

STAKEHOLDER ENGAGEMENT PLAN

a) Introduction

In Liberia it is estimated that the rate of mangrove deforestation could be as high as 65% since 1980 (FAO 2007). The greatest threat to mangroves in Liberia is land degradation due to urbanization, transportation infrastructure development, and mining and oil exploitation. A secondary cause related to habitat loss is the overuse and overexploitation of natural resources, specifically around urban areas, through the practices of hunting, firewood collection, charcoal production, and timber extraction. Finally, pollution of the water, air and soil from chemicals released from agricultural pursuits, oil exploration, mining, and the effects of climate change also contribute to the loss of mangroves in Liberia.

Against this background of continued degradation and over-exploitation of mangrove resources, there is a vital need to advance a holistic, integrated approach to better identify mangroves areas vital for biodiversity and community well-being. This project, combining research, policy recommendations, technical advice and practical tools coupled with small-scale interventions provide such an approach. This project provides an opportunity to enhance the protection of mangroves already in multiuse protected areas, provides decision support tools for incorporating additional highly threatened mangroves into new marine protected areas, will work with local communities and other stakeholders to educate them on the importance of mangroves, and will provide guidance and recommendations on best practices for protecting mangroves, their biodiversity, and the services that they provide.

The Stakeholder Engagement plan is a cross-cutting element that is central to the success and sustainability of this project. Through it we aim to encourage awareness, adoption and stewardship of conservation measures by ensuring effective participation and productive dialogue. Specifically, the Stakeholder Engagement plan will articulate the different opportunities that stakeholders will have to actively participate in the project and how the expectations of different stakeholders will be managed by the Project Management Unit. The plan highlights key institutions, organizations, communities and individuals that influence or would be influenced by project activities.

b) Policies and Requirements

The CI-GEF Project Agency oversees the Executing Entity involving all stakeholders, including project-affected groups, local communities, and local CSOs, as early as possible in the preparation process and ensures that their views and concerns are made known and taken into account. The CI-GEF Project Agency Team will also ensure that the Executing Entity will continue to hold consultations throughout project implementation as deemed necessary to address environmental and social impact assessment-related issues that affect them. The Screening and Safeguard Analysis by the CI-GEF Project Agency concluded that Stakeholders Engagement Plan must specify the mechanisms and measures to be put in place to ensure that the CI-GEF Project Agency Environmental and Social Safeguards are appropriately applied at the overall project level. The following document presents an analysis of key stakeholders and explains the measures put in place to ensure that Environmental and Social Safeguards are appropriately applied.

c) Summary of any Previous Stakeholder Engagement Activities

Project preparation included a number of information sharing and consultation activities with various actors that have a key stake in the proposed project. These activities and the stakeholders involved are summarized below:

Project Steering Committee meetings

During the Project preparation phase, members of the Project Steering Committee were convened on a regular basis to provide insight based on the requisite positions within government regarding projects alignment with national policies and laws, best practice and new initiatives. The Project Steering Committee was focused on ensuring collaboration with other programs and avoiding any duplication of efforts within the sector.

Project Management Team meetings

During the Project preparation phase, members of the Project Steering Committee were convened on a regular basis. The Project Management team consisted of a mix of government employees from the Forestry Development, the Environmental Protection Agency and representatives from Conservation International. The Project management team was responsible for the day-to-day planning and implementation of the project. The team was responsible for developing project workplans and monitoring implementation. The team will met when key decisions were taken regarding the project contracting, staffing and workplan reviews. The team also met prior to all Project Steering Committee meetings to review documents to be presented during these meetings. Members of the Project Management team also participated in the Rapid Mangrove Survey.

Experts consultation meeting

On the 10th November 2015 Conservation International convened an expert's panel in Monrovia to review information on the distribution, composition, and status of mangroves in Liberia and identify key sites before the commencement of the nation-wide Mangrove survey. The event saw a number of government technicians and representatives from NOG/ civil society come together to debate site selection for the Rapid Mangrove survey and establish a clear set of criteria that the assessment team would utilize to identify communities that may be eligible for inclusion in the project.

Rapid Mangrove Survey

CI Liberia, on behalf of the project team and with approval from the Project Steering Committee, contracted a firm to support the mangrove site selection, assessment and stakeholder engagement processes in Liberia.

Goals specifically for the work performed during the assessment included:

- Identify and profile priority mangrove sites in Liberia based on criteria developed jointly between the Consultant/s and Conservation International
- Assess both the social and biological value of these priority mangrove sites including their use by communities, rate of loss, ecosystem services provided, and threats to these ecosystems
- Provide recommendations on which mangrove sites should be selected as future project sites based on their use by communities and existing threats

- Conduct a thorough stakeholder engagement process in Liberia to ensure that key stakeholders support the identification and profiling of priority mangrove sites

After careful deliberation a decision was made to award the contract to Anchor Environmental based on the strength of their proposal, quality of their team and ability to work within the timelines of the assignment. The lead consultant during the assessment was Dr. Barry Clark. The survey took place from 11th to the 23rd of November. During this time an assessment team conducted a thorough stakeholder engagement process with stakeholder both in Monrovia across four counties including Grand Bassa, Margibi, Montserrado and Cape Mount. The survey included extensive consultations in 11 different communities utilizing a mix of focus group discussions and one on one interviews.

Multi stakeholder workshop

At the conclusion of the Rapid Mangrove Survey, CI hosted a multi-stakeholder engagement meeting to review the findings of the biological and social baseline assessment conducted in priority mangrove areas across Liberia. A wide group of stakeholders came together to confirm, and where necessary, refine project outcomes and targets in preparation for submission of the final Project Document. The workshop was attended by participants including government representatives, private companies, NGOs and community representatives. At the conclusion of the workshop, participants provided their endorsement for the project.

Gender workshop in Monrovia

Conservation International, in collaboration with the Ministry of Gender, Children and Social Protection, organized a special two-day workshop on Gender Strategy Development and Gender Mainstreaming on the 11th and 12th of November. The workshop brought together a cross- section of stakeholders including civil society groups, Gender Focal Points from key government ministries, youth groups and international NGOs. The purpose of the workshop was to review the National Gender Strategy and Policies of Liberia and to identify best practices for mainstreaming gender into natural resource management projects. The final few sessions of this workshop had the specific objective of soliciting participants' views on the Gender Mainstreaming Strategy and Action Plan that was to be developed as part of this Project. Input captured during this workshop was used to develop the final Gender Mainstreaming Strategy and Action Plan for this project.

d) Project Stakeholders

The following major stakeholders/stakeholder groups:

Local communities

Local communities residing around Lake Piso multiple use reserve in Cape Mount. This includes the the Marshall wetlands in Margibi County, Barcoline and Edina communities near Buchanan and local residents in Montserrado wetland.

Local County Administration

Local County Administration is the sum-total of personnel who run the various political sub-divisions of the Country as Local Government. This leadership structure in each county comprises the following. The Project will engage members of the County administration to ensure ownership and drivenness for the project by local authorities in each of the four counties that the project will be implemented.

County Administration

- County Superintendent
- City Mayor
- District Commissioner
- Township Commissioner
- Paramount Chief
- Clan Chief
- General Town chief
- Cultural leaders

National Government Entities

Environmental Protection Agency (EPA)

The EPA was authorized by the EPA Act in 2003, but did not become functional until late in 2006, with a board of directors and Policy Council. EPA is charged with implementing the Environment Protection and Management Law, a framework environmental law that envisions the development and harmonization of sector-specific laws. EPA serves as the principal authority for managing and regulating environmental quality (including environmental and social impact assessments), and it is directed to coordinate all activities relating to environmental protection and the sustainable use of natural resources. It also promotes environmental awareness and oversees the implementation of international conventions related to the environment.

Forestry Development Authority (FDA)

The FDA was created by an Act of the Legislature in 1976, which was subsequently amended in 2006 with the adoption of the Forestry Reform Law. The FDA provides forestry planning, develops forestry policy, administers and enforces the forestry laws, administers concession agreements, calculates forestry fees, carries out reforestation and forest research and training, monitors the activities of timber companies, and sets up and administers national parks.

Liberia Maritime Authority (LMA)

Liberian Maritime Authority has a statutory mandate to administer, promote and regulate programs relating directly and indirectly to the functioning, growth and development of the maritime sector.

Ministry of Agriculture (MOA)/ National Bureau of Fisheries (BNF)

The **Bureau of National Fisheries (BNF)** is housed within the MOA to regulate fishing activities in Liberian waters. **The BNF** is working to promote the sustainable development of the fisheries sector in Liberia, balancing the needs of ecosystem health, food security, economic growth and development within a framework of good governance. The BNF has three divisions (Marine, Research and Statistics,

and Aquaculture) that are closely aided by an administrative section. The BNF is charged with the responsibility of managing and developing fisheries and aquaculture in Liberia. BNF collaborative efforts include work with NGOs to conduct outreach and education; mangrove conservation management with the EPA; producing maps with LISGIS; and, coordinating enforcement efforts with the LCG and UNMIL.

Ministry of Gender, Children and Social Protection (MOG)

Established in 2001 by an Act of the National Legislature, the Ministry of Gender, Children and Social Protection amongst other things serves as a driving force of Government for the practicalization of the Universal Declaration of Human Rights and its related instruments including UN Convention on the Elimination of all forms of Discrimination Against Women (CEDAW); the Convention on the Rights of Children (CRC); the AU Protocols on Women and Children, UNSCR 1325 on Women Peace and Security; and the Beijing Platform for Action.

The Ministry is mandated to advise Government on all matters affecting the development and welfare of women and children as well as any other matters referred to it by the Government. The Ministry is divided into two Departments: Planning and Administration; and Research and Technical Services.

Liberian Coast Guard

The mission of the Liberian Coast Guard is to enforce law and make enquiries, examinations, inspect, search, seize and affect arrests within the Liberian Exclusive Economic Zone, in order to prevent, detect, and suppress violation of the Laws of the Republic of Liberia. In these efforts, the LCG collaborates with a variety of Government Agencies, including BNF, Liberia Maritime Authority, National Port Authority, Bureau of Immigration and Naturalization, and others.

Ministry of Internal Affairs (MIA)

Ministry of Internal Affairs is responsible for local governance and rural development and as such will be key engaging local communities in the project priority areas.

Ministry of Lands, Mines and Energy (MLME)

Established in 1972, the MLME maintains jurisdiction over the management and extraction of mineral, water, and energy resources in Liberia. The Ministry of Lands, Mines & Energy (MLME) was established by an act of Legislature to administer all activities relative to land, mineral, water and energy resource exploration, coordination and development in the Republic of Liberia. In adherence to its statutory mandate, the Ministry formulates and implements policies and regulations in collaboration with other sector related agencies for the delivery of efficient services to the public from the land, mineral, water and energy sectors.

Monrovia City Corporation

The Monrovia City Corporation oversees municipal waste, and the provision of environmental health and sanitation.

Land Commission (LC)

The Land Commission was established in 2009. The general mandate and purpose of the Land Commission is to propose, advocate and coordinate reforms of land policy, laws and programs in Liberia. The mandate of the LC extends to all land and land based natural resources, including both urban and rural land, private and public land and land devoted to residential, agricultural, industrial, commercial, forestry, conservation and any other purposes. The Land Commission have taken a central role in the drafting of the new Land Rights policy which aims to empower rural communities by allowing them to manage their land and land based resources so as to advance their economic growth and development.

Bilateral/ Multilateral Entities

USAID

For nearly six decades, USAID has been working in Liberia on rural and urban development, health and education. USAID invest heavily in natural resource management in Liberia. USAID continues to build the capacity of the Liberian Forestry Development Authority and other government agencies, civil society organizations as well as strengthen local communities' management of forests and natural resources.

USAID PROSPER Program

USAID Liberia launched a significant new community forestry initiative, the People, Rules and Organizations Supporting the Protection of Ecosystem Resources (PROSPER) Program in 2012 that builds on previous investments in the forestry and agricultural sectors, particularly the Land Rights and Community Forestry Program (2007-2011) and the Liberia Forestry Support Program (2011-2012). PROSPER is intended to introduce, operationalize, and refine appropriate models for community management of forest resources for local self-governance and enterprise development in targeted areas of the country. USAID contracted Tetra Tech ARD in May 2012 to implement the five-year project (2012-2017). ACDI/VOCA manages the third objective of the project, "Livelihood and Enterprise Development," by enhancing livelihoods through improved agriculture and sustainable harvesting of non-timber forest products. PROSPER is working at national, landscape and community levels, including 10 sites in Nimba and Grand Bassa counties. Sites in Grand Bassa include Barcoline, one of the proposed project sites in this project. Several Liberian NGOs are collaborating with PROSPER—in community forest management, livelihood, and education and outreach activities—including Development Education Network Liberia (DEN-L), Sustainable Development Institute (SDI), Save My Future Foundation (SAMFU) and the Society for the Conservation of Nature of Liberia (SCNL).

UNDP

Environment and energy represents one of the key practice areas for UNDP in Liberia due to its critical links with efforts in poverty eradication and sustainable development. UNDP's activities in Liberia fall within six corporate thematic areas, including Environment & Energy. The Energy and Environment Programme aims to mainstream environment and climate change in national development priorities and strategies in the country. UNDP in Liberia is an implementing agency for the GEF. UNDP have been the implementing agency on a number of GEF projects in Liberia, including projects with a focus on coastal communities and ecosystems.

GEF

Since joining the GEF, Liberia received GEF grants totaling US\$19,688,901 that leveraged US\$63,230,789 in co-financing resources for 14 national projects. These include six projects in climate change, six projects in biodiversity, one in persistent organic pollutants, and one multifocal area project. During the GEF-5 replenishment period (July 2010 - June 2014), Liberia received an indicative allocation to formulate and execute projects for US\$2,420,000 in biodiversity, US\$ 2,000,000 in climate change, and US\$620,000 in land degradation.

GEF Agencies in Liberia: World Bank, United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Industrial Development Organization (UNIDO); Conservation International; African Development Bank

National Executing Partners: Environmental Protection Agency, Ministry of Land, Mines and Energy, Rural and Renewable Energy Agency, Ministry of Agriculture, Electricity Corporation, Ministry of Lands

CI-GEF Project Agency

The CI-GEF Project Agency supports governments, private sector, civil society and knowledge institutes in accessing GEF funding in Asia, Africa and Latin America. The CI GEF Agency will supervise development, implementation, monitoring and evaluation of the projects and are accountable to the GEF Council.

United Nations Environmental Program (UNEP)

United Nations Environment Program (UNEP) post-conflict capacity-building program was ended in December 2007. Liberia has since reverted to being serviced remotely by the UNEP Regional Office for Africa. UNEP has strong interest supporting conservation of Mangroves and coastal ecosystems in Liberia. UNEP and the EPA are currently implementing a TEEB study that aims to demonstrate the value of mangroves for Liberia. The study will focus on revealing the economic and cultural benefits gained from conservation or restoration of wetlands in five study sites along the coast of Liberia.

World Bank (WB)

In past years, the World Bank has supported more than 30 projects in Liberia that have impacted many sectors such as agriculture, education, transportation, energy, and water, supply and sanitation. Significant projects related to NRM include:

- The Smallholder Tree Crop Revitalization Support Project (STCRSP) is operating from 2013-2016, and will increase access to finance, inputs, technologies and markets for smallholder tree crop farmers in Liberia (cocoa, coffee, oil palm and rubber), and to develop a long term development program for the tree crops sector in six of the country's main tree crop producing counties (Bong, Nimba, Grand Gedeh, Grand Bassa, Montserrado and Margibi).
- The West African Regional Fisheries Program (WARFP), which began in 2009 and operated through until 2014, supported a combination of regional cooperatives, national reforms and local education and empowerment. The goal was to help West African countries work together to manage their shared fisheries resources. Since its inception in 2009 WARFP has supported Ghana, Cape Verde,

Guinea-Bissau, Liberia, Sierra Leone and Senegal. In Liberia, BNF is currently engaged in activities designed to improve the management and regulation of fisheries in Liberia in line with the PRS.

- The Biodiversity Conservation through Expanding the Protected Area Network in Liberia (EXPAN) was initiated in March of 2011 and concluded in 2014. The project's objective was to contribute to the conservation of Liberia's globally significant biodiversity by: (1) providing better representation of ecosystems within Liberia's current protected area network; and, (2) enabling active conservation and sustainable use of biodiversity with local communities. The project includes the planned creation and gazettement of two additional protected areas (Grebo and Grand Kru).

Private land owners in coastal and riverine areas

Mangroves surrounding Monrovia and Marshall are being cleared and in their place plots of land are being developed for the purpose of housing. This includes housing for impoverished residents in Monrovia and land development by wealthy individuals on the Marshall River.

Private Sector

The oil sector is also a fairly recent addition to Liberia's natural resource management portfolio. The Liberia Basin consists of 30 oil concessionary blocks; to date 10 of these blocks have been leased, and all are located adjacent to Liberia's coastline. The GOL requires environmental and social impact assessments for all offshore oil exploration, and exploration is limited to areas 25-80 km from the coast and depths of 200 m to protect fisheries. There are currently five production sharing contracts, though the total area for exploration has not been reported (LEITI Database, 2013).

Chevron

Chevron Liberia Limited is exploring energy resources in deepwater concessions off the coast of Liberia. Working with international and Liberian partners, Chevron is drilling some of the first deep water wells in Liberia.

ArcelorMittal

ArcelorMittal Liberia mine iron ore in Yekepa, Nimba County, and transport it to the iron ore quay in Buchanan, Grand Bassa County. ArcelorMittal Liberia (AML) launched its Biodiversity Conservation Programme in August 2011. This initiative is intended to compensate for the impacts of the mining of direct shipping ore over the period of 2011 to 2015.

NGOs and civil society organizations

There are a number of local NGOs and civil society groups working with communities towards mangrove protection and alternative livelihoods. The project will seek the involvement of these groups to collaborate with the project.

The Society for the Conservation of Nature in Liberia (SCNL)

Founded in 1986, SCNL is the oldest environmental NGO in Liberia. Its conservation projects include the creation and maintenance of protected areas, wildlife conservation, bio monitoring, and the use of

socioeconomic surveys. They are the local partner for Birdlife International (BI), and have conducted bird inventories in several forest areas, and produced a list of Important Birds Areas in Liberia.

Farmers Associated to Conserve the Environment (FACE)

Farmers Associated to Conserve the Environment's (FACE) mission is to help empower local farmers to engage in modern, stable farming practices that are sustainable, environmentally friendly, and have the propensity to yield significant positive net income. FACE is involved in seed rice multiplication and mangrove conservation. The focus is to promote stable, modern farming systems in order to improve food production and enhance the natural environment.

Save My Future Foundation (SAMFU)

The Save My Future (SAMFU) Foundation is a non-governmental organization established in 1987 by a renowned Catholic priest and two conservationists. SAMFU's mission is to facilitate and promote participatory community-based sustainable natural and human resource management and development in Liberia. This is pursued through an educational and empowering process in which the people in partnership with each other and those able to assist them identify their priorities, mobilize resources and assume the responsibility to manage and control the resources on which they depend. The organization's activities are directed towards the protection for the environment, facilitation of nature conservation and embrace the promotion of social justice, equality and respect for human rights.

National Charcoal Union of Liberia (NACUL)

NACUL is an umbrella organization of charcoal stakeholders in Liberia. NACUL advocates on behalf of charcoal producers, sellers and buyers, and works closely with FDA to monitor charcoal production.

Sea Turtle Watch Liberia

The Sea Turtle Watch (Liberia) is working directly with other international and local NGOs to build an alliance with the responsible government agencies and coastal communities in an effort to save sea turtles and their habitats in Liberia. Sea Turtle watch are implementing community-based sea turtle conservation projects in five coastal villages (Little Bassa, Samuel Brown, Duo, Sand Farm and Bassa Point Township) that have some overlap with the proposed project sites on this project.

Skills and Agricultural Development Services (SADS)

SADS was founded in 1998 as a campus-based organization at the UL with the goal of improving environmental awareness and education of students. SADS is focused on implementing a wide range of education and developmental programs designed to improve social services in areas such natural resource governance, advocacy, human rights, and rural livelihood skill development in Liberia

Rural Integrated Center for Community Empowerment (RICCE)

The mission of RICCE is to empower rural residents to build vibrant self-sustaining communities through peace building initiatives, networking, advocacy and poverty reduction. RICCE works in several program areas, including: rights monitoring; biodiversity conservation advocacy; women's empowerment; agriculture; health promotion; peace building; and, community development.

Fauna and Flora International (FFI)

FFI has operated in Liberia since 1997, and currently has a five-year mission (2013-2018) to make a measurable improvement to the status of biodiversity and ensuring resilient ecosystems through supporting good environmental governance, building capacity and supporting conservation-friendly livelihood strategies. Past efforts have included support to re-establish Sapo National Park, developing a rapid ecological assessment tool to identify and prioritize sites for inclusion in the protected area network, leading field activities for the Liberian National Forest Re-Assessment, conducting a variety of floral and faunal surveys, capacity building in key GOL organizations, and facilitating the development of laws related to community rights and forestry. In the 15 years since FFI's arrival, geographical focus of on-the-ground activities has broadened from the Southeast, to include Nimba Mountains and Lake Piso, both recognized biodiversity hotspots.

Anchor Environmental

Anchor Environmental is an independent consulting firm based in Cape Town, South Africa offering ecological and economic expertise to inform management and decision making regarding the use and conservation of natural resources.

The table below describes each of the major stakeholders in detail (Table 1).

Project Stakeholders

Table 1: Project Stakeholders

	Stakeholder	Interests in the Project	Stakeholder Influence in the Project	Project Effect(s) on Stakeholder
Local communities in project sites	Local communities residing around Lake Piso multiple use reserve in Cape Mount, the Marshall wetlands in Margibi County, Barcoline and Edina communities near Buchanan and local residents in wetlands areas in Montserrado.	Local communities residing in the four project sites have a strong interest in ensuring that this project addresses the economic pressures and limited employment opportunities that have resulted in an increase in local communities' dependence on mangroves for subsistence and local commerce.	Local communities living in and around the mangroves are the primary users and beneficiaries of the mangroves and are key to the project's success.	Local communities are the direct beneficiaries in this project and will ultimately determine whether mangroves can be sustainably managed using the suite of tools that this project will provide.
National Government Ministries and Agencies	Environmental Protection Agency (EPA)	EPA is the co-executing agency on this project. As the operational focal point for GEF funding in Liberia, the EPA has a strong interest in the development and success of this project.	As the operational focal point for GEF funding in Liberia, the EPA has a strong influence on the direction of this project. The agency has a strong role in executing this project and this is reflected in the agency's strong representation on both the Project Steering Committee and Project Management team.	The success of this project will reflect either positively or negatively on the agency's position as operational focal point for all GEF funding in Liberia.
	Forestry Development Authority (FDA)	As the current custodian of the protected areas network in Liberia, the FDA has a particularly strong interest in Component 1 of this project that will directly address protected area management.	The FDA has a strong influence in all forest related projects across the country, including mangrove forests. The FDA has strong role in the execution of this project and this is reflected in agency's strong	The project will create the enabling conditions for establishment of coastal and marine protected areas covering 20% of priority mangrove forests. Currently FDA does not have the resources to expand the

	Stakeholder	Interests in the Project	Stakeholder Influence in the Project	Project Effect(s) on Stakeholder
			representation on both the Project Steering Committee and Project Management team	proposed Protected Area network.
	Ministry of Agriculture (MOA)/ Bureau of National Fisheries (BNF)	The BNF is charged with the responsibility of managing and developing fisheries and aquaculture. Actions taken in this project will have a direct impact on the future protection and management of fish stocks in Liberia.	The BNF has strong relationships with local communities living in and around the mangroves, particularly in Marshall wetland. The BNF will be influential in our interactions with the primary users of mangroves in this project. The BNF is also responsible for coordination with the West Africa Regional Fisheries Program. It will be important we align our interventions to avoid any duplication of activities.	The BNF is currently looking to support projects that involve managing and developing fisheries and aquaculture. This project will allow the ministry to increase its portfolio and include the management of mangroves as another component in their work.
	Liberia Maritime Authority (LMA)	Liberian Maritime Authority has a statutory mandate to administer, promote and regulate programs relating directly and indirectly to the functioning, growth and development of the maritime sector. The LMA has a strong interest in supporting initiatives that address coastal management.	As the lead agency regulating programs in the maritime sector, LMA could act as an intermediary between the FDA and the EPA.	This program will help the LMA execute better on aspects of their mandate.
	Ministry of Gender, Children and Social Protection (MOG)	Communities across Liberia are highly dependent on natural resource use for subsistence and local commerce. The mainstreaming of gender into all	The MOG played a significant role shaping the gender mainstreaming plan for this project. The MOG is	The execution of this project will provide valuable information for the ministry about the practicalities of

	Stakeholder	Interests in the Project	Stakeholder Influence in the Project	Project Effect(s) on Stakeholder
		natural resource and climate change projects is a high priority for the MOG.	represented on the Project Steering Committee and hence will have a strong role in the execution of this project.	mainstreaming gender into future natural resource management projects.
	Liberian Coast Guard (LCG)	The LCG's mandate is to enforce law and make enquiries, examinations, inspect, search, seize and affect arrests within the Liberian Exclusive Economic Zone. This includes law enforcement in project areas selected for this project.	The LCG works in close collaboration with the BNF, providing sea patrol and enforcement support. The LCG will be involved in policing any illegal activities happening in the project area, such as illegal fishing with dynamite.	This project may provide information on illegal activities occurring within mangrove areas that the LCG could utilize to make inquiries and enforce the law where necessary.
	Ministry of Internal Affairs (MIA)	The Ministry of Internal Affairs (MIA) is responsible for local governance and rural development. The MIA has an interest in all projects that seek to address issues related to rural development and governance of natural resources.	MIA has an important role coordinating and implementing government services through the various units of the Local County Administration whose support and buy-in will be essential for the success and sustainability of this initiative. The MIA is represented on the Project Steering Committee and hence will have a role in the execution of this project.	CI will be engaging with members of the County Administration in each project site, from County Superintendent down to the General Town chief. MIA will have an important role ensuring that the different representatives within the Local County Administration are aligned in their understanding and expectations of the project.
	Ministry of Lands, Mines and Energy (MLME)	The MLME administers activities related to the use of land and may have an interest in the land use planning component of the project.	The MLME maintains jurisdiction over the management and extraction of minerals, water, and energy resources in Liberia. Future projects including	The land use planning component in this project will provide valuable information for the MLME as it devises new strategies for future land use planning

	Stakeholder	Interests in the Project	Stakeholder Influence in the Project	Project Effect(s) on Stakeholder
			hydroelectric projects or mining projects may have a direct impact on mangrove ecosystems downstream.	processes across the country.
	Monrovia City Corporation (MCC)	The Monrovia City Corporation oversees municipal waste, and the provision of environmental health and sanitation. Municipal waste is a significant problem in mangrove wetlands in Montserrado county.	Work under this project will raise awareness concerning the significant problems associated with poor management of municipal waste in Montserrado wetlands. The MCC will have a direct role in the roll-out of awareness activities associated with the Montserrado wetlands.	This project will provide a strong evidence base for the Monrovia City Corporation (MCC) to lobby and secure additional resources for future management of municipal waste, and the provision of environmental health and sanitation across Montserrado.
	Land Commission (LC)	The mandate of the LC extends to all land and land based natural resources. This project is currently the largest single investment in mangrove conservation across the country and as a result holds great interest for the LC.	The LC has strong role in the execution of this project and this is reflected in agency's representation on the Project Steering Committee.	The Land Commission has taken a central role drafting the new Land Rights policy, which aims to empower rural communities by allowing them to manage their land and land-based resources. This project's approach to empowering local resource users will provide valuable information for the LC regarding the adoption and future implementation of the Land Rights Policy.
Local Government	Local County Administration	Local County Administration is the sum-total of personnel who run the various political sub-divisions of the	Local Administrators have a strong influence on the direction and success of	The project should provide Local County Administrators with an

	Stakeholder	Interests in the Project	Stakeholder Influence in the Project	Project Effect(s) on Stakeholder
		Country as Local Government. The project will be active in Montserrado, Cape Mount, Margibi and Grand Bassa counties. Local County Administrators have a direct interest in all projects being implemented in their County.	projects within their counties. Local communities are unlikely to actively engage in the project if the project does not have the blessing of the Local Administration.	opportunity to demonstrate to their constituents that they are securing additional support to address challenges facing the local populace.
Bilateral/ Multilateral Entities	USAID	USAID invests heavily in strengthening local communities' management of forests and natural resources in Liberia. USAID hasn't previously invested in the management of Mangrove ecosystems and is likely to be interested in lessons learned from this project.	USAID currently invests in the People, Rules and Organizations Supporting the Protection of Ecosystem Resources (PROSPER) project. PROSPER is active in the same landscapes that this project will be active in. There is clearly a need for cross learning between the two different interventions to avoid any duplication of effort.	USAID is likely to be interested in lessons learned from this project. These lessons will likely determine future USAID investment in the environmental and natural resources sector in Liberia.
	United Nations Development Program (UNDP)	UNDP has invested heavily in projects in Liberia focused on building resilience of vulnerable coastal areas to the risks associated with climate change. This project will invest in nature based solutions to address coastal resilience. These alternatives solutions are likely be of interest to UNDP.	UNDP is one of the few other GEF implementing agencies in Liberia. UNDP can potentially influence whether this project will secure additional funding for future expansion of the project.	This project is likely to determine the direction of future UNDP investments in coastal areas.
	Global Environmental Facility (GEF)	As a GEF investment there is significant interest in the success of this project.	The GEF secretariat played a significant role guiding the design of this project. This will likely to have an impact on the implementation of the project.	This project will likely have an impact in determining future STAR allocations in Liberia.

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	CI-GEF Project Agency	As this is the first project being implemented by the CI –GEF Project Agency in Liberia, there is particularly strong interest in ensuring that the project is a success.	The CI-GEF Project Agency has a significant role in the Monitoring and Evaluation of this project. This will have a significant impact on the execution of this project over time.	The success of this project will have an impact on the future expansion of the project portfolio currently being managed by the CI – GEF Project Agency.
	United Nations Environmental Program (UNEP)	UNEP has strong interest supporting conservation of mangroves and coastal ecosystems in Liberia.	UNEP and the EPA are currently implementing ‘The Economics of Ecosystems and Biodiversity’ (TEEB) study that aims to demonstrate the value of mangroves for Liberia. The results of this study are likely to guide execution of this project.	This project may determine future UNEP support for conservation of Mangroves and coastal ecosystems in Liberia.
	World Bank (WB)	The WB has and continues to support many significant natural resource management projects in Liberia. The WB holds particular interested in the Protected Area Management component of this project.	Current WB investment in the Protected Area Network may have an effect on Component 1 in this project	This project may influence future WB investments in forestry and Liberia’s Protected Area Network.
Private Sector	Chevron	Chevron is currently investing in mangrove conservation in Grand Bassa County, one of the project sites in this project. The Chevron project is also being implemented by Conservation International.	Investments in mangrove conservation by Chevron will determine which villages will be chosen for this GEF Project.	This investment by GEF may influence decisions made by Chevron to invest in new mangrove conservation projects in future.
	Arcelor Mittal (AML)	ArcelorMittal Liberia (AML) launched its Biodiversity Conservation Programme (BCP) in August 2011 to compensate for the impacts of the mining and direct	AML Liberia’s iron ore quay is located in Buchanan, Grand Bassa County. Future expansion of the iron ore	Currently the BCP program is focused on terrestrial forest areas in Nimba County. GEF investment in

	Stakeholder	Interests in the Project	Stakeholder Influence in the Project	Project Effect(s) on Stakeholder
		shipping of iron ore. The BCP program may be interested in expanding future investment to include coastal and marine ecosystems.	quay may affect project sites selected for this project.	mangrove conservation around Buchanan may influence AML to expand its BCP program to include mangrove areas in the Buchanan area.
NGOs and civil society organizations	The Society for the Conservation of Nature in Liberia (SCNL)	SCNL has previously been involved in past mangrove conservation projects around Lake Piso and continues to be very interested in similar projects	SCNL has a strong interest in partnering with CI as one of the local partners on this project. SCNL will provide significant guidance on the direction of this GEF investment based on their past experience in mangrove conservation in Liberia.	SCNL currently partners with CI on another project that addresses mangrove conservation in Barcoline, Grand Bassa. SCNL may partner with CI as a local partner on this project.
	Farmers Associated to Conserve the Environment (FACE)	FACE implemented a UNDP sponsored awareness raising project in the Lake Piso wetlands in 1999 and an NC-IUCN small-grant sponsored project in 2004. They still hold great interest in mangrove conservation around Lake Piso.	FACE will provide guidance on the direction of this GEF investment based on their past experience in mangrove conservation in Liberia.	FACE currently isn't involved in mangrove conservation work but may become involved under this project.
	Save My Future Foundation (SAMFU)	SAMFU have previously been engaged in sea turtle conservation projects long the Liberian coast including Grand Bassa County. SAMFU continues to have strong interest in projects that address protected area management and biodiversity conservation in coastal landscapes.	SAMFU may help shape thinking on the development on new protected areas in this project.	SAMFU may partner with CI as a local partner on this project.
	National Charcoal Union of Liberia (NACUL)	The production and distribution of charcoal is another practice commonly mentioned by stakeholders as a major	The NACUL may influence the way in which the project engages with project	The project will potentially engage with the National Charcoal Union of Liberia to

	Stakeholder	Interests in the Project	Stakeholder Influence in the Project	Project Effect(s) on Stakeholder
		threat to mangroves and biodiversity. The project will address charcoal production from mangrove wood.	beneficiaries on the use of mangrove wood in charcoal production.	address the use of mangrove wood in charcoal making.
	Sea Turtle Watch Liberia (STWL)	Sea Turtle Watch Liberia's community-based sea turtle conservation project was launched in 2012 and includes sites in Grand Bassa County.	STWL will potentially be implementing activities in areas that lie adjacent to the proposed project sites in this project.	STWL may be able to use the GEF project to increase awareness around its own community-based sea turtle conservation projects.
	Skills and Agricultural Development Services (SADS)	SADS currently partners with CI to implement Conservation Agreements around East Nimba Nature Reserve. They have a strong interest in partnering with CI on this project.	As a potential partner, SADS may influence the design and delivery of future Conservation Agreements under this project.	This project may offer SADS an opportunity to expand work on Conservation Agreements from terrestrial forest to mangrove forest.
	Rural Integrated Center for Community Empowerment (RICCE)	RICCE currently partners with CI to implement Conservation Agreements around East Nimba Nature Reserve. They have a strong interest in partnering with CI on this project.	As a potential partner, RICCE may influence the design and delivery of future Conservation Agreements under this project.	This project may offer RICCE an opportunity to expand work on Conservation Agreements from terrestrial forest to mangrove forest.
	Fauna and Flora International (FFI)	FFI previously implemented a project in Lake Piso Multiple Use Reserve to improve the capacity of civil society members to sustainably use and conserve mangrove resources. This included the development of a protected area (PA) management strategy for the reserve.	FFI's previous work developing a PA management strategy for Lake Piso Multiple Use Reserve will be influential in guiding Component 1 of this project.	FFI may reengage in discussions on Lake Piso Multiple Use Reserve when this project starts.
	Anchor Environmental	Anchor Environmental was the lead consulting firm during the design phase of this project and has an interest in further engagement during the life of the project.	Anchor Environmental has already had a strong influence on the design of this project. They will continue to influence implementation as the project moves forward.	Work on this project has expanded Anchor Environmental's portfolio of work and may open up other opportunities for work in Liberia. Anchor Environmental may partner

	Stakeholder	Interests in the Project	Stakeholder Influence in the Project	Project Effect(s) on Stakeholder
				with CI on this project in the future.
Private land owners in coastal and riverine areas	Private land owners in Montserrado and Marshall wetlands	Many private land owners and land developers in Montserrado and Marshall wetlands have a vested interest in land use regulations in coastal and riverine areas.	This project will potentially engage private land owners and land developers under the land use planning component of this project.	Private land owners in Montserrado and Marshall wetlands may have a strong influence over Local County Administration and their role in this project.

e) Stakeholder Engagement Program

The goal of this Stakeholder Engagement Plan is to involve all stakeholders of the project, as early as possible in the implementation process and throughout project duration to ensure that their views and concerns are made known and taken into account. The plan will help the project in implementing effective communication channels and working relationships. The Executing Agency will continue to hold consultations throughout project implementation as deemed necessary. This section provides a summary of the engagement of the major stakeholders. The Stakeholder Engagement Plan will be implemented in conjunction with the Gender Mainstreaming Strategy and the process framework for restriction of access to natural resources.

Table 2. Summary of the engagement of the project’s major stakeholders

Stakeholders	Engagement Methods/Mean	Engagement Activities	Responsible Party(ies)	Required Resources
Local communities in project sites	Through face-to-face community meetings, individual interviews and workshops	Range of activities may include: participatory appraisals of community needs using standard PRA methods and tools; capacity building and awareness raising; feasibility studies for Conservation Agreements; data collection for research purposes; Consultations to attain Free, Prior and Informed Consent; Involvement in Strategic landscape level planning meetings and localized land use planning meetings	Project Management Unit (primarily CI Liberia)	Staff time; travel to project sites; Meeting venue and catering for community meetings
National Government Ministries and Agencies	Emails, face-to-face meetings, workshops	Project Management Unit meetings Project Steering Committee meetings Project Inception workshop Protected Area gazettement workshops Strategic landscape level planning meetings Share midterm and final project evaluation Participation in high level advocacy meetings for Montserrado	Project Management Unit (primarily CI Liberia)	Staff time; travel support for EPA; Meeting venue and catering for meetings
NGOs and civil society organizations	Emails, face-to-face meetings, workshops	Project Inception workshop Share midterm and final project evaluation Protected Area gazettement workshops Strategic landscape level planning meetings Protected Area gazettement workshops	Project Management Unit (primarily CI Liberia)	Staff time; travel support; Meeting venue and catering for meetings
Private Sector	Emails, face-to-face meetings, workshops	Project Inception workshop Share midterm and final project evaluation	Project Management	Staff time; travel support for BNF; Meeting venue and catering for

Stakeholders	Engagement Methods/Means	Engagement Activities	Responsible Party(ies)	Required Resources
		Strategic landscape level planning meetings Protected Area gazettelement workshops	Unit (primarily CI Liberia)	meetings
Bilateral/ Multilateral Entities	Emails, face-to-face meetings, workshops	Project Inception workshop Share midterm and final project evaluation Strategic landscape level planning meetings Protected Area gazettelement workshops	Project Management Unit (primarily CI Liberia)	Staff time; travel support; Meeting venue and catering for meetings
Local Government	Emails, face-to-face meetings, workshops	Project Inception workshop Share midterm and final project evaluation Strategic landscape level planning meetings Protected Area gazettelement workshops	Project Management Unit (primarily CI Liberia)	Staff time; travel support; Meeting venue and catering for meetings
Private land owners in coastal and riverine areas	Emails, face-to-face meetings, workshops	Strategic landscape level planning meetings Protected Area gazettelement workshops	Project Management Unit (primarily CI Liberia)	Staff time; travel support; Meeting venue and catering for meetings

f) Methods Used for Information Delivery and Consultation

The project will hire a local consultant to develop a targeted advocacy campaign on the Mesurado wetlands in Monrovia. This campaign will include the development of a video highlighting irresponsible urban development in mangrove areas in Monrovia. The campaign will culminate in a high level meeting with key decision's makers from the legislature to help raise awareness and stimulate action. The consultant will also develop a more positive video on the project that includes aerial footage of mangrove areas and interviews with community members who utilize mangroves.

There will also be a series of multi stakeholder workshops held during this this project on Protected Area gazettement and land use planning. Stakeholders will have several opportunities to contribute to the development of the Protected Area gazettement packages and the land use planning decision took kit. The land use planning tool kit will be utilized during landscape level planning meetings in Buchanan, Lake Piso and Marshall. The broad cross section of stakeholders from government, civil society and the private sector will be invited to all of these meetings.

The Project will implement education and awareness activities at a community level to raise awareness on the importance of Mangroves. Theatre is often used as an important tool to convey important messages in Liberia. Activities may include the use of theatre to convey important messages about mangrove conservation that are adapted to the local context. The project will utilize sign boards to raise the profile of the project and key conservation messages.

g) Resources and Responsibilities

A Liberian National will be hired as the project manager, and will oversee the implementation of the project's stakeholder engagement plan at the whole-project level.

CI Liberia's Technical Director and Senior Program Manager will also provide oversight and support implementation of the project's stakeholder engagement plan at the whole-project level. Half of the Technical Director's budgeted time on this project will be dedicated to implementation of the stakeholder engagement plan.

The Project Steering Committee (PSC) and Project Management Team (PMT) will also hold responsibility for implementation of the project's stakeholder engagement plan at the whole-project level.

j) Grievance Mechanism

The project will ensure that it is in compliance with the GEF and CI Accountability and Grievance Policy. At the community level, complaints will be directed to the project manager or implementing partner and through him or her, to the technical director. If the complaint, depending on its complexity, cannot be solved from the technical director, it will be taken up by the Project Management Unit, who will address it at the next PMU meeting or, if necessary, organize an emergency meeting. The answer to the complaint should not exceed more than 60 working days' time and must be given in written form. Complaints will be addressed whenever they refer to a problem occurring within one of four the four project areas and during the lifetime of the project. The letter of complaint must be signed by any of the owners or holders of complainant. Complaints from other stakeholders, including partners, will also be directed to the project manager, the technical director or the Project Management Unit. The CI-GEF

Project Agency will be promptly informed about complaints submitted to the project manager, the technical director or the Project Technical Unit and their resolution.

In addition, a specific grievance mechanism will be established for each and every Conservation Agreement that is signed with communities. The details of the grievance mechanism will depend on the nature of the agreement and community dynamics. However at a minimum the grievance management system under any agreement will track grievances and foster conflict resolution from the point of reporting to the point of redress and finality. A Conservation Agreement grievance mechanism will provide a system for recognising and responding coherently to a complaint through identifying a person responsible for investigating the complaint and coordinating response.

The system will include a methodology for the following:

- Receiving complaints through any of the above channels
- Assessing information needs
- Allocating responsibility for investigation
- Recording the process
- Contacting the complainant
- Determination of the facts
- Agreeing responsibility and action where required
- Informing the complainant
- Dealing with disagreements over response and outcome
- Implementing action
- Researching complainant satisfaction
- Monitoring and evaluating the outcome