurement and Concessions Commission Act of 2010 mandates public consultations for major concession agreements, requiring private sector actors to engage with affected communities prior to the implementation of the project.

Liberia Extractive Industries Transparency Initiative (LEITI) Act (2009)

The Liberia Extractive Industries Transparency Initiative (LEITI) Act institutionalizes multi-stakeholder oversight of the mining and forestry sectors through its distinctive governance structure, which includes representatives from government, industry, and civil society. Section 4.3 establishes a multi-stakeholder group composed of government and industry representatives, as well as civil society, to oversee revenue management. Section 6 mandates public disclosure of contracts and payments to promote accountability and mitigate conflicts.

Environmental Protection and Management Law (2003) and ESIA Regulations

Environmental protection laws now include robust requirements for stakeholder engagement. The Environmental Protection and Management Law of 2003 and its implementing regulations mandate Environmental and Social Impact Assessments (ESIAs) for development projects, with specific provisions for community consultations and public disclosure of assessment findings. This legal framework ensures that environmental decision-making considers the perspectives of affected populations.

Land Rights Act (2018)

This legislation acknowledges customary landownership and introduces the principle of Free, Prior and Informed Consent (FPIC), providing communities with substantial leverage in decisions affecting their lands and resources. The Act's provisions for participatory land-use planning signify a considerable advancement in inclusive development planning.

2.2 World Bank Policies and Environmental and Social Standards

All except one of the World Bank's Environmental and Social Standards are relevant to WARDIP, signifying its complexity. With regards to the SEP, the World Bank mandates stakeholder engagement and information disclosure as fundamental components for all its funded projects. As articulated in the opening provisions of Environmental and Social Standard 10 (ESS 10), transparent and inclusive dialogue between borrowers and project stakeholders represents a cornerstone of international best practices. ESS 10 establishes explicit requirements for borrowers to develop and implement comprehensive stakeholder engagement plans. These plans must ensure ongoing interaction with stakeholders throughout all project phases, with particular emphasis on early consultations that significantly influence project design.

The Standard emphasises the obligation to conduct substantial consultations with all relevant parties, ensuring that information is shared in a timely, accessible, and culturally sensitive manner. Such consultations must take place in an environment free from coercion, manipulation, or any form of discriminatory practices. The project's complexity and scale necessitate particularly thorough engagement and communication strategies that ensure consistent dialogue throughout the entire project lifecycle, addressing the multifaceted needs and concerns of all participating communities and institutions, and those impacted.

3.0 STAKEHOLDER IDENTIFICATION AND ANALYSIS

To meet best practice approaches, the Project will apply the following key principles for stakeholder engagement:

- **Openness and life-cycle approach:** Public consultations for the project 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:** Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, older persons, persons with disabilities, displaced populations, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.
- **Meaningful:** Engagement with stakeholders will be designed to be a purposeful and constructive process, ensuring that their input is not only heard but also incorporated into project decisions and outcomes. This means creating opportunities for stakeholders to provide relevant insights at critical stages of the project and ensuring that these contributions lead to tangible impacts. The project will prioritize the continuous engagement of stakeholders, especially those directly affected, ensuring that their perspectives influence both the strategic direction and operational management of the project.
- **Flexibility:** In situations where external factors, such as governance risks or political instability, limit traditional face-to-face engagement, the methodology will adapt to

alternative forms of communication, to ensure continued stakeholder engagement while maintaining safety and inclusivity.

3.1 Methodology for Preparation of the SEP

Diverse stakeholders were consulted during the development of SEP. The Ministry of Telecommunications and Post (MoPT) and the WB reviewed the engagement tools, such as questionnaires and interview guides, including for the E&S Assessment and Feasibility study guiding design consideration for WARDIP-2.

The E&S Assessment and Feasibility study methodology began with a planning phase, during which the study team developed a work plan outlining the sequence of activities, responsibilities, and timelines. This plan was structured to ensure compliance with the requirements of the Environmental Protection Agency (EPA) of Liberia, as well as relevant guidelines from the World Bank's Environmental and Social Framework (ESF) and the International Finance Corporation (IFC) Performance Standards. During this stage, Terms of Reference (TOR) for the firm conducting the study were reviewed and refined, ensuring that the scope of the study covered both environmental and social aspects comprehensively.

3.1.1 Desk Review and Secondary Data Collection

The desk-based research phase involved gathering and analyzing secondary information from multiple sources. Relevant documents included national legislation, environmental policies, strategic development plans, marine biodiversity studies, climate records, and socio-economic surveys. International references such as the United Nations Convention on the Law of the Sea (UNCLOS) and submarine cable installation guidelines from the International Cable Protection Committee (ICPC) were also consulted.

Data sources included government ministries (e.g., Ministry of Posts and Telecommunications, Ministry of Public Works), the Liberia Maritime Authority, the Environmental Protection Agency, and local government offices in Grand Bassa County. Scientific journals, regional studies on West African marine environments, and prior environmental assessments for similar infrastructure projects were also reviewed. This background research helped establish the environmental and social baseline before field surveys began.

3.1.2 Field Surveys – Environmental Baseline

Field surveys were conducted to collect site-specific data on the physical, biological, and ecological conditions in the project area.

These surveys covered both onshore and offshore environments:

- Onshore Surveys:**

The E&S Assessment team assessed the proposed landing site and surrounding areas for coastal morphology, vegetation types, soil conditions, and any signs of erosion or habitat degradation. Photographic documentation and GPS mapping were carried out to create accurate records of site conditions. Special attention was paid to mangrove stands, beach dynamics, and human activities in the area, such as fishing, boat launching, and small-scale commerce.

An important part of the planning stage was the selection of the study area. This involved identifying the proposed cable landing site at Big Fanti Town in Buchanan and mapping the offshore route toward deep water. Geographic Information System (GIS) data, satellite imagery, and nautical charts were reviewed to understand physical conditions, land use patterns, and potential environmental sensitivities. These preliminary observations informed the design of the fieldwork program.

Offshore Surveys:

Marine specialists carried out nearshore and offshore observations, including seabed profiling and habitat identification. These surveys aimed to detect the presence of seagrass beds, coral patches, or areas of high fish density that might require avoidance or mitigation measures. Water quality parameters; such as temperature, salinity, pH, and turbidity—were measured using handheld instruments, while marine biodiversity observations were made using snorkeling and small-boat transects in shallow waters.

Socio-Economic and Cultural Assessment

Recognizing that the project will influence local communities, a dedicated socio-economic assessment was undertaken. This involved direct engagement with community members. Participants included artisanal fishers, boat owners, women's cooperatives, youth groups, local business operators, and representatives from traditional leadership structures.

The assessment gathered information on livelihoods, household income sources, reliance on coastal and marine resources, cultural practices linked to the sea, and existing infrastructure such as schools, clinics, and markets. It also explored community concerns about potential disruptions during cable installation, as well as expectations for potential benefits like jobs, improved connectivity, and economic opportunities.

Stakeholders were identified and characterised according to their statutory functions, responsibilities, and mandates within the ICT sector as well as potential impact of the project. The organisations encompass a variety of stakeholder categories, including potential project communities, government institutions, regulators, non-governmental organisations (NGOs) and civil society organisations (CSOs), associations, the private sector, media, and development partners (see Annex 1 for list of stakeholders engaged directly).

To gather data on the characteristics, knowledge, and perceptions of stakeholders, including communities, associations, regulators, government agencies, civil society organisations, and development partners, structured questionnaires and interview protocols were employed (see Annex 2 for tools used), along with field observations. The areas in which data were collected included background information such as relevant national and local laws and project documents, was reviewed to obtain secondary data. The document evaluation helped identify critical stakeholders for the WARDIP-SOP2 and potential data gaps. Information from secondary sources included regulations, environmental and social (E&S) requirements, and the prerequisites to initiate the WARDIP-SOP2.

Stakeholder engagement was an integral part of the methodology, ensuring transparency and building trust. Meetings were organized with national agencies, local authorities, and community-based organizations. The purpose of these engagements was to share information about

the project, clarify its potential impacts, and gather input for designing appropriate mitigation measures.

Engagement techniques included public meetings, targeted consultations with interest groups, and key informant interviews. Visual aids such as maps, diagrams, and photographs were used to make technical concepts more understandable to non-specialist audiences. Attendance registers and meeting minutes were kept for all sessions, forming part of the documentation for the study.

The Consultant assisting with the preparation of the SEP examined different iteration of the Project Appraisal Document (PAD), the Preliminary Environmental and Social Assessment report for the Submarine Cable in Liberia, along with the WB's policies, regulations, and E&S Framework, to identify potential E&S issues related to the project.

3.2 Stakeholder Identification

Stakeholder identification was carried out to determine the project stakeholders, their key groupings and sub-groupings, as well as their needs and expectations regarding engagement with the project. Stakeholders were also mapped according to their roles, level of influence, and degree of potential impact from the project. At the national level, institutions such as the Environmental Protection Agency (EPA), the Liberia Telecommunications Authority (LTA), the National Fisheries and Aquaculture Authority (NaFAA), the Ministry of Mines and Energy, and the Ministry of Transport were engaged because of their regulatory and oversight responsibilities.

County and local authorities, including district commissioners, municipal officials, and traditional leaders, were consulted to ensure local-level governance structures were informed and actively involved. At the community level, engagement was extended to town chiefs, fishermen cooperatives, women's market groups, and youth associations, who represent the primary resource users in the affected area.

Civil society organizations, academic institutions, and environmental researchers were included to capture independent perspectives, while private sector stakeholders such as telecommunications companies, internet service providers, and port and maritime authorities were also consulted due to their operational interest in the project. Finally, special attention was paid to vulnerable groups, including women, elderly residents, and low-income households, who are often underrepresented in decision-making processes but may face unique risks or barriers to accessing project benefits.

Once the stakeholders were identified and mapped, a stakeholder analysis was conducted to gain a deeper understanding of the interests of the stakeholder group, how they would be affected and to what extent, as well as the influence they might have on the project. High, medium, and low interest and impact classifications were used to determine the best way to engage stakeholders who are interested in the project and may have the power to affect its outcomes. This also demonstrates how these stakeholders are equally involved throughout the project planning and execution process based on their level of interest.

3.3 Stakeholder Categorization

Key stakeholder groups identified for project engagement have been categorized into three main categories:

- Affected Parties,
- Interested Parties, and

- Disadvantaged and Vulnerable Groups

3.3.1 Project Affected Parties

Project-affected parties include individuals, communities, and entities within the Project Area of Influence who may experience direct effects, whether actual or potential, from project activities. The active participation of these stakeholders is crucial for identifying impacts, assessing significance, and developing mitigation strategies. Their close involvement will ensure that project decisions reflect local realities and needs. Details of group are in Table 3.1 below.

Table 3-1: Key Project Affected Parties (including some of the most vulnerable and disadvantaged groups)

Landowners or Land Users along the Right of Way (ROW)	Individuals or groups owning or using land where the cables and related infrastructure will be deployed.	Concerns about land acquisition, temporary loss of access, damage to property, fair compensation, and restoration of affected land.
Women and other (landless) farmers	Rice farmers/vegetable growers in the coastal area whose land may be required for the construction of the landing station or for the fiber cable.	Concerns about land acquisition, temporary loss of access, damage to property, fair compensation, and restoration of affected land.
Community Members near Construction Sites	Residents living close to areas where civil work will take place.	Concerns about dust, noise, vibration, safety risks, and temporary access restrictions; need for timely information and mitigation measures.
Underserved Communities and Institutions	Remote or low-connectivity communities, schools, and public facilities that will benefit from expanded infrastructure.	Strong interest in improved internet access, affordability, reliability, and digital literacy opportunities.
Fishing Communities	Artisanal and small-scale fishers near coastal landing points for the underwater cable.	Concerns about restricted fishing zones during installation, potential impacts on fishing grounds, and safety at sea.
Business Owners Affected by Construction	Shops, markets, transport operators, and other businesses near work zones.	Concerns about reduced customer access, disruption of supply chains, and temporary business closure; interest in timely completion.

3.3.2 Other Interested Parties

This group consists of individuals, organisations, and institutions that, although not directly impacted, perceive their interests as affected by the project or have the capacity to influence its implementation. This group may include local authorities, advocacy organisations, or nearby communities whose participation enriches project planning through diverse perspectives. Potential interested parties include, among others, those mentioned in Table 3.2 below, along with an assessment of their mandated role which could be pivotal to the success of WARDIP-2:

Table 3-2: List of Other Interested Parties and their Role/ Mandate

Government Ministries, Departments & Agencies (MDAs)	Ministry of Finance and Development Planning (MFDP)	Ensure budget allocation, integrate project into national development strategies, oversee fiscal sustainability.
	Ministry of Posts and Telecommunications (MPT)	Lead ICT policy development, coordinate digital infrastructure planning, ensure sector regulation.

Utility Service Providers	Ministry of Commerce & Industry	Promote digital trade, regulate e-commerce, support private sector adoption of digital tools.
	National Identification Registry (NIR)	Manage and integrate digital ID systems for authentication and service delivery.
	Liberia Telecommunications Authority (LTA)	Regulate telecom sector, ensure fair competition, and oversee service quality standards.
	Entities providing water, electricity, and waste management whose lines may be co-located or crossed by cable works.	Concerns about damage to existing infrastructure; interest in coordination to prevent service interruptions.
Local Government Authorities	Municipal and county administrations in the project area.	Interest in infrastructure upgrades, economic benefits, and local job creation; concerns about managing community expectations.
Local Transport Operators	Taxi drivers, motorbike riders, and goods transporters operate near construction areas.	Concerns about traffic disruptions, rerouting, and delays; interest in clear traffic management measures.
Direct Workers and employees	Includes PIU and PFMU staff, other direct project workers.	Concerned with implementing the project, including the SEP, and directly or indirectly affected by the project during all project phases. Direct workers are employed by the project developer who is the primary responsible entity for this project, who will oversee the overall performance during all phases and will be the primary responsible entity compliance with regulatory requirements as well as World Bank requirements.
Contracted Workers/Contractors/Suppliers/ Sub-Contractors /Installation Team	Contracted workers and those employed by third parties such as the Contractor, Suppliers and/or subcontractors. This includes temporary and part-time workers.	Directly or indirectly affected by the Project during implementation/ installation Phase. Contractor workers are responsible for complying with all implementation activities.
Contracted Workers/ Operator's and Operation and Maintenance Teams	O&M workers are responsible for the operation and maintenance of the Digital System during the operation phase of the project.	Directly or indirectly affected by the project during the O&M Phase.
Local Workers and Laborers	Individuals seeking employment opportunities during construction and maintenance.	Interest in job opportunities, fair wages, and safe working conditions.
Port and Coastal Facility Operators	Operators managing ports or jetties used for cable landing.	Concerns about scheduling and operational disruption during cable landing activities.
Telecommunication Operators and ISPs	Companies that may interconnect or share infrastructure.	Interest in technical standards, infrastructure access agreements, and commercial opportunities.
Educational Institutions	Schools, colleges, and universities.	Interest in faster, more reliable internet for teaching, learning, and research.

Healthcare Facilities	Clinics and hospitals in project areas.	Interest in improved digital connectivity for telemedicine, records management, and emergency communication.
Development Partners & International Organizations	World Bank	Provide financing, technical advisory, and policy support for digital transformation.
	African Development Bank (AfDB)	Fund infrastructure and capacity building, support ICT infrastructure expansion.
	United Nations agencies (UNDP, UNICEF, WHO, UNESCO)	Provide technical assistance in governance, health, education, and social inclusion.
	European Union (EU)	Fund connectivity projects, promote digital governance reforms and standards.
	International Telecommunication Union (ITU)	Provide ICT standards, guidelines, and global best practices.
Private Sector & Industry Players	Telecom Operators (e.g., Orange Liberia, Lonestar Cell MTN)	Expand broadband access, improve network coverage, and support mobile services integration.
	Internet Service Providers (ISPs)	Provide internet connectivity, enhance network reliability, and improve speed/coverage.
	Technology Companies & Vendors	Supply hardware, software, and platforms; provide integration and maintenance services.
	Banks & Financial Institutions	Enable digital payments, mobile banking, and financial inclusion services.
	Chambers of Commerce and Business Associations (CCBA)	Advocate for business participation, promote adoption of digital solutions.
Civil Society & Community Stakeholders	NGOs and Community-Based Organizations (CBOs)	Promote digital literacy, advocate for inclusion of vulnerable groups.
	Academic & Research Institutions	Provide training, research, and innovation for capacity building.
	Media Houses	Disseminate information, raise public awareness, and encourage adoption.
	Professional Associations	Offer technical expertise, promote professional standards in ICT.
Regional & Cross-Border Entities	ECOWAS Commission	Facilitate regional ICT policy harmonization, promote cross-border digital trade.
	Mano River Union (MRU)	Coordinate regional connectivity initiatives and shared services.

3.3.3 Disadvantaged and Vulnerable Groups

Some project impacts are anticipated to disproportionately affect poor or vulnerable individuals or groups, details of which can be found in the E&S Assessment and project Feasibility study. These necessitate specific engagement measures to ensure their equitable involvement in the project's consultation and decision-making process, as well as mitigating some of the unavoidable and/or cumulative negative impacts. Some major concerns around these groups what could garner interest in the project are provided in Table 3.3 below:

Table 3-3 Potential Interests and Concerns of Different Disadvantaged and/or Vulnerable Groups

Rural Communities	Often, these groups lack access to reliable internet and digital services; SOP2 could improve connectivity, access to information, e-services, and economic opportunities.
Fishing and coastal communities	Fishers already struggling with declining catches due to overfishing and industrial activities may find their vulnerability worsened by temporary access restrictions during cable installation (cumulative impact). A large proportion of coastal households depend on artisanal and small-scale fisheries for income, food security, and cultural identity. The submarine cable landing project, though intended to improve national connectivity, poses potential risks of disrupting fishing livelihoods during both the construction and operational phases. These disruptions may be temporary or, if not managed effectively, lead to longer-term socio-economic challenges for already vulnerable fishing households.
Women and Girls	Women in coastal communities are often economically active but face barriers in accessing digital technology due to lower income levels, limited digital literacy, and cultural constraints. For example, women fish processors and traders may not have access to smartphones or online platforms that could expand their market reach. Women are deeply involved in the fish value chain, particularly in processing, smoking, drying, and selling fish at markets. Any reduction in fish catch would disproportionately impact on women's income opportunities and household food security. Since women's earnings often go directly toward children's education and nutrition, disruptions in fishing livelihoods may have intergenerational effects, amplifying poverty and vulnerability in coastal communities. Women, though heavily engaged in fish processing and petty trading along Liberia's coastline, often lack formal land ownership or decision-making power in land governance structures. They are particularly vulnerable to displacement without compensation if beach areas used for drying and selling fish are repurposed for cable landing infrastructure. Local conflicts over land, compensation and jobs may also impact women and girls disproportionately (SEAH/GBV). Women and girls also face gender gaps in digital literacy and access to technology; project can promote inclusion, skills training, and access to digital finance and education. Meetings in close-by locations within communities, gender sensitive teaching and learning environments, and an accessible and dynamic GRM would be needed.
People with Disabilities (PWDs)	Without targeted interventions, these groups may struggle to access affordable internet, participate in digital services, or engage with governance processes enabled by better connectivity. Accessible training venues, materials and delivery methods including use of sign-language would be needed. Digital platforms can provide accessible services (e.g., assistive technologies, online learning, telehealth) and reduce mobility-related barriers. Further, an accessible and dynamic GRM would be needed.
Low-Income Households	The presence of digital infrastructure may increase land demand in the cable landing area, potentially displacing low-income households. Limited access to affordable devices and internet; SOP2 can enable affordable connectivity and digital financial inclusion. Distance to meeting venue, travel costs, etc., would be considered in ensuring meaningful engagement with affected low-income household.
Youth (especially unemployed or underemployed)	Often early adopters of digital technology, the youth lack stable income or access to training, which limits their ability to fully benefit from new digital opportunities. If programs for youth digital skills training, entrepreneurship, and innovation hubs are not integrated into the project's roll-out, a large segment of the population may remain excluded. This exclusion could fuel frustration, particularly among unemployed youth, who already face high social vulnerability.

	Digital skills training and online job platforms can increase employment and entrepreneurship opportunities.
Local Workers and Laborers	Employment opportunities during construction and maintenance are key, along with strong labor GRM to ensure fair compensation, non-discrimination and prevention of abuse, exploitation and violence, including child labor
Older Persons	Often excluded from digital platforms, SOPs can improve access to health services, social support, and information through user-friendly technologies. This group would need special attention to assist in technology adaptation and use and through affective stakeholder

3.4 Key Project Partners and Roles

The success of WARDIP-SOP2 relies on close collaboration with a diverse set of partners across multilateral, regional, national, and private sectors. These partnerships bring complementary mandates in financing, regulation, capacity building, and service delivery. Together, they provide the foundation to expand regional connectivity, strengthen digital markets, and accelerate inclusive digital transformation.

Table 3-4: Key Partners and Roles

Name of Partner	Nature of Involvement /Description
European Union (EU)	Catalytic grant financing and technical support for regional submarine cables and cross-border backbones; ongoing coordination with the World Bank on design, sequencing, and financing.
European Investment Bank (EIB)	Long-term sovereign loan financing for the main trunk of the regional submarine cable system, ensuring system-level bankability; coordinated with EU grants and IDA financing for landings.
AUC/Smart Africa Alliance	Alignment with AU Digital Transformation Strategy and Smart Africa SDM agenda. Through Smart Africa Digital Academy (SADA) Academy, provision of structured policy and regulatory training to governments and regulators.
ECOWAS Commission	Provides the overarching regional policy framework for digital market integration, including regulatory harmonization on roaming, spectrum, data protection, and e-commerce. Coordinates member states in aligning national actions with regional commitments.
National Telecom	Operators Investing in submarine cables, national backbones, and last-mile broadband; critical for expanding affordable access and implementing open-access models.
African Guarantee and Economic Cooperation Fund (FAGACE)	Establish and maintain an Environmental and Social Management System (ESMS), including policies, procedures, and capacity for screening, assessing, and monitoring the E&S risks of subprojects financed through bond proceeds – communicating the same to Steering Committee via PIU
West African Economic and Monetary Union (WAEMU), Liberia	Developing and implementing a comprehensive training program open to policy and decision makers in charge of implementing digital transformation programs, and to the staff of WAEMU

3.5 Stakeholder Analysis

The first step in stakeholder analysis was the identification and mapping of different types and categories of stakeholders, as presented in Tables 3.1 – 3.4. Amongst those mapped, different groups

of stakeholders are expected to be impacted differently by the project, requiring appropriate and proportionate mitigation strategies, to clarify project contours and respond to feedback and/ or concerns. A preliminary ranking of positive and negative impacts on different stakeholder groups is provided in Table 3.5 below, followed by an assessment of different groups' interests and influence over project outcomes Table 3.6:

Table 3-5: Level of Impact on Project Stakeholders

Project Affected Parties		
1	Landowners or Land Users along the Right of Way (ROW)	-High/-Medium
2	Community Members near Construction Sites	-High
3	Persons having or lacking digital access	+High
4	Business Owners Affected by Construction	-Medium
5	Local Transport Operators	-/+Low
6	Fishing Communities	-High/-Medium
7	Utility Service Providers	+High
8	Local Government Authorities	+High
9	Educational Institutions	+High
10	Healthcare Facilities	+High
11	Port and Coastal Facility Operators	-Medium
12	Telecommunication Operators and ISPs	+/- High
13	Local Workers and Laborers	-Medium/+High
Interested Party		
14	Government Ministries, Departments & Agencies (MDAs)	+High
15	Development Partners & International Organizations	+Medium
16	Private Sector & Industry Players	+High
17	Civil Society & Community Stakeholders	+High
18	Regional & Cross-Border Entities	+High
Disadvantaged or Vulnerable Parties (vulnerabilities may intersect)		
19	Coastal communities and (subsistence) fisherfolk	+/- High
20	Women and Girls	+High
21	Youth and young persons (Unemployed/Underemployed/Low digital safety literacy)	+High/-Medium
22	People with Disabilities (PWDs)	+Medium/High
23	Households in extreme poverty	+High
24	Older Persons	+/- Medium
25	Single mothers/ Female heads of households	+High / -Medium
26	Women homebased workers	+High / -Low
27	Families living in extreme poverty	+High / -Low

Table 3-6: Assessment of Stakeholders' Interest in and Potential Roles in Meeting Project Outcomes

Assessment of Stakeholders' Interest in and Potential Roles in Meeting Project Outcomes				
Stakeholder Category	Stakeholder Name	Current Role / Interest	Potential Contribution	Potential Impact
Government Ministries, Departments & Agencies (MDAs)	Ministry of Finance and Development Planning (MFDP)	Oversees national budget and development planning	Ensure financial sustainability, integrate digital integration into national plans	Ensure budget allocation, integrate project into national development strategies, oversee fiscal sustainability
	Ministry of Posts and Telecommunications (MPT)	Leads ICT sector policy and coordination	Desire to expand digital infrastructure and regulate sector growth	Lead ICT policy development, coordinate digital infrastructure planning, ensure sector regulation
	Ministry of Commerce & Industry (MoCI)	Regulates trade and supports private sector growth	Promote e-commerce and digital trade for economic growth	Promote digital trade, regulate e-commerce, support private sector adoption of digital tools
	National Identification Registry (NIR)	Manages national ID systems	Enhance efficiency of service delivery through digital ID integration	Manage and integrate digital ID systems for authentication and service delivery
	Liberia Telecommunications Authority (LTA)	Regulates telecommunications services	Strengthening telecom services, expand access, and ensure fair competition	Regulate telecom sector, ensure fair competition, oversee service quality standards
Development Partners & International Organizations	World Bank (WB)	Global development finance institution	Support Liberia's digital transformation for governance, economy, and service delivery	Provide financing, technical advisory, and policy support
	African Development Bank (AfDB)	Regional development bank	Invest in ICT infrastructure and capacity building	Fund infrastructure and capacity building, support ICT infrastructure expansion
	United Nations agencies (UNDP, UNICEF, WHO, UNESCO)	Multilateral agencies supporting governance, social services, and human development	Ensure digital integration supports education, health, and inclusion	Provide technical assistance in governance, health, education, and social inclusion
	European Union (EU)	Regional political and economic union	Promote digital governance and connectivity in partner countries	Fund connectivity projects, promote digital governance reforms and standards
	International Telecommunication Union (ITU)	UN specialized agency for ICT	Promote ICT standards and digital inclusion	Provide ICT standards, guidelines, and global best practices

Key Stakeholders and Their Contribution to Digital Transformation				
	European Investment Bank (EIB)	Long-term sovereign loan financier	Long-term sovereign loan financing for the main trunk of the regional submarine cable system, ensuring system-level bankability; supports EU grants and IDA financing for landings	Fund connectivity projects, promote digital governance reforms and standards
	AUC/Smart Africa Alliance	Works through the Smart Africa Digital Academy (SADA) Academy, for the provision of structured policy and regulatory training to governments and regulators	Alignment with AU Digital Transformation Strategy and Smart Africa SDM agenda	Policy and regulatory training to governments and regulators
	National Telecom	Operators investing in submarine cables, national backbones, and last-mile broadband		Critical for expanding affordable access and implementing open-access models
Private Sector & Industry Actors	Telecom Operators (Orange Liberia, Lonestar Cell MTN)	Providers of mobile and internet services	Expand customer base and network coverage	Expand broadband access, improve network coverage, and support mobile services integration
	Internet Service Providers (ISPs)	Providers of fixed and wireless internet services	Increase internet penetration and service reliability	Provide internet connectivity, enhance reliability, improve speed/coverage
	Technology Companies & Vendors	Suppliers of ICT hardware, software, and platforms	Opportunities for sales, integration, and innovation	Supply hardware, software, platforms; provide integration and maintenance
	Banks & Financial Institutions	Providers of financial services	Expand digital finance and mobile banking services	Enable digital payments, mobile banking, and financial inclusion services
	Chambers of Commerce & Business Associations (CCBA)	Business advocacy and networking bodies	Support private sector readiness for digital transformation	Advocate for business participation, promote adoption of digital solutions
Civil Society & Community Stakeholders	NGOs & Community-Based Organizations (CBOs)	Advocacy and development organizations	Ensure inclusion of marginalized and vulnerable groups	Promote digital literacy, advocate for inclusion of vulnerable groups
	Academic & Research Institutions	Higher education and training institutions	Integrate ICT in teaching, research, and innovation	Provide training, research, and innovation for capacity building

Key Stakeholders and Their Roles in Digital Infrastructure Construction				
	Media Houses	Information dissemination entities	Promote awareness and adoption of digital services	Disseminate information, raise awareness, encourage adoption
	Professional Associations	ICT experts and related professions	Promote best practices and professional standards	Offer technical expertise, promote professional standards in ICT
Regional & Cross-Border Entities	ECOWAS Commission	Regional economic community	Harmonize ICT policies and facilitate regional trade	Facilitate regional ICT policy harmonization, promote cross-border digital trade
	Mano River Union (MRU)	Subregional cooperation organization	Promote shared ICT services and regional connectivity	Coordinate regional connectivity initiatives and shared services
Disadvantaged and Vulnerable Groups	Rural Communities	Remote, underserved populations	Access to internet, e-services, and economic opportunities	Targeted connectivity and service access initiatives
	Women and Girls	Group with digital access and skills gaps	Inclusion, education, financial empowerment	Programs for digital literacy, gender inclusion, access to finance
	Persons with Disabilities (PWDs)	People with impairments	Access to assistive tech, remote services, inclusion	Accessible platforms, tailored tools, inclusive service design
	Low-Income Households	Limited-income families	Affordable connectivity and devices, digital finance access	Subsidized services, community internet hubs, mobile money
	Youth (Unemployed/Underemployed)	Young job seekers & entrepreneurs	Digital skills training, online work opportunities	Training programs, innovation hubs, job-matching platforms
	Older Persons	Older citizens with low digital literacy	Access to healthcare, social support, and information	User-friendly technologies, telehealth, training programs
Affected Parties (Direct Impact)	Landowners or Land Users along the ROW	Individuals/groups with land used for cable and infrastructure deployment	Land access, compensation fairness, restoration of land	Provide consent, engage in compensation agreements, support access for works
	Community Members near Construction Sites	Residents living close to works	Dust, noise, safety concerns, restricted access	Provide feedback on mitigation measures, adapt daily routines
	Underserved Communities & Institutions	Remote or low-connectivity areas	Improved access, affordability, reliability	Participate in digital literacy programs, adopt new services
	Business Owners Affected by Construction	Shops, markets, service providers near work zones	Disruption to business, customer access issues	Coordinate with contractors, adjust business operations

Key Stakeholders and Their Interests				
	Local Transport Operators	Taxi, motorbike, goods transporters near construction	Traffic disruptions, rerouting	Cooperate with traffic management plans
	Fishing Communities	Fishers near coastal cable landing points	Restricted fishing areas, gear damage concerns	Coordinate with project to avoid hazards, report impacts
	Utility Service Providers	Water, electricity, waste management	Risk of damage to existing infrastructure	Coordinate to prevent service interruptions
	Local Government Authorities	Municipal & county administrations	Local economic benefits, managing community expectations	Liaise between project and community, support local hiring
	Educational Institutions	Schools, colleges, universities	Better connectivity for education	Integrate ICT into teaching and research
	Healthcare Facilities	Clinics, hospitals	Improved telemedicine and records management	Use upgraded connectivity for service delivery
	Port & Coastal Facility Operators	Operators managing ports/jetties for cable landing	Avoid operational disruption	Coordinate scheduling and safety measures
	Telecommunication Operators & ISPs	Companies interconnecting or sharing infrastructure	Infrastructure access, technical standards	Negotiate infrastructure-sharing agreements
	Local Workers & Laborers	Skilled/unskilled workers	Job opportunities, fair wages	Provide labor, participate in training

Table 3-7: Analysis of Stakeholder Interests and Influence

Stakeholder	Interest Level	Description of Stakeholder Interest	Influence Level
Ministry of Finance and Development Planning (MFDP)	High	Direct oversight of project budgeting, integration into national development plans, and fiscal sustainability	High
Ministry of Posts and Telecommunications (MPT)	High	Leads ICT policy and regulatory framework; key in infrastructure coordination	High
Ministry of Commerce & Industry (MoCI)	Medium	Supports digital trade policy, promotes private sector digital adoption	Medium
National Identification Registry (NIR)	High	Direct implementer of digital ID integration, crucial for service authentication	High
Liberia Telecommunications Authority (LTA)	High	Regulates telecom sector, ensures fair competition and service quality	High
World Bank	High	Financing, technical support, and policy guidance	High
African Development Bank (AfDB)	Medium	Funding for infrastructure and capacity building	Medium
UN Agencies (UNDP, UNICEF, WHO, UNESCO)	Medium	Provide technical assistance for education, health, governance, and inclusion	Medium
European Union (EU)	Medium	Funding and policy reform support for connectivity and governance	Medium
International Telecommunication Union (ITU)	Medium	Provides global ICT standards and technical guidance	Medium

Telecom Operators (Orange Liberia, Lonestar Cell MTN)	High	Primary service providers for mobile and broadband connectivity	High
Internet Service Providers (ISPs)	Medium	Provide internet connectivity and improve coverage	Medium
Technology Companies & Vendors	Medium	Supply ICT hardware, software, and platforms	Medium
Banks & Financial Institutions	Medium	Provide mobile banking, digital payment systems, and financial inclusion services	Medium
Chambers of Commerce & Business Associations	Low	Advocate for private sector engagement and adoption	Medium
NGOs and CBOs	Low	Promote digital literacy and inclusion for vulnerable groups	High
Academic & Research Institutions	Medium	Provide training, research, and innovation support	Medium
Media Houses	Low	Disseminate project information and public awareness	Medium
Professional Associations	Low	Represent ICT professionals and develop standards	Medium
ECOWAS Commission	Medium	Regional policy harmonization and digital trade facilitation	Medium
Mano River Union (MRU)	Medium	Coordinate cross-border ICT services and shared infrastructure	Medium
Rural Communities	Low	Beneficiaries of improved connectivity and e-services	High
Women and Girls	Low	Beneficiaries of digital inclusion and literacy programs	High
Persons with Disabilities (PWDs)	Low	Beneficiaries of accessible digital platforms and services	High
Low-Income Households	Low	Beneficiaries of affordable digital services and financial inclusion	High
Youth (unemployed or underemployed)	Low	Beneficiaries of digital skills and employment opportunities	High
Older Persons	Low	Beneficiaries of user-friendly services and telehealth	Medium
Landowners or Land Users along ROW	Medium	Potentially affected by installation of underwater internet cables; may require compensation or access agreements	High
Community Members near Construction Sites	Low	May face temporary disruptions due to dust, noise, vibration, and restricted access	Medium
Underserved Communities and Institutions	Low	Key beneficiaries of expanded infrastructure and services	High
Business Owners Affected by Construction	Low	May experience temporary loss of income or reduced customer access	Medium
Local Transport Operators	Low	May be impacted by construction-related road closures or diversions	Medium
Fishing Communities	Low	May be temporarily affected by marine cable laying activities and restricted access to fishing grounds	High
Utility Service Providers	Medium	May need to coordinate relocation or protection of existing infrastructure	Medium
Local Government Authorities	Medium	Facilitate permits, community engagement, and local coordination	Medium
Educational Institutions	Medium	Beneficiaries of improved digital infrastructure for learning	High
Healthcare Facilities	Medium	Beneficiaries of telemedicine and improved connectivity	High
Port and Coastal Facility Operators	Medium	May coordinate marine activities during cable installation	Medium
Telecommunication Operators and ISPs	High	Implementers and maintainers of connectivity infrastructure	High

Local Workers and Laborers	Low	Employment opportunities during construction and maintenance phases	High
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4.0 Stakeholder Engagement Program

4.1 Summary of stakeholder engagement done during project preparation

The Project's stakeholder engagement strategy draws on lessons learned from other World Bank-financed regional and/or digital projects, analytical work on digital economy under the Digital Economy for Africa Initiative, and lessons drawn from the ongoing implementation of WARDIP SOP1. The Ministry of Post and Telecommunication (MoPT) has been consulting with different stakeholders in the run-up to the second Series of Projects. Field visits and group consultations have been undertaken (in February and in August- September 2025 to engage affected parties at the local execution and central planning levels, as detailed in Table 4.1 below:

Table 4-1: Details of Stakeholder Consultations Conducted

Introductory meeting and project orientation	7 th August 2025	Liberia Independent Information Commission; Cable Consortium of Liberia; ICT Liberia Environmental Protection Agency	Introduction to the project, including the broad financing agreement with the World Bank and the Government of Liberia through the Ministry of Finance and Development Planning for the; Current digital infrastructure and system challenges facing the ICT sector of Liberia and banding constraints restricting delivery of efficient internet services; Project governance structure (steering committee, technical working group(s), PIU and PFMU.
Consultation on project risks and mitigation with beneficiary institutions (Conference Room of the Ministry of Posts and Telecommunication)	25 th September, 2025	MFDP, LTA, IIC, CCL, New SPV, CBL, EPA, along with MoPT and PIU Staff, PPSD Consultant	Project risks assessment from the perspective of beneficiary institutions; project governance framework (including coordination); key recommendations to mitigate potential project risks; Key activities under the individual institutions
Field Visit Buchanan City, Grand Bassa, and	20-22 February 2025	MOPT; LTC; Orange, Liberia; CSquared; Bass Local government representatives	Suitable landing Site for Amilcar Cabral Optical Submarine Cable Project; collaboration with city authorities to identify potential cable landing sites; Review of selected sites with the feasibility team to determine the best location; Compliance with regulations pertaining to Optical Fiber Submarine Cable installations; understand the layout of the CLSG network and assess the feasibility of linking.
CLSG Buchanan substation	22 February 2025	Buchanan substation staff, local government representatives	Review of selected sites with the feasibility team to determine the best location; Compliance with regulations pertaining to Optical Fiber Submarine Cable installations; understand the layout of the CLSG network and assess the feasibility of linking.

As a result of these engagements and dialogues with the MoPT, a Preliminary Environmental and Social Assessment for the Submarine cable landing sites in Liberia, and a Feasibility Study for the

installation of a second submarine cable in Liberia, were completed in 2025, with support from the World Bank. The draft reports are under review.

As a submarine cable is envisioned to be installed along the Liberian coast under WARDIP SOP 2, with a probable landing point in Buchanan, Grand Bassa County, or an alternate viable coastal community, such as Big Fanti Town, the E&S Assessment engaged closely with existing infrastructure, environmental sensitivities, and related socio-economic implications. Given the inherently transboundary and ecosystem-sensitive nature of submarine cable installation, especially in relation to marine habitats, fisheries, and community land use, both Assessment and Study conducted ensured a rigorous environmental and social due diligence process.

Stakeholder engagement was an integral part of the methodology of the preliminary E&S Assessment feeding into WARDIP-2 planning, whereby meetings were organized with local government, county- and national-level telecommunication services providers, Ministries, agencies, and community-based organizations, including women, youth, disability, and small and subsistence fishes and agriculture (the full report is available separately). The purpose of these engagements was to share information about the project, clarify its potential impacts, and gather input for designing appropriate mitigation measures around risks and concerns either identified by parties, or observed through field visits.

Engagement techniques included public meetings, targeted consultations with interest groups, and key informant interviews. Visual aids such as maps, diagrams, and photographs were used to make technical concepts more understandable to non-specialist audiences. Attendance registers and meeting minutes were kept for all sessions, forming part of the documentation for the Assessment. While a host of anticipated positive and negative impacts of WARDIP-2 can be found listed in Section 6 of Assessment report, key feedback from all the above are captured in Table 4.2 below, that can be built into the project through sub-projects, subject to local SEPs and E&S instruments.

Table 4-2: Stakeholders Feedback

Stakeholders		
Ministry of Finance and Development Planning (MFDP)	Components 1, 2, 3, 5	Request clarity on budget allocation and sustainability of financing; recommend integration into the national development plan; demand regular financial reporting.
Ministry of Posts and Telecommunications (MPT)	Components 1, 2, 4	Suggest alignment with existing ICT policies; request inclusion of rural connectivity targets; highlight regulatory needs for digital services.
Ministry of Commerce & Industry	Components 1, 4	Recommend incentives for private sector adoption; request support for e-commerce platforms and training for SMEs.
National Identification Registry (NIR)	Components 1, 3,	Request system compatibility with existing ID databases; recommend strengthening cybersecurity and data protection measures.
Liberia Telecommunications Authority (LTA)	All	Suggest setting minimum service quality standards; propose expansion of telecom infrastructure; emphasize fair competition in the market.
World Bank	All	Recommend adherence to environmental and social safeguards; request detailed results framework; stress capacity-building components.
African Development Bank (AfDB)	Component 3, 4	Suggest integration with regional ICT infrastructure projects; request co-financing opportunities and measurable development outcomes.
UN Agencies (UNDP, UNICEF, WHO, UNESCO)	Component 4	Recommend inclusion of marginalized groups; request focus on education, health, and governance applications of digital tools.
European Union (EU)	Component 2, 3	Request alignment with EU-funded governance reforms; emphasize human rights, privacy, and cybersecurity considerations.
International Telecommunication Union (ITU)	Components 2, 3	Recommend compliance with international ICT standards; suggest training for national regulators.
Telecom Operators (Orange Liberia, Lonestar Cell MTN)	Components 2, 3	Request public-private partnership models; seek incentives for rural network expansion; suggest infrastructure-sharing agreements.
Internet Service Providers (ISPs)	Component 2, 4	Recommend measures to improve internet affordability; request streamlined licensing processes.
Technology Companies & Vendors	Component 5	Request transparent procurement processes; suggest opportunities for local content development; propose long-term service contracts.
Banks & Financial Institutions	Components 3, 4, 5	Request integration with mobile money platforms; suggest cybersecurity training for financial transactions.
Chambers of Commerce & Business Associations	Components 2, 3	Recommend capacity-building programs for members; request favorable policies for digital business growth.
NGOs and CBOs	Component 1, 4	Request targeted programs for vulnerable groups; suggest affordable community internet hubs; call for local language content.

Academic & Research Institutions	Component 3, 4	Recommend inclusion of ICT curriculum updates; request research funding on digital transformation impacts.
Media Houses	Component 5	Request timely project updates; suggest awareness campaigns; emphasize need for public access to information.
Professional Associations	Component 3	Request professional certification programs in ICT; suggest participation in developing project standards.
ECOWAS Commission	Components 2, 4	Recommend regional policy harmonization; request data-sharing mechanisms for cross-border services.
Mano River Union (MRU)	Components 2, 3	Suggest integration with regional digital infrastructure; request collaborative training programs.
Rural Communities	All	Request affordable and reliable internet services; emphasize local training needs; highlight connectivity gaps.
Women and Girls (specialized female small entrepreneurs, home based workers, etc.)	Component 3, 4	Suggest women-focused digital literacy programs; request access to devices; emphasize online safety.
Persons with Disabilities (PWDs)	Component 3, 4	Request accessible digital platforms and assistive technologies; suggest inclusion in design consultations.
Low-Income Households	Components 1, 3, 4	Request affordable data packages; suggest installment plans for devices.
Youth (especially unemployed or underemployed)	Component 4	Request digital skills training; suggest creation of online job platforms and innovation hubs.
Older Persons	Component 4	Request simplified user interfaces; suggest community-based digital literacy sessions; highlight telehealth needs.
Landowners or Land Users along the Right of Way (ROW)	All	Request fair compensation for land use; demand clear timelines for works; express concerns over property access and livelihood disruption.
Community Members near Construction Sites	All	Raise concerns about dust, noise, vibration, and temporary access restrictions; request advance notice of works.
Underserved Communities	All	Request priority access to new connectivity; stress affordability; suggest community internet hubs.
Business Owners Affected by Construction	Components 2, 3	Request mitigation of access disruption to premises; seek compensation for lost income during works.
Local Transport Operators	Component 5	Raise concerns about road closures or diversions; request scheduling to minimize disruption to transport services.

<p>Key Stakeholders and Their Requests</p>		
Fishing Communities	All	Express concerns over underwater cable deployment affecting fishing grounds; request engagement on safe fishing zones.
Utility Service Providers	Component 5	Request coordination to avoid disruption of electricity, water, or other utility services during works.
Local Government Authorities	Component 5	Request early coordination for permits; seek updates on works schedule; emphasize alignment with local development plans.
Educational Institutions	Components 3, 4	Require enhanced internet capacity; suggest training programs for teachers and students.
Healthcare Facilities	Components 3, 4	Request reliable internet for telemedicine; highlight the need for uninterrupted power and service quality.
Port and Coastal Facility Operators	Component 5	Raise navigational safety concerns during underwater cable installation; request coordination with maritime schedules.
Telecommunication Operators and ISPs	Component 2	Suggest infrastructure-sharing agreements; request incentives for rural network expansion.
Local Workers and Laborers	Component 5	Request fair employment opportunities; seek training for technical roles in project implementation.

4.2 Proposed Project Strategy for Stakeholder Engagement

This plan ensures that stakeholders receive timely, clear, relevant, and accessible information, and are consulted in a culturally appropriate manner, free from manipulation, interference, coercion, discrimination, or intimidation. Transparent engagement between WARDIP-SOP2 and project stakeholders is critical throughout the entire project lifecycle—from preparation and planning to implementation. As new stakeholders are identified during the project, they will also be incorporated into this plan.

Key factors influencing engagement with each stakeholder group include:

1. Priority level
2. Stakeholder expectations, project risks, and impacts
3. Specific locational and socio-economic vulnerabilities
4. Core principles: timeliness, transparency, accessibility, accountability, and participation

Stakeholders with high influence and those facing high impact will be kept informed, involved, and consulted throughout the project's duration. They will be engaged through decision-making bodies (i.e., a Steering Committee) and regularly updated via defined techniques and platforms in the stakeholder engagement strategy for this SEP. The following institutions have already been notified to serve on the **Steering Committee** for the entire duration of the project, unless otherwise communicated: MoPT; MFDP; CBL; IIC; LTA; CCL; New Cable Consortium; LRREN; EPA; MoGSP; MICAT; NIR; MoCI; MoE; Liberia ICT Student Union and Liberia Chamber of Commerce. The PIU will consider expanding or streamlining the SC into smaller working groups, depending on stakeholder interests, and multisectoral project impact.

Medium-influence stakeholders wield less decision-making authority than their High Influence counterparts, they remain vital participants in the project ecosystem. The engagement strategy work with these groups will involve structured opportunities for their meaningful participation, ensuring that their perspectives inform project development and execution through continuous consultations, transparent information sharing, and responsive feedback mechanisms.

Low Influence Stakeholders such as grassroots actors, members of the host community, vulnerable populations, and local associations, these stakeholders will be engaged through tailored engagement techniques (outlined in the Communication Strategy) to ensure inclusive representation, particularly for marginalised subgroups. The strategy will prioritize their continuous involvement, satisfaction, and transparent communication throughout all phases of the project.

4.3 Proposed Strategy for Engagement of Disadvantaged and Vulnerable Groups

The project will adopt a citizen-oriented design across all components. It will (i) co-create priority interventions with users through structured consultations (women, youth, persons with disabilities, MSMEs, academia, civil society), guided by a Stakeholder Engagement Plan (SEP), (ii) operate a multi-channel feedback system (e.g., GRM, USSD/SMS short codes, WhatsApp bot, in-person clinics) in French/English and local languages, (iii) publish feedback dashboards (quarterly) showing issues raised and resolved, and (iv) integrate learning loops so feedback systematically informs annual work plans. Effectiveness will be tracked through citizen engagement indicators in the results framework, including satisfaction with project-supported services and responsiveness of the grievance process.

Overall, the principle of inclusiveness will guide the stakeholder engagements, particularly with respect to vulnerable individuals and groups. The project will make reasonable provisions to cater for representation from remote areas, persons with limited physical abilities, vision, hearing and speech impairment amongst others, and those with insufficient financial and transportation means to attend public meetings scheduled by the Project. In cases where vulnerable status may lead to people's reluctance or physical incapacity to participate in large-scale community meetings, the project will hold separate small group discussions with them at an easily accessible venue. This way, the project will reach out to groups who, under normal circumstances, may be insufficiently represented at general community gatherings. Some strategies to be adopted to reach out to these groups include:

- Identifying leaders of vulnerable and marginalized groups to reach out to these groups
- Maintaining information flow through existing disability associations and maintaining a database of marginalized groups
- Including disability in the establishment of beneficiary selection and targeting criteria
- Ensuring easy and safe access to subproject sites and training venues
- Providing disability-friendly training materials
- Ensuring GBV codes of conduct and monitoring mechanisms are in place
- Leveraging existing social protection projects which include vulnerable populations and use their systems to identify and engage them
- Engaging community leaders, CSOs and NGOs working with vulnerable groups

4.4 Stakeholder Engagement Plan

This SEP is designed to establish an effective platform for productive interaction with the potentially affected parties and others with interest in the implementation outcome of the Project. Meaningful stakeholder engagement throughout the project cycle will:

- i. Inform stakeholders about project objectives, scope and manage expectations
- ii. Solicit feedback to inform project design, implementation, monitoring and evaluation
- iii. Assess and mitigate project environmental and social risks
- iv. Enhance project outcomes and benefits
- v. Build constituencies and collaboration
- vi. Disseminate project information/ materials
- vii. Receive and address project-related grievances

Adequate stakeholder consultations will require effective timing and advanced planning. To ensure information is readily accessible to affected stakeholders, and adequate representation and participation of the different groups in the process, the Project Implementation Partners will adopt different methods and techniques based on assessments of stakeholder needs to date.

The project will utilize various methods of engagement that will be used as part of its continuous interactions with different groups. The format of every consultation activity will meet general requirements regarding accessibility, i.e. should be held at venues that are easily reachable and do not require long commute, entrance fee or preliminary access authorization. Activities should also meet cultural appropriateness (i.e. with due respect to the local customs and norms), and inclusiveness, i.e. engaging all segments of the local society, including disabled persons, women, and other vulnerable individuals, and proactive, meaningful consultations. A strategy for engagement throughout the various project phases is outlined in **Table 4.3** below (**Stakeholder Engagement Plan**)

The responsibility of implementing the SEP will be with the MoPT, through the PIU. The MoPT will appoint experienced personnel or specialized NGOs, where needed, responsible for implementing and reporting feedback from stakeholder engagement activities.

The Environmental and Social Safeguard Specialists at the PIU and the Project Coordinator shall directly implement, coordinate, monitor and report on the SEP, and ensure quality periodic assessments of its effectiveness. These staff of the PIU and coordinator shall be responsible for timely updating and the successful implementation of the SEP.

Table 4-3: Stakeholder Engagement Plan

Stakeholder Engagement Plan						
Preparation and Design Phase	<p>Project concept, design, benefits and impact (ESCP, ESMP, LMP, RAP, ESMP-sub projects, and other plans, assessments and forecasts)</p> <p>Mode of selection of subprojects, benefits, impact (ESIA)</p> <p>Scope of the potential impacts and mitigation measures</p> <p>Land acquisition process, if required</p> <p>Resettlement measures</p> <p>Grievance redress mechanism, GBV/SEAH risks and mitigation, prevention, response and accountability plan</p>	<ul style="list-style-type: none"> Community members Vulnerable and disadvantaged groups Business owners Traditional leaders NGOs/CSOs Underserved communities Users of ICT/Internet services Media 	<p>Letters to village leaders; traditional notifications; disclosure of local project documentation in a culturally appropriate and accessible manner; community meetings; outreach activities; IEC materials including banners, signposts and flyers, other local communication</p> <p>Sector-specific forums</p>	Village, District and County level	<p>Monthly six months following project effectiveness, followed by quarterly, for sharing updates and get feedback</p>	<p>PIU E&S Consultants, local NGO providing legal and other services</p>

	<p>Land acquisition process, where required (including assistance in gathering official documents for authorized land uses, compensation rates, methodology compensation packages, etc.) Resettlement and livelihood restoration options Project scope, rationale and E&S principles GRM information and access points and procedure</p>	<ul style="list-style-type: none"> • Traditional leaders • People who have lost land or livelihoods directly affected • Community-Based NGOs • Local dispute settlement and justice mechanisms, including courts 	<p>Meetings, Joint Public/community meetings with PAPs having land or livelihoods affected by project activities</p>	<p>Village, District and County level</p>	<p>As needed Monthly</p>	<p>PIU's E&S Team</p>
	<p>Project scope and potential benefits and impacts and related mitigation measures. Land and livelihood loss options and process, where required Project E&S principles, standards, and plans GRM information and process</p>	<ul style="list-style-type: none"> • Ministry of Finance • Ministry of Telecommunication and Post • Ministry of Agriculture • Ministry of Information • Office of the State Governor 	<p>Correspondence by phone/email; one-on-one formal meetings; roundtable discussions, workshops IEC materials such as project information sheets, Sector-specific forums</p>		<p>One large consultative meeting at each ESIA milestone and thereafter as needed Bi-annual forum meetings</p>	<p>Project Coordinator (PC), Social Safeguard Specialist, Communication Officer</p>

	<p>Present the final ESIA, ESMP, RAP (if required) and related plans for comments and feedback</p>	<ul style="list-style-type: none"> Community members Business owners Users of ICT/Internet services NGOs/CSOs Traditional leaders <p>Underserved communities, vulnerable groups and disadvantaged populations</p> <p>Media</p>	<p>Public hearings, consultation meeting and focused group discussions</p>		<p>Once when final ESA and related plans are available</p>	<p>E&S Specialists. Communication Officer</p>
	<p>Present the final ESIA, ESMP, RAP (if required) and related plans</p>	<ul style="list-style-type: none"> Office of the State Governor Ministry of Finance, Ministry of Telecommunication and Post, Ministry of Agriculture Ministry of Information Traditional leaders Community-based NGOs/CSOs 	<p>Workshops, project social media communication (virtual meetings), In-person advocacy meetings</p>		<p>Once when final ESA and related plans are available</p>	

Implementation Phase (Operation and Maintenance)						
Construction Contractors Environmental and Social Management Plans (C-ESMPs) and sub-project) and site-specific ESMPs for comments and feedback Project updates Rapid response protocol for urgent utility-related issues Sensitization on risks accrued from labour influx caused by construction, available mitigation (response and accountability) measures and GRM SEP effectiveness (including community and civil society monitoring) Capacity building plan	<ul style="list-style-type: none"> Community members Business owners Users of ICT/Internet services Utility providers Local government and authorities (e.g., Office of the Superintendent and the Office of the Assistant Superintendent for Development at the county and district levels, utility suppliers) Local NGOs/CSOs Service providers in health and education Traditional leaders Underserved communities and vulnerable groups 	Multistakeholder forums chaired by local authorities and meetings, Focus group discussions with women, youth, and children, PWDs, Older persons' societies, etc.), education and health service providers (digital integration), etc. GRM banners, signposts and flyers, Training and orientations sessions	Village, district and county levels	Monthly forum meetings	As needed	Project Coordinator, Project Engineer, E&S Specialists, Communication Officer, local NGOs (for community/ village sessions)
Construction Contractors' Environmental and Social Management Plans (C-ESMPs), Occupational Health and Safety Plan Emergency preparedness and response Project Monitoring and safeguard compliance report	<ul style="list-style-type: none"> Office of the State Governor Ministry of Finance Ministry of Telecommunication and Post Ministry of Information Traditional leaders, Community-based NGOs 	Official websites, stakeholder workshops, projects, social media communication	District and County-level in-person and virtual meetings	As needed		Project Coordinator, Project Engineer, Environmental and Social Safeguard Specialists. Communication Officer

	<ul style="list-style-type: none"> • Project updates including key milestones and any changes in project design, and monitoring results from the ESMPs • Community Health and safety impacts and mitigation measures • Construction related labor safety measures • Ongoing consultations on acquisition and resettlement and E&S compliance • Updates on Contractors' activities, hiring preferences, job and business opportunities, training opportunities etc. • Update on resettlement and livelihood rehabilitation • Updates on training programs • Digital economy 	<p>Project affected persons and families, vulnerable and/or disadvantaged groups, and businesses identified during planning phase and during implementation</p> <p>Private Sector actors (telecom operators, digital startups, digital service providers, and hardware vendors)</p> <p>Media</p>	<p>Face-to-face meetings, Joint public/ community meetings with PAPs</p> <p>Community/ beneficiary Perception / satisfaction surveys – annually</p> <p>Round-table discussions, sectoral consultation forums, workshops</p>	<p>Village District and county-level meetings and surveys/ audit</p> <p>District and County level</p>	<p>Monthly meetings and annual surveys</p> <p>Quarterly roundtables</p>	<p>E&S Specialists, Grievance Redress Committee. Communication Officer, Communication Officer</p>
Completion Phase	Project results	All stakeholders	Institutional completion reports		Once, towards project closing	Communication officer, E&S Specialist representatives of relevant government agencies

In implementing the above plan, the following guidelines will also be followed in all engagement activities on related to **SEA/SH and GBV, and those involving minors or unaccompanied children.**

- Ensure safety and security of those involved in information gathering, as well as respondents.
- No data collection from anyone who may be a SEA/SH survivor, without having the necessary information for making referral services available to them.
- No asking about personal experience during focus groups discussions
- No direct questions on SEAH/GBV. Questions to be centered on safety and security in general terms.
- Basic care and support for survivors must be available locally beforehand or before any consultations.
- Confidentiality and Consent for all discussions are paramount.

Additional measures would be taken if consultations have minors present.

4.5 Information Disclosure Strategy

Table 4-4: Information Disclosure Strategy

Project stage	List of information to be disclosed	Method proposed	Frequency	Target Stakeholders	Duty Bearer	Proposed Time Schedule
Preparation/ Design phase	Project Appraisal Document (PAD)	Official websites	Entire Project duration	National, County and District stakeholders	WB, MoPT, MoF, PIU	Within a month of project effectiveness
	ESMF, SEP	Newspaper publications	Once in 2 national daily newspapers	National, County and District stakeholders	WB, MoPT, MoF, PIU, Safeguards Team	
		Workshops	Geographical area of influence should inform the number of workshops	County and District stakeholders	MoPT, MoF, PIU, Safeguards Team	
		Consultation with affected parties in community spaces	Once in each project community	Community Level stakeholders	MoPT, MoF, PIU, Safeguards Team	

Project stage	List of information to be disclosed	Method proposed	Frequency	Target Stakeholders	Duty Bearer	Proposed Time Schedule
		Distribution of printed documents in relevant institution	Annually at county, district and community level offices, community centers, etc	National, County, District and Community level stakeholders	MoPT, MoF, PIU, Safeguards Team	
Implementation Phase	Project design and implementation	Project inception stakeholder meetings	Once at the National, County, District and Community levels	Interested parties, Vulnerable groups, Project staff, beneficiary communities	PIU	Monthly scheduling
	Project progress reports	Annual/mid-year project stakeholder meetings Online publication	Once or twice a year	Beneficiary communities Partner institutions (government and private) Interested parties	MoPT, MoF, PIU	
	Communication of the capacity-building programme	Community safe spaces, Town halls, Newspaper publications, Radio adverts	When needed	Qualified project beneficiaries and vulnerable groups	MoPT, MoF, PIU	
	Sensitisation on Digital start-up Fund	Traditional and social media, town(hall) accouchements	When needed	Qualified project beneficiaries and vulnerable groups	MoPT, MoF, PIU	
	ESMPs, LMP, Occupational Health and Safety Plan, RAPs/ARAPs, GRM and emergency preparedness and response Project Monitoring and safeguard compliance report	Publication on official websites Community meetings, notice boards, etc. Face-to-face Meetings, Individual outreach to PAPs as needed Trainings/workshops (separate meetings specifically for	Entire project Duration	National, county, district, and community level stakeholders	MoPT, MoF, PIU, Safeguard team	

Project stage	List of information to be disclosed	Method proposed	Frequency	Target Stakeholders	Duty Bearer	Proposed Time Schedule
		women and vulnerable as needed)				
	Safety and health survey at project sites and beneficiary establishment	Community safe spaces, community halls	Project communities	Beneficiary communities and institutions	PIU	
	Annual Sector Performance reports Environmental and Social Audit reports Updates on project activities	Notice boards of National, local and community government	When needed	National, county, district, and community stakeholders	MoPT, MoF, PIU, local government	
Completion Phase	Project Completion Report	Publication on website Hard copies distributed at meetings, Hard copies submitted to selected government offices	When needed	All Stakeholders	MoPT, MoF, PIU,	40 days before project closing date

4.6 Targeted Engagement of Special Groups

Special considerations will be given to certain targets groups, for promoting greater institutional development, transparency, programmatic relevance, and uptake of project benefits and minimization of its adverse impacts. These include:

4.6.1 Research Institutions

The project will establish academic partnerships to integrate evidence-based approaches into the digitalization project. We will engage research institutions through:

1. Joint research initiatives on digital inclusion barriers
2. Data-sharing agreements for impact studies
3. Guest lectures by project team at academic institutions

A dedicated research coordinator will facilitate regular knowledge exchanges between implementation teams and academia. Institutions will be invited to review project methodologies and contribute white papers on emerging technologies. Findings from collaborative research will directly inform project adaptations, with credit given for academic contributions in the project.

4.6.2 Women and Girls

Gender inclusion is embedded across all components of the project, with measures to expand women's participation in digital skills development, entrepreneurship, and leadership roles in the digital economy. Targeted outreach, mentorship, and flexible training formats will help reduce barriers such as caregiving responsibilities and online safety concerns, while dedicated entrepreneurship networks will connect women to resources and markets.

Tailored approaches for inclusive participation of women-led community groups and other vulnerable groups will be specifically implemented throughout the project implementation. Strategies include:

1. Conduct of women-only consultation sessions using female as facilitators
2. Deployment mobile outreach teams to engage homebound individuals
3. Partnership with women's collectives to deliver targeted training programs on women's digital inclusion and safe access.
4. Establishment of anonymous reporting options for sensitive concerns within the GRM.

Engagement will occur at times/locations convenient for female caregivers, with childcare support provided. Findings will directly inform people about accessibility features of digital services. Monitoring will track participation rates disaggregated by gender, disability, and socioeconomic status to ensure equitable inclusion.

An inclusive public participation effort will be pursued through multiple accessible channels, including digital platforms (project website, social media) and traditional methods (community meetings, radio spots). A multilingual public information campaign will explain project benefits and solicit feedback. The project will hold monthly virtual town halls with project teams and identify and engage local digital ambassador volunteers to bridge technology gaps in project communities. All public input will be systematically logged, analyzed, and addressed in project adjustments. Transparent reporting back to communities will demonstrate how public views shape implementation. Special attention will be given to reaching digitally excluded groups particular women and girls, through partnerships with community organizations to raise awareness and boost financial inclusion.

During Resettlement Action Planning, should the need arise, affected women or women-headed households would be involved through dedicated consultations for the preparation, review, implementation, and monitoring of the RAP, to ensure that their perspectives are integrated into the design of resettlement sites, housing, basic social infrastructure, and livelihood restoration programs. The program will ensure clear and early communication on consultations designed specifically to engage women and girls through both traditional and non-traditional channels of communication used by women (e.g., through local teachers, healthcare providers, etc.), the location of the resettlement area, and disclosure details of proposed compensation plans to all households, especially single-mother and female-headed households.

4.6.3 Development Partners (UN Agencies, ITC Agencies)

The SEP will institutionalize structured collaboration with development partners through quarterly coordination forums and technical working groups to align digital transformation efforts. A partnership focal point will facilitate ongoing dialogue, share project milestones, and solicit technical inputs. Development partners will be engaged through:

- Biannual strategy retreats to harmonize interventions
- Co-creation sessions for scalable digital solutions
- Joint monitoring of key performance indicators
- Knowledge exchange platforms for best practices

Their expertise will inform the project design and implementation, featuring a systematic feedback mechanism to incorporate recommendations. Regular progress briefings will illustrate how partner contributions enhance project outcomes, ensuring mutual accountability in achieving digital inclusion goals.

4.5.4 Media and the General Public

Proactive media relations through regular press briefings, exclusive interviews with project leadership, and curated site visits to showcase implementation progress will be established. A dedicated media desk will provide timely responses to inquiries and distribute press kits with project factsheets in multiple formats (print, digital, broadcast-ready clips). Priority will be given to:

1. Quarterly media roundtables with technical experts
2. An online media portal with downloadable resources
3. Training sessions for journalists on digital transformation concepts
4. Opportunities for investigative reporters to access verified project data

An inclusive public participation effort will be pursued through multiple accessible channels, including digital platforms (project website, social media) and traditional methods (community meetings, radio spots). A multilingual public information campaign will explain project benefits and solicit feedback. The project will hold monthly virtual town halls with project teams and identify and engage local digital ambassador volunteers to bridge technology gaps in project communities. All public input will be systematically logged, analyzed, and addressed in project adjustments. Transparent reporting back to communities will demonstrate how public views shape implementation. Special attention will be given to reaching digitally excluded groups through partnerships with community organisations.

4.7 Communication Strategy

A communication strategy will be developed to guide project communication activities, detailing stakeholders, messages and information, channels of delivery, and branding guidelines. The strategy

will include details of regional-national-local knowledge forums and means of communication to and from the Regional Project Steering Committee.

4.7.1 Printed Communications

Printed communication will be shared regularly on a monthly and semi-annually basis with all stakeholders, based on their preferences and role in the project.

4.7.2 Electronic Communications, Online and Social Media Platforms

There will be regular (daily, weekly, monthly) releases of project updates and information via electronic and social media platforms. The Communication Officer will coordinate this arrangement to ensure coherent delivery of information.

4.8 Proposed Strategy for Information Disclosure

A central repository for all disclosed information will be maintained on the Project Implementing Agency's website, while partner agencies will publish details of their respective components on their own sites. Additional communication channels such as print media, radio, television, public events, brochures, flyers, and social media will also be utilized.

4.9 Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and GRM, and on the project's overall implementation progress.

4.10 Resources and responsibilities for implementing stakeholder engagement activities

The project will allocate sufficient funds to implement the SEP Funding and resourcing for the SEP implementation will be included as part of project cost under Component 5 which would fund Technical Assistance (TA) and communication strategies planned to be carried out on the project at various levels. The budget for implementing activities under the SEP is estimated at **\$390,000 (US Dollars Three Hundred and Ninety Thousand)**.

Below is an estimated plan for the five years of implementation.

Table 4-5: SEP Estimated Budget

No	Budget Category	Quantity	Unit Cost	No. of Times During Project	Total Estimated Cost (\$ USD)	Remarks
1	Staff salaries and related expenses (travel costs for staff)					
a	Staff (Environmental, and Social and GBV Specialists)	2	-	Throughout project implementation	-	Budgeted under project management and implementation costs
2	Training					
a	Technical assistance (Technology-facilitated SEAH/ GBV and digital economy trainings by	15	Lumpsum	Quarterly	60,000	

No	Budget Category	Quantity	Unit Cost	No. of Times During Project	Total Estimated Cost (\$ USD)	Remarks
	experts and TVET institutions)					
b	E&S (SEP) Training	2	-	Twice annually, two years into effectiveness	-	Conducted by Center of Excellence/ WB team
c	GRM (training of GRM (sub) committees (all levels), Operators, Focal Points, etc.		Lumpsum	Two GRM trainings annually in first two years of implementation with refreshers	20,000	
d	Journalists and media groups	5	Lumpsum	One large consultation each year	20,000	
3	Events					
a	Community meetings (with local leaders, GRCs, directly impacted and/or disadvantaged, vulnerable groups)	60	Lumpsum	Throughout project lifecycle	100,000	Committees to be set up prior to meetings, to facilitate community inclusion and inputs
b	Town meetings for awareness-raising	20	Lumpsum	Throughout project lifecycle	20,000	Starting with Buchanan Town
c	Stakeholder consultative Workshops (all stakeholder groups)	10	Lumpsum	Once every quarter, different groups	75,000	Held at different levels with different groups of stakeholders
d	Disclosure events (ESIA, other assessments)		Lumpsum		45,000	
4	Communication and IEC production and dissemination					
a	GRM-related content (posters, flyers, banners, signboards, complaint boxes, etc.)	1	Lumpsum		10,000	Includes cost of updating any GRM or referral related information
b	Radio messaging		Lumpsum		20,000	Communication strategy to determine messaging content, audience and intervals
5	Surveys/ audit					
a	SEP effectiveness survey		Lumpsum	Once	15,000	Includes assessment of project GRM and

No	Budget Category	Quantity	Unit Cost	No. of Times During Project	Total Estimated Cost (\$ USD)	Remarks
						feedback channels
b	Stakeholder (re) mapping for sub-projects	As needed	Lumpsum		5,000	Budget to be used to expand SEP based on specific sub-projects' requirements
Total proposed budget					USD 390,000	

5.0 GRIEVANCE MECHANISM

5.1 Objectives of Project Grievance Redressal Mechanism (GRM)

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

The GRM seeks to provide:

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

5.2 Guiding Principles

An effective grievance mechanism is guided by the following principles:

1. Legitimacy: Maintain independent governance free from interference
2. Accessibility: Overcome barriers like language, literacy, or fear of reprisal
3. Predictability: Establish clear procedures, timelines, and outcome monitoring
4. Equity: Ensure fair access to information and expertise
5. Rights-compliance: Align outcomes with international human rights standards
6. Transparency: Disclose process details and outcomes, particularly for non-state mechanisms.

5.3 Elements of the GRM

An effective grievance resolution system is built on multiple interconnected components designed to ensure fairness, transparency, and accountability. Elements of an effective grievance mechanism include:

1. Complaint Intake Process: The GM should establish clear and accessible channels for submitting grievances while formally acknowledging receipt to assure stakeholders that their concerns are being addressed.
2. Case Assessment: enables a determination of whether a grievance falls within the mechanism's scope, ensuring resources are allocated appropriately.

3. Comprehensive Review: The grievance is assessed to understand its nuances, gather relevant perspectives, and explore potential pathways for resolution.
4. Resolution Options: The mechanism must offer various resolution approaches tailored to the nature of the dispute. For less complex issues, internal decision-making by designated officials, guided by predefined standards and an established appeals process, may be sufficient. In cases where a voluntary agreement proves elusive, third-party mediation or arbitration provides an impartial way forward.
5. Ongoing Management: To maintain trust and accountability, ongoing tracking and reporting ensure that grievances are monitored from submission to resolution, with regular updates provided to the affected communities.
6. Feedback mechanisms allow for the continuous refinement of the process based on stakeholder input.
7. Continuous Improvement: Ultimately, the mechanism acts as a tool for organizational learning, pinpointing recurring issues and systemic gaps to guide policy adjustments and prevent future disputes. By incorporating these elements, the system not only addresses individual grievances but also strengthens relationships and fosters long-term conflict prevention.

5.4 Levels of the Grievance Mechanism

Apart from the project GRM based at the PIU, the project will have a structure for responding to grievances. These are depicted in Table 5.1 below:

Table 5-1: Grievance Redress Structure

Grievance Redress Structure		
Level 1: Community Level	Community Grievance Committee (CGC) comprising Town/Clan Chiefs, Community Development Committees (CDCs), Women's and Youth Representatives, and Project Community Focal Person.	<ul style="list-style-type: none"> • First point of contact for receiving complaints. • Builds on existing traditional and local dispute resolution systems (e.g., Town Chiefs, elders, women's and youth groups). • Grievance lodged verbally or in writing to Community Focal Person or Town Chief. • Recorded in Community Grievance Logbook and acknowledged within 3 working days. • The CGC reviews the issue, consults parties, and agrees on resolution within 7–10 working days. • If unresolved, complaint is referred to the District Level within 5 working days.
Level 2: District Level	District Grievance Committee (DGC) chaired by District Commissioner or Assistant Superintendent, including District Environmental Officer/EPA Representative, Project District Focal Point, Local Leaders, Women/Youth Representatives, and CSO Representative.	<ul style="list-style-type: none"> • Handles cases unresolved at the community level. • Utilizes existing District Administrative Structures under the Ministry of Internal Affairs. • Complaint acknowledged within 3 working days. • DGC investigates, conducts hearings and site visits (if necessary). • Resolution reached and recorded in the District Grievance Register. • If unresolved, complainant may appeal to the National Level within 10 working days.

Level 3: National Level	<p>National Grievance Redress Committee (NGRC) under the Project Management Unit (PMU), with representation from relevant ministries (MIA, EPA, sector agencies) and National Steering Committee (NSC).</p>	<ul style="list-style-type: none"> • Addresses complex, policy-level, or unresolved grievances. • Complaints may come directly from Districts or be submitted via project channels (website, hotline, email, physical submission). • Acknowledgment within 5 working days. • NGRC reviews documentation, conducts hearings, and may engage independent mediators. • Final resolution communicated to complainant and lower levels. • Unresolved grievances may proceed to formal judicial system under Liberian law.
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The existence of this GRM structure does not preclude aggrieved parties from resorting to the in-country judicial system (Courts) to resolve grievances directly or in the event they are not satisfied with the outcomes of the project Grievance Redress Mechanisms. A person dissatisfied with the outcome of the Grievances at the Community/Project level, PIU/Regional level or National/Higher level could also resort to Alternative Dispute Resolution or go to Court to seek legal remedy. Both a PIU-based and local-level grievance mechanisms will be established *within three months* of the project's commencement to address non-sensitive and minor complaints. However, for sensitive cases involving sexual exploitation, abuse, or harassment (SEAH/GBV), specialised reporting channels will be created with clear protocols (see section 5.7 below). These will include carefully vetted local contact persons and confidential entry points, identified through consultations with women and girls conducted in safe, gender-segregated settings. This dual approach ensures cultural appropriateness while maintaining safeguards for vulnerable groups.

The project acknowledges and respects the existing traditional conflict resolution systems within local communities. Many disputes, particularly those involving customary issues such as land boundaries or inheritance, can often be effectively resolved through these established mechanisms without project or government intervention, frequently with the involvement of family structures, village elders, or traditional leaders.

5.5 Grievance Management Procedures

Figure 2 below depicts the general stages for the GRM, and Figure 3 provides the main channel through which the GRM would take complaints or feedback and provide follow-up support.

Figure 2: Stages in GRM case handling

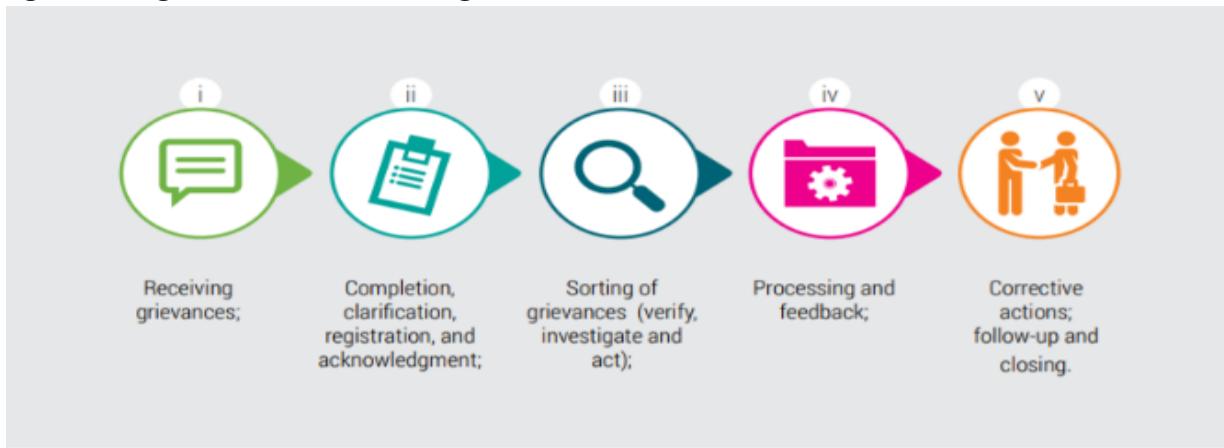


Figure 3: GRM Channels



5.6 General Complaints Handling Process

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

Step 1: Receive and Register a Complaint

The project will enable aggrieved stakeholders (“complainants”) to communicate their grievances through a variety of channels (e.g. Toll-free line phone, letter, walk-in, email, website, meeting, etc.), which will allow people to inform the project about concerns directly and, if necessary, anonymously or through third parties shown in Figure 10.2. Complaints will

be written, ideally, but if received verbally, the project contact person will ensure written documentation is made and that the complaint is dated and recorded.

The project will ensure that the procedures are effective, convenient, culturally appropriate, simple to understand, and easy to use. The grievance register will contain the information outlined in the Box 1 below. See Annex 2 for a sample of the Grievance Register/Log. The main requirements of complaint registers to be maintained on site are depicted in Figure 4 below.

Figure 4: Complaints Register Requirements

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

Step 2: Screening and Processing Complaints

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

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

Step 3: Establish Grievance Category

As a result of the screening (see Annex 3 for a sample of the Grievance Screening and Investigation Sheet), the grievance will be assigned to one of the four categories outlined in the Table 5.2 below.

Table 5-2: Category of Grievance

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

Step 4: Assess the Complaint

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

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

whether senior management is advised. Criteria should be established and could include the following:

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

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

Based on the risk-urgency combinations, a composite score will be produced (Table 5.3 below). Composite scores are generated by cross-multiplying the individual risk and urgency scores.

Table 5-3: Categorization of Grievances - Risk-Urgency Scores

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

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

- i. Priority 1: Score 9
- ii. Priority 2: Score 6
- iii. Priority 3: Scores 3 and 4
- iv. Priority 4: Score 2
- v. Priority 5: Score 1

Priority 1 is critical and accorded immediate attention as it will likely lead to loss of project funds, life, etc. On the other hand, priority 5 is not urgent, and the impact is low.

Step 5: Formulate a Response

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

- i. acceptance or rejection of the complaint;
- ii. reasons for acceptance or rejection;
- iii. next steps—where to forward the complaint;

- iv. a time frame, and
- v. (if accepted) Further documents or evidence are required for investigation, e.g., field investigations.

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

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

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

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

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

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

Sub-contractors should present a report to the contractors on completing the agreed action and closing the grievance. Contractors should prepare and submit quarterly reports on complaint handling and resolution to the PIU.

The register of all complaints lodged into the project, third-party implementers / contractors / clients' Grievance Mechanism, as well as all information collected in the course of handling procedures, shall be duly filed and archived WARDIP-SOP2 Liberia project, third-party implementers/contractors/clients, ensuring restricted access and, where possible, deploying chain of custody measures.

Table 5-4: Outline of Response Timelines

Activity	Timeline
Notification of receipt	Within 2 business days of receipt of the complaint
Screening for admissibility and preliminary assessment	Within 5 business days of receipt of a complaint

Notification of action	Within 2 - 10 business days from receipt of the complaint depending on the type of complaint
Formulation of response	Within 3 - 20 business days of receipt of the complaint depending on the type of complaint

5.7 Workers' Grievance Mechanism

In accordance with the project's Labour Management Procedures, WARDIP-SOP2 requires contractors to establish a Workers' Grievance Redress Mechanism at the site level. This mechanism ensures that workers have a formal and structured process to raise concerns, with representation from the contractor, a representative of the supervising entity/team, and the workers themselves. To enhance awareness, workers will be briefed on the grievance redress procedures during induction and training sessions.

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

The Supervisory team/entity's safeguards team will monitor the contractors' implementation of the grievance mechanism, including the recording and resolution of complaints, and will report on progress in their monthly updates. Oversight of the entire process will be conducted by the PIU Social Safeguards Specialist and the Project Coordinator, ensuring adherence to established procedures and effective grievance management throughout the project lifecycle.

5.8 World Bank's Grievance Redress Service

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

The GRS considers a complaint admissible when it:

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

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

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

Information to include in a complaint must

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

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

5.9 Sexual Exploitation, Abuse and Harassment (SEAH), Gender- Based Violence (GBV) and Violence Against Children (VAC) Grievance Management

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

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

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

A special team known as the **SEAH/GBV Safeguarding Team** (SEAH/GBV ST) will be established from the GRM team to handle GBV/SEA/SH complaints. This approach will help minimise the exposure of such cases, including victims and perpetrators, and provide officers with highly specialised skills to address GBV/SEA/SH cases. The procedure for handling GBV/SEA/SH complaints is duly outlined below:

Registering or Logging a Grievance: The Project's Grievance Mechanism offers multiple confidential channels for individuals to report concerns related to Sexual Exploitation and Abuse

(SEA) or Sexual Harassment (SH), as presented sections 5.5 and section 5.9 above. Complainants may submit complaints via trusted reporting avenues, including anonymous complaint boxes, grievance forms, dedicated hotlines, service providers, community-based structures, or designated focal points. Although SEA/SH claims can also be lodged through contractor grievance processes, such cases must be promptly referred to the SEA/SH GRM focal person for verification and appropriate action.

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

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

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

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

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

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

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

with employers, while legal determinations fall to judicial authorities. This process ensures accountability while respecting institutional boundaries and due process.

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

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

5.9.1 Information Gathering, Recording and Documentation on GBV/SEAH

The following guidelines will be followed in engaging stakeholders and affected parties on SEAH/GBV:

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

6.0 MONITORING AND REPORTING ON SEP

The project adopts a citizen-oriented design across all components. Therefore, the SEP will be periodically reviewed and updated throughout project implementation to maintain accuracy, relevance, and alignment with evolving project phases and contexts.

A dedicated Monitoring and Evaluation (M&E) action plan, to be prepared within 45 days of SEP implementation, will guide all SEP-related M&E efforts, focusing on two primary monitoring approaches:

- field-based review of engagement activities and

- systematic reporting of engagement outcomes.

The Environmental and Social (E&S) team will evaluate engagement effectiveness by soliciting participant feedback and ensure clear communication, including regarding the project GRM.

Post-engagement debriefings with field teams will evaluate whether objectives were met and identify necessary adjustments to enhance future consultations, including the inclusion of missing and/or critical stakeholders. Engagement performance will be assessed after each field session, with interim reviews carried out as required based on stakeholder feedback. The monitoring of project activities related to stakeholder engagement must fit into the overall project M&E framework.

The environmental and social safeguards monitoring will be carried out by the staff of PMU alongside the County/District/Municipal actors and the EPA. The Environmental and Social Monitoring Unit (ESMU) staff verify the application of mitigation measures as contained in the field reports submitted to the Unit. In this case, the ESMU staff will undertake regular visits to project sites to provide technical support and document progress in implementing mitigation measures. Where feasible, County Environmental Officers will support monitoring in line with mandates which is to oversee compliance of development project in the districts with environmental provisions. Reporting on environmental monitoring will be included in the overall project progress reports, which will be shared with the World Bank, EPA and other line stakeholders as necessary.

For this project, environmental monitoring will focus on parameters most likely to be influenced by cable landing and associated activities. Social monitoring will ensure that the project contributes positively to communities and minimizes disruption to livelihoods. This will include

- i) tracking of jobs created, disaggregated by gender, age, and community of origin, for instance monitoring the effectiveness of livelihood restoration efforts for fishers and traders in Big Fanti Town;
- ii) tracking and recording incidents of accidents, exposure to dust or noise, and risks related to traffic and marine operations;
- iii) monitoring participation of women, youth, and marginalized groups in employment, training, and decision-making to ensure social inclusion and equity; and
- iv) assessing the functioning of the Grievance Redress Mechanism (GRM), including number of complaints received, resolved, and pending as a measure of the effectiveness of the grievance redress.

Key performance indicators will measure alignment with SEP objectives, including:

- Formal engagement events (attendance, participation rates, gender-disaggregated, and inclusivity of key groups such as women, youth, and community leaders, fisherfolk).
- Other stakeholder interactions (frequency and methods of contact, e.g., emails, calls, or in-person meetings).
 - o Number of community meetings held to discuss project progress and address stakeholder concerns.
 - o Dissemination of materials, information boards, etc. (type, frequency, and distribution channels) – E.g., Number of information boards displayed in public areas, ensuring project updates and information are accessible to all stakeholders., etc.
- Stakeholder feedback (volume, nature, and sources of comments on project-related issues).
- External input (comments or concerns raised by government authorities and community representatives).

- Number of grievances submitted, addressed, and resolved through the Grievance Mechanism (GM).
- Number of GBV/SEA/SH/Child Labor cases reported and referred to relevant authority (disaggregated by Sex and Age)
- Level of stakeholder satisfaction with the project and the grievance resolution process, measured through follow-up surveys and feedback mechanisms.
- Corrective actions (implementation and impact of changes based on stakeholder input).

This information is provided in more detail in Table 6-1 below:

Table 6-1: Reporting on Stakeholder Engagement Indicators

S. No.	Indicator	Source of Data	Frequency of Report	Type of Report	Audience
1	Formal engagement events	Emails, calls logs, minutes of events	Periodic	Activity report	All stakeholders
2	Number of community meetings held to discuss project progress and address stakeholder concerns	Meetings reports, attendance sheets	Quarterly	Consultation report	Implementing agency and other partners
3	Number of informative materials disseminated (including on GRM)	Copy PDFs of printed material; Reports from GRM focal points; Identifiable pictures of display sites; other meeting reports for where material is provided	Regularly, following project effectiveness date	Progress update	World Bank; GRM focal points
4	Stakeholder feedback and Corrective Action Plans	Stakeholder meetings and consultation notes; special audits; monitoring visits	Quarterly	Quarterly progress report	World Bank; Other development partners

5	Number of grievances submitted, addressed, and resolved through the Grievance Mechanism (GM); Number of GBV/SEA/SH/Child Labor cases reported and referred to relevant authority (disaggregated by Sex and Age); and Level of stakeholder satisfaction with the project and the grievance resolution process, measured through follow-up surveys and feedback mechanisms	GRM data	Monthly	GRM summary reports	MoPT; World Bank
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The PIU's Social and Environmental Safeguard Specialists will compile a monthly report on the SEP and Grievance Redress Mechanism (GRM) progress, including the corrective measures taken. These reports will facilitate a timely assessment of complaint resolution efficiency and inform necessary operational adjustments.

6.1 Reporting Framework

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

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

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

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

6.1.1 Monitoring Reports During Preparation and Construction Stages

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

6.1.2 Monitoring Reports During Operation

The reporting system will employ an inclusive methodology to track all engagement activities and their outcomes. Monthly reports will capture routine interactions, while quarterly and annual reports will offer more detailed analyses. Monitoring reports will involve multiple data sources, including meeting documentation, grievance log summaries, feedback mechanisms, and field observations, to ensure robust monitoring. The monitoring report during the operational phase will concentrate on the following areas:

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

6.2 Involvement of Stakeholders in Monitoring Activities

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

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

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

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

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

6.3 Reporting Back to Stakeholder Groups

The project will utilize established communication channels to share outcomes with stakeholders at both national and sub-national levels. The Project Management Unit, through its Safeguards Specialist or designated personnel, will facilitate community feedback sessions that cover:

- Findings from stakeholder consultations.
- Dissemination of the project implementation progress report.
- Progress report on SEP, GRM and ESMP.

7.0 MANAGEMENT OF STAKEHOLDER ENGAGEMENT PLAN

The roles and responsibilities of project stakeholders in implementing the SEP are outlined in Table 7.1 below:

Table 7-1: Roles and Responsibilities of Stakeholder

Project Steering Committee	<ul style="list-style-type: none">• Oversight responsibility for the entire implementation of the WARDIP-SOP2 project:<ul style="list-style-type: none">◦ convene and support oversight committee meetings;◦ prepare consolidated project status, progress, and performance reports for the oversight committee and the World Bank;◦ coordinate across implementing and partnering ministries and agencies; and◦ undertake due diligence and ensure quality assurance of, and accountability for project implementation, including financial management, procurement, and safeguards. The PIU will be led by the Project Coordinator who will have overall responsibility for implementing the SEP, including leading consultations with key stakeholder groups such as affected communities, private sector actors.
Project Implementation Unit (PIU), Liberia	<ul style="list-style-type: none">• Overall Coordination• Manage and implement the Stakeholder Engagement Plan (SEP)• Dissemination of project information and implementation of effective GRM.
Environmental Specialist and Social and GBV Specialist	<ul style="list-style-type: none">• Provide technical support in engaging and addressing environmental concerns of stakeholders.• Coordinate and implement the SEP and GRM (social).• Oversee the implementation of the SEA/SH Prevention and Response Action Plan to be developed as part of the environmental and social management framework (ESMF).• Dissemination of project and GRM information.• Facilitate and monitor implementation of the SEP.• Incorporate SEP guidelines in contractors' agreement which includes but not limited to confidentiality, grievance redress mechanism and a defined reporting system.• Organize and conduct national and district level training.

	<ul style="list-style-type: none"> • Develop manuals and modules for capacity building and awareness creation. • Facilitate monitoring and coordinate monitoring activities. • Ensure provisions for gender inclusion and GRM under the SEP are implemented effectively. • Interface with stakeholders and respond to comments or questions about the project or consultation process. • Provide contact information if stakeholders have questions or comments about the project or consultation process. • Document any interactions with external stakeholders. • Maintain database, consultation and feedback records for SEP. • Coordinate public meetings, workshops, focus groups etc. • Raise awareness of the SEP among project implementation unit, employees contracted firms and relevant external stakeholders. • Deliver information to stakeholders on complaint mechanism and procedures of the SEP.
Communication Specialist	<ul style="list-style-type: none"> • Develop and implement a communication plan.
Monitoring and Evaluation (M&E) Officer	<ul style="list-style-type: none"> • Oversight responsibility for monitoring and evaluating the project (SEP, GRM, ESMF, LMP, etc.).
Contractors and Sub-contractors, Supervisors / Supervising and Resident Engineers	<ul style="list-style-type: none"> • Follow and comply with all, E&S guidelines. • Keep records of all E&S issues on site.
Third-party monitoring teams	<ul style="list-style-type: none"> • Compliance check systems. • Audits and surveys.
Implementing agency (Liberia Ministry of Posts and Telecommunications (MoPT))	<ul style="list-style-type: none"> • Implementation of project activities that fall under their respective purviews, comprising all elements including financial management, procurement, safeguards, monitoring and evaluation, capacity development and technical assistance, and research and analysis.
Fonds Africain de Garantie et de Coopération Économique (FAGACE)	<ul style="list-style-type: none"> • Establish and maintain an Environmental and Social Management System (ESMS), including policies, procedures, and capacity for screening, assessing, and monitoring the E&S risks of subprojects financed through bond proceeds – communicating the same to Steering Committee via PIU.
West African Economic and Monetary Union (WAEMU)	<ul style="list-style-type: none"> • Developing and implementing a comprehensive training program open to policy and decision makers in charge of implementing digital transformation programs, and to the staff of WAEMU.

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ANNEXURES

Annex 1: Stakeholder Engaged

The tables below provide information on participants engaged during consultations for the Second Submarine Cable Project in the Buchanan and Big Fanti Town areas, in the months of July to August 2025:

Government and Private Organizations (meetings with male Heads and Directors or Organizations):

No.	Institution	Data	Engagement Type
1.	MOPT	Various 14 July 2025 Various	Technical meeting
2.	Cable Consortium of Liberia (CCL)		Technical meeting
3.	Liberia Telecommunication Authority (LTA)		Technical meeting
4.	LTC Mobile	06 July 2025	Technical meeting
5.	Orange GMS, Liberia		Technical meeting
6.	Csquared Liberia		Technical meeting
7.	National Port Authority	17 July 2025 30-31 July 2025	Technical meeting
8.	Ministry of Agriculture (fisheries)		Technical meeting
9.	Environmental Protection Agency (EPA)		Technical meeting
10.	Liberia Maritime Authority (LMA)		Technical meeting
11.	Powernet	18 July 2025	Technical meeting
12.	Telecel		Technical meeting
13.	LRREN		Technical meeting
14.	AC3-Liberia		Technical meeting
15.	Amilcar Cabral Cable Consortium of Liberia Project (AC3-Liberia)		Technical meeting
16.	Lone Star Cell MTN		Technical meeting

17.	Telecel Liberia Inc.		Technical meeting
18.	NaFAA Headquarters, Monrovia	30 July 2025	Technical meeting
19.	Buchanan City Corporation	04 August 2025	Technical meeting
20.	Grand Bassa County Administration	04 August 2025	Introductory and coordination meeting with City Manager and Mayor's Office.

Community Groups:

No.	Group	Location:	Date	Participants	No of Participants	Main points of Discussion	Activity Type
1	Fisherfolk Association	Big Fanti Town Fisherfolk Association Big Fanti Town, Buchanan	25 July 2025	Chairman Community Management Association	1 Male	The project team explained the submarine cable landing process. Fisherfolk raised concerns about temporary fishing disruptions and requested fair compensation.	Technical meeting with CMA leadership, joint site assessment
2	Women Fishers and Traders	Buchanan Central Market	25 July 2025	Chairlady and a fish seller from Big Fanti Town Fishing Women Association, Buchanan	2 Females	Chair highlighted the importance of affordable internet access to support small businesses, trade expansion, and financial inclusion.	In-person Key Informal Interviews (KIs)
3	Traditional Leaders	Grand Bassa Traditional Council	28 July 2025	Chairman of Grand Bassa Traditional Council	1 Male	Leader emphasized respect for cultural heritage; requested involvement in land allocation decisions, proper communication channels; land access protocols; community compensation fairness.	Courtesy meetings, protocol signing, traditional authority consultation

No.	Group	Location:	Date	Participants	No of Participants	Main points of Discussion		Activity Type
						Chairman Bassa Youth Caucus	9 (males) 5 (females)	
4	Youth group	Buchanan Youth Center, Buchanan	28 July 2025	Chairman Bassa Youth Caucus	9 (males) 5 (females)	Chairman requested ICT skills training and employment opportunities linked to the project.		Focus-Group
5	Civil Society	LIWEN Office, Buchanan	06 August 2025	Executive Director, Liberian Women Empowerment Network	1 Female	Social safeguards, community rights, environmental monitoring, gender inclusion.		In-person KII

Annex 2: Consultation Questionnaire Template

Objective: To gather community, institutional, and stakeholder views regarding potential environmental and social impacts of the submarine cable project, and to integrate their feedback into the ESIA and ESMP.

Date of Consultation: _____

Location: _____

Facilitator/Consultant: _____

Respondent Information

Name (optional): _____ Gender: Male Female Prefer not to say

Age: _____

Occupation: _____

Community/Organization Represented: _____

Section A: Awareness and Knowledge of the Project

1. Are you aware of the proposed submarine cable landing project in Buchanan, Big Fanti Town?

Yes No

2. If yes, how did you first hear about it?

Community meeting Local authority/traditional leader Radio/TV/Newspaper

Other (please specify): _____

3. What is your level of understanding of the project?

Very clear

Somewhat clear Not clear

Section B: Perceived Benefits

4. What benefits do you think the project will bring to your community? (Multiple answers possible)

- Improved internet connectivity Better business opportunities Education/learning opportunities
- Employment opportunities Improved healthcare (telemedicine, online services)
- Other (please specify): _____

5. Which groups in the community do you think will benefit the most? \

- Youth Women Fisherfolk Traders Students All equally

Section C: Perceived Risks and Concerns

6. What concerns do you have about the project? (Check all that apply)

- Loss of fishing areas/livelihood disruption
- Environmental damage (marine/coastal ecosystems) Noise, dust, pollution from construction
- Land use conflicts or displacement Waste disposal and sanitation issues Health and safety concerns
- Social exclusion (certain groups left out) Other (please specify): _____

7. How serious do you think these concerns are for your community?

- Very serious Moderately serious Not serious

Section D: Community Priorities and Recommendations

8. What should the project developers do to minimize negative impacts?

9. What measures should be taken to ensure the community benefits fairly?

10. How would you like the project to engage with your community going forward?

- Regular town hall meetings Written updates and notices  Radio announcements
- Through local leaders

Other (please specify): _____

Section E: Grievance Redress

11. If you have a complaint during the project, how would you prefer to raise it?

- Through community leaders
- Directly to project office/GRM unit
- Through local government
- Anonymous complaint box
- Other (please specify): _____

Closing

12. Do you support the implementation of this project in your community?

- Yes, strongly support
- Support with conditions
- Neutral
- Do not support

13. Any additional comments:

Signature/Thumbprint of Respondent (Optional): _____ Signature of Interviewer: _____

Annex 3: Grievance Mechanism Complaint Form (not for SEAH/GBV/VAC cases)¹

1. **Name of Person Raising Grievance:** (information is optional and always treated as confidential within records)

Name:	Gender: <input type="checkbox"/> Male	<input type="checkbox"/> Female
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Address or contact information for Person Raising Grievance: (information is optional and confidential

– NOT APPLICABLE IN SEAH/GBV/VAC cases))

E-mail:	Phone:	Address:
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¹ For SEAH/GBV/VAC cases, the Bank ESIRT for SEAH cases would be used for recording and reporting.

The location where the grievance/problem occurred (write-in)				
Category of Grievance:				
<input type="checkbox"/> Environmental safeguards, social issues, including gender, labour, and resettlement	<input type="checkbox"/> Grievances regarding violations of policies, guidelines, and procedures	<input type="checkbox"/> Grievances regarding contract violations	<input type="checkbox"/> Grievances regarding the misuse of funds/lack of transparency or other financial management concerns	<input type="checkbox"/> Grievances regarding abuse of power/intervention by project or government officials
		<input type="checkbox"/> Reports of force majeure	<input type="checkbox"/> Suggestions	<input type="checkbox"/> Appreciation
Brief Description of Grievance or Inquiry: (provide as much detail and facts as possible)				
Please include any other information that you consider relevant, other matters or facts, including supporting documents:				
Do you request that identity be kept confidential?		<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. Previous Efforts to Resolve the Complaint				
3. Information on Authorised Representative. (If Authorised Representatives are not complainants, their names will be disclosed as needed to ensure transparency).				
Name		Positions/ Organisations	Addresses	Contact numbers
Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female				
Please provide evidence of the authority to represent the complainant, including the complainant's signature.				

Do you request that identity be kept confidential?

Yes

No

Annex 2: Grievance Register/Log

GRIEVANCE REGISTER/LOG

Annex 3: Grievance Screening and Investigation Sheet

GRIEVANCE SCREENING AND INVESTIGATION SHEET

	NAME OF AGGRAVATED PARTY (NOT APPLICABLE IN SEAH/GBV/VAC cases)	
	GENDER	
	LOCATION/ADDRESS	
	GRIEVANCE SUMMARY	
	WHO WAS INVOLVED? Provide names and titles. Include witnesses.	
	WHEN DID IT OCCUR? Date and time	
	WHERE DID IT OCCUR? Specific locations	
	WHAT HAPPENED? Describe the event in detail. Also, describe any incidents giving rise to the grievance. (NOT APPLICABLE IN SEAH/GBV/VAC cases, where only the SEAH/GBV complaint may be mentioned)	
	WHY IS THIS A GRIEVANCE? List all policies, procedures, and guidelines violated in the event described.	
	POTENTIAL IMPACT ON HUMAN WELL-BEING AND SAFETY	
	POTENTIAL IMPACT ON THE PROJECT	
	WHAT ADJUSTMENT IS REQUIRED? Describe what must be done to correct the situation/problem.	
	ADDITIONAL COMMENTS Attach sheets, if needed.	
	NAME SCREENING OFFICER	
	DATE OF SCREENING	
	GRIEVANCE CATEGORY (1,2,3,4)	
	RISK RANKING (H, M, L)	
	URGENCY RANKING	

Annex 4: SEP General Evaluation Form

Event Evaluation Form					
Event Information					
Event Title			Date		
Organiser			Time		
Location			Attendance		
RATING SCALE: 1 = BELOW EXPECTATION 2 = SATISFACTORY 3 = AVERAGE 4 = GOOD 5 = EXCELLENT					
NE UNKNOWN			NE		
CRITERIA	COMMENTS			RATING	
Was the event successful?					
Rate attendee satisfaction					
Was the planning process successful?					
Rate effectiveness of event materials					
Rate facilities & location					
Would you recommend holding this event again?					
Why / why not?					
What improvements should be made for future events?					
Additional Comments					

Annex 5: Training Feedback Form

TRAINING FEEDBACK FORM					
TITLE OF TRAINING	LOCATION		TRAINER		DATE
<i>Provide a Rating for each of the statements below.</i>					
<i>By placing an "X" in the corresponding box.</i>					
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
The objectives of the training were defined well beforehand.					
Participation was encouraged throughout the training.					
The topics covered were relevant and informational.					
The materials and content were well-chosen and helpful.					
The training will be helpful to my work.					
The trainer was knowledgeable about the subject matter.					
The trainer was well-prepared and thorough.					
The time allotted for the training was sufficient.					
The training location was well chosen.					
ADDITIONAL COMMENTS					

The key findings from stakeholder consultations for the WARDIP-SOP2 project in Liberia revealed broad support for enhanced digital connectivity, with stakeholders emphasizing the need for affordable internet, improved digital skills training (especially for youth and women), and reliable infrastructure. Concerns were raised about potential disruptions to fishing and livelihoods during cable installation, the importance of fair compensation for affected landowners, and the need for transparent grievance mechanisms. Stakeholders also

stressed the value of inclusive engagement, requesting targeted outreach to marginalized groups, clear communication strategies, and regular updates to ensure equitable project benefits and effective risk mitigation.