

**Republic of Liberia: Liberia Forest Sector Project (LFSP)
Mid Term Review Mission
May 13-19, 2019
Aide Memoire**

I. INTRODUCTION

1. A World Bank Mid Term Review (MTR) mission for the Liberia Forest Sector Project (LFSP) was conducted in Monrovia between May 13 and May 21, 2019. The objective of the MTR was to (i) jointly review the continued relevance of the project development objective, the adequacy of project design, and the effectiveness of the implementation arrangements; (ii) to take stock of the progress towards achieving the project's objective and the results framework indicators and to update information on project costs, expenditures, and financing needs; and (iii) to identify the needed changes in project design that will enable the project to reach its objectives. The MTR was based on the draft report prepared by the FDA with support from a consultant who also presented key findings during the mission.

2. This Aide Memoire contains mission findings and recommendations. The Aide Memoire was discussed at the wrap-up meeting on May 21, 2019 chaired by Hon. C. Mike Doryen, Managing Director, Forestry Development Authority (FDA), and key findings, and follow up actions needed by GoL were also discussed with the Minister of Finance on May 22, 2019. The disclosure of this Aide Memoire was discussed with the Government of Liberia (GoL). It was agreed that the Aide Memoire is classified as Public. The final version of the Aide Memoire was endorsed by the Bank management.

3. The mission would like to express its sincere appreciation to Hon. Samuel D. Tweah Jr., Minister, Ministry of Finance and Development Planning (MFDP); Hon. C. Mike Doryen, Managing Director, FDA; Hon. Joseph J. Tally, Deputy Managing Director for Operations, FDA; Mr. Saah A. David, Jr., National REDD+ Coordinator; and the entire teams of the FDA and Project Implementing Entities (PIEs) for their participation, hospitality, and for the fruitful discussions during the mission. The full list of persons met is in Annex 7. Mr. Arild Skedsmo, Senior Advisor, Forest and Climate, from the Norwegian Ministry of Climate and Environment, joined the mission.

II. PROJECT DATA AND RATINGS

Key Project Data

Project Data	USD (millions), As of May 18, 2019
Original Grant Amount	36.7
Total Disbursement	9.02 (24.6%)
Disbursement in FY	2.47
Closing Date	June 30, 2020

Key Project Performance Ratings

Progress toward Achievement of the PDO	MU
Implementation Progress	MS
Procurement	MU
Financial Management	MS
Safeguards	MS

4. **Project Development Objective (PDO).** The PDO is improved management of, and increased benefit sharing in, targeted forest landscapes.

5. The LFSP is financed by the Liberia Forest Landscape Single Donor Trust Fund grant of US\$36.7 million. This Trust Fund was established between the Government of Norway and the World Bank under the Letter of Intent signed between Norway and the Republic of Liberia. The project was approved on April 19, 2016, the Grant Agreement and the Project Agreement were signed on April 27, 2016, and the grant became effective on August 30, 2016. Level II project restructuring was approved in November 2018. FDA is a Project Implementing Agency; other PIEs are EPA, MOA, Liberia Institute of Statistics and Geo-Information Services (LISGIS), Ministry of Mines and Energy (MME), and Liberia Land Authority (LA).

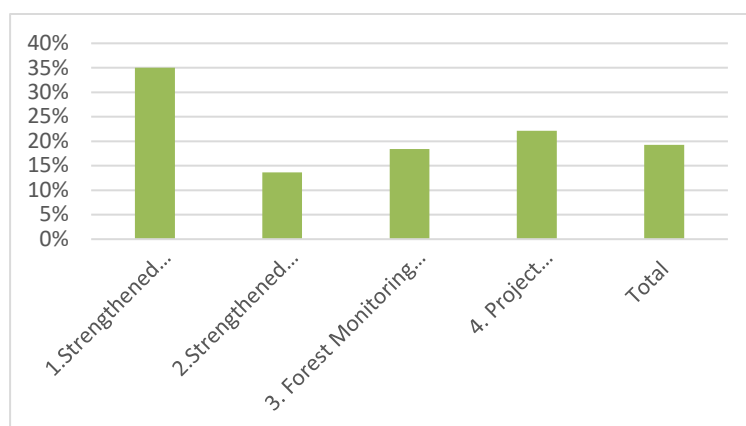
II. KEY FINDINGS

6. **The MTR notes a number of achievements of the project during the first years of implementation, despite disruptions due to the post-Ebola recovery and political changes in the country and administrative changes in the implementing agencies.** Key achievements are listed in Annex 1.

7. **However, the MTR finds overall insufficient progress of project activities vis a vis original plans and objectives, although an acceleration in the last half a year is noted.** Disbursements stand at 24.6 percent of the grant amount (while 72 percent of project period has elapsed). Progress towards achieving key indicators in the project results framework is weak. Current pace of implementation is insufficient to achieve project objectives within remaining project time period. Monitoring and tracking of activities to ensure progress also remains a challenge.

8. **The expenditure on operational activities needs to be commensurate with expenditure on activities related directly to project outputs.** Mission recommends that operational expenditures be rationalized, including by bringing efficiency in implementation through regionally based staff as opposed to field visits from Monrovia based FDA staff. Project Management expenditures are also on higher side. As the chart of project expenditures by component demonstrates, highest rate of expenditure is on “enabling” components, Component 1 and Component 4. Project Management Team highlighted that expenditure categorization will be reviewed with a view of reclassifying expenditures to the relevant components.

Table. Expenditure rate by component, %



9. **Forest Concessions Review.** The mission is pleased that a contract with a consultant to support the review was signed, with the first in country visit planned for late May. It is expected that Government of Liberia will support this activity, to be conducted with due quality and diligence, under the oversight of the Presidential Concession Review Committee in accordance with the ToR. This is an important milestone towards fully transparent and legally compliant forest sector in Liberia and in view of Liberia’s commitment under the Letter of Intent with Norway (under which Norway provides financing to the LFSP).

10. **The project objectives remain relevant, and the overall project design (including focus on key capacity and sector management constraints and deforestation drivers) is sound.** Project extension and a change in implementation modalities (although not formal implementation arrangements) will be required to put the project on track. Project restructuring will be needed to formally introduce the following changes to: (i) project duration (proposed extension of two years subject to meeting conditions of extension); (ii) results framework; (iii) disbursement estimates; (iv) components and costs; (v) disbursement categories; (vi) implementation schedule. These changes would also require an update of the economic analysis. See below for key changes to activities. Although it was envisaged that the additional financing (AF) of US\$0.9 million will be added to the project at Mid

Term Review¹, Bank rules only allow processing of AF to projects in a *Satisfactory* range of performance (over previous 12 months); thus, this AF cannot be processed at the moment.

11. Extension beyond current project closing date (and other restructuring changes) will be formalized only once the project implementation demonstrates the below achievements – to be reassessed in September 2019. Most importantly, success and sustainability of the project depend on reorientation of community forest management planning, and its implementation (see para 12) – without it, extension is unlikely to lead to desired outcomes and the project development objective will not be achieved:

- ***Overlap between applications for AFC and Proposed Protected Areas:*** For the FDA to approve a brief “roadmap” document which outlines the key principles that will be followed in resolving, on a case-by-case basis, the overlaps between Proposed Protected Areas (PPAs) and Authorized Forest Community (ACF) application areas (see para 13 for suggested principles for the roadmap and its implementation).
- ***Completion and validation of Krahn Bassa and Foya pre gazettement feasibility studies:*** the studies should be completed with a view to advancing the next steps for preparation of gazettement packages.
- ***Community Forest Management Plans – In the context of CFMPs and CFMP draft guidelines:***
 - (i) FDA MD approves the draft CFMP guidelines for piloting in first LFSP supported communities and submits the same to the FDA Board for their information.
 - (ii) Initiate piloting of the CFMP guidelines in the 3 LFSP supported communities (Salayeh (Lofa); Central Moweh and Duan (Rivercess) and Gbeapo, Potupo and Sarbo (River Gee) ensuring there is FDA support (through the consultant and other FDA staff; and engagement of other relevant agencies/organisations) for development of the CFMPs in the communities as soon as they sign the CFMA.
 - (iii) Share the progress of CFMP development in the 3 communities above with the World Bank by September 15, 2019.
 - (iv) No third-party agreements to be signed in the pilot communities until CFMP development and approval has been completed in accordance with the guidelines.
 - (v) With regards to the harvesting plans, in accordance with the Code of Forest Harvesting Practice, Section 2.2 (which is also incorporated in the CFMP guidelines), where a determination has been made to undertake commercial logging as part of the CFMP, revise the harvesting plans in all CFMAs to ensure compliance with the 25 year rotation/cutting cycle instead of the 15 year cycle currently being used for commercial harvesting in CFMAs. This review should be initiated at the earliest with a view to completion latest by November 30, 2019.
- ***Concession Review*** – completion of inception phase and approval of inception report in accordance with the ToRs.
- ***Feedback and Grievance Redress Mechanism (FGRM)*** - a functional and accessible FGRM is in place, and a first regular FGRM system report submitted to the World Bank.
- ***Environmental and Social review criteria for Sustainable Agriculture Component 2.4:*** For the FDA, to submit to the World Bank documented and field-based evidence that the agreed environmental and social review criteria and procedures—including for site selection, environmental screening, and any follow-up mitigation measures--are being adequately applied in the LFSP-supported cocoa and other agricultural areas; and for the Ministry of Agriculture, to have in place a designated paid professional for addressing the agriculture-related environmental safeguards requirements of the LFSP.
- ***Progress on Key Activities*** – (i) sign and start implementation of contracts for support to (a) awareness raising the establishment of community forest governance entities and (b) capacity

¹ This funding could not be processed as part of the original grant due to the Trust Fund set up.

building of the Community Forest Management Body Union; (ii) complete scoping, selection criteria for beneficiaries and initiate implementation of livelihoods activities (a) around Sapo and Gola Forest National Parks and (b) in AFCs. (iii) Civil works contracts finalised and work initiated for the first two regional HQs and Gola Forest National Park. (iv) Consultancy contracts for training of FDA staff and forest rangers finalized.

12. **Reorientation of Community Forest Management:** The project support on this subcomponent underpins the achievement of PDO. Yet the overall progress on this sub component, and the challenges in first few communities where CFMAs are becoming operational in Liberia, (even though outside the project) is a cause of concern in terms of the likely impact that will be achieved on reducing deforestation and forest degradation. One key project supported output under this sub component is the community forest management planning guidelines to help improve, and fill the gaps in the current community forest management planning framework. Application of these guidelines is crucial to ensure that the community forests are managed sustainably, and that community members fully participate in the development of these management plans as required by the CRL. Among other issues, the absence of robust guidelines (as required by CRL) and its application is posing a significant risk to the efforts to address forest degradation and deforestation trends in community forests. If this is not addressed in a timely manner, the desired results for Liberia to leverage additional investments in the forests including results-based payments for REDD+ will not be realizable. Mission recommends some immediate steps for FDA as condition of extension (as noted in paragraph 11 above) to be completed by September 15, 2019. Post piloting of the CFMP guidelines, FDA is expected to take the following actions.

- (i) **No new Commercial Use Contracts are approved** for Authorized Forest Communities until i) the concession review has been completed, ii) revised Community Forest Management Planning guidelines are formally adopted subject to public review and comment as required by regulation 101-07 on public participation.
- (ii) **Where Commercial Use Contracts have been approved but logging is not ongoing**, existing Community Forest Management Plans are reviewed and updated in accordance with the revised guidelines.
- (iii) All CFMPs are subject to external (outside the FDA) review and comment (such as the CFWG) and submitted to the FDA Board for approval before third party agreements are signed.

13. **The overlap between proposed protected areas and community forest applications needs to be resolved through application of an agreed approach. Some principles for this approach, to be also reflected in the roadmap and its implementation would be:**

- Timely completion of the pending LFSP-supported Protected Area Feasibility Studies (which combine biodiversity and socio-economic information) for the Krahn-Bassa, Foya, Kpo Mountains, Cestos-Senkwehn, and Grand Kru-River Gee PPAs;
- In the case of the Wologizi and Zwedru (Cavalla Forest) PPAs (which do not have LFSP-supported Feasibility Studies but have overlapping ACF applications), carry out comparable Feasibility Studies or otherwise assemble sufficient biodiversity and socio-economic information for well-informed decision-making;
- Upon Feasibility Study completion, timely decision-making regarding whether to (i) proceed with the gazettelement process for some or all of the PPA study area as a Protected Area (and, if so, with which boundaries and management category) and/or (ii) proceed with the processing of ACF applications and/or recognition any other land claims (and, if so, with which boundaries);
- Full consideration of the best available information from the Feasibility Studies, along with supplementary sources including SERSS surveys;
- Appropriate consideration of the legal issues, reconciling as needed the various provisions of the Land Rights Act, National Forestry Reform Law, Wildlife and Protected Area Management Law, and Community Rights Law;
- Engagement of relevant stakeholders throughout the decision-making process, including the local and national public consultations required prior to Protected Area gazettelement;

- Communication of this roadmap and approach to all relevant stakeholders, including clear explanation of the next steps in the process; and
- Documentation and disclosure of the decisions made and their rationale, to ensure transparency.

14. **The MTR highlights the need to put project implementation structure closer to the decentralized level, where on-the-ground activities are taking place.** Project activities are largely coordinated from Monrovia, which brings inefficiency and lack of ownership at decentralized levels, and also increased operational costs. The project design had envisaged that the Regional InterAgency Taskforces (RIAT) together with additional staff hired by the project to support field-based activities would lead the implementation. **There is also lack of coordination of activities by various agencies within the landscapes.** In this regard, the MTR recommends that the FDA partners with “lead landscape coordinating entities” (technical service providers) that can be tasked with landscape-level coordination of activities, under overall guidance of the RIATs, and close coordination with county authorities. These entities would ensure harmonized approach across the landscape and undertake contracting/ coordination for various activities, to ease the administrative bottlenecks, in support of the “cluster approach” being introduced based on the discussions of the March 2019 mission.

15. **The community forestry support approach – on which the project paradigm shift is premised - requires significant rethinking.** It is clear that it is not sufficient to simply support the communities through the community bodies’ formation process; **substantial support to community basic social and livelihoods needs should be provided throughout this process.** The project is starting to provide livelihoods support (work on bee keeping establishment is ongoing, and an overall assessment of CF livelihoods support needs is about to be contracted) – however, more investments in social infrastructure (such as road maintenance, salaries for school teachers, basic clean water supply facilities) is called for, to provide communities with options and incentives with due consideration of costs and benefits for drawing long term benefits through holistic management of their resource, and not be rushed into signing contracts for commercial exploitation of their authorized forests with commercial operators as a default. . Although there are many planned initiatives to address these issues – e.g. awareness raising and institutional capacity development, assistance for Community Forest Management Plan development, support for livelihood activities – contracts for technical service provision are close to finalization but not yet signed and activities have yet to begin.

16. **There is also an urgent need to educate community members of the communities and community governance structures, develop their institutional capacity, and ensure full participation of all community members in decision making and effective management of community forest resources.** The mission noted with concern the recent press reports on conflicts in Authorized Forest Communities (AFCs)² that illustrate that the community forest program is facing serious challenges. Disputes between traditional authorities and legitimately established governance structures, and between Community Assemblies and Community Forest Management Bodies over who has authority to sign an agreement with a third party to grant commercial timber harvesting rights, are leading to extreme divisions and sometimes violent confrontation within communities. Mission recommends that lessons are distilled from the first CFMA communities that have signed commercial use contracts (although these are not supported by LFSP) through a FDA commissioned study and a dialogue with communities facilitated by an independent expert. The recommendations to strengthen any weak links in the process leading to AFC status and beyond should then be implemented.

17. **FDA Due Diligence in review of CFMPs:** Mission was made aware during the discussions with Commercial Department of the FDA that capacity to review the CFMPs is limited. Mission also noted that there is lack of independent review mechanism for the CFMPs. Mission recommends that as part of the piloting FDA includes mechanism for external review, such as the CFWG, with a view to further ensuring the quality of the CFMPs and improving the guidelines post piloting. In addition,

² Sawacajuah Community, Juazon Statutory District, Sinoe County; Tartweah / Drapoh Community, Kpanyan District, Sinoe County; and District 3a and B, Wee Statutory District, Grand Bassa County

adequate trainings at appropriate levels for all members that are expected to be part of review will be supported by the project.

18. **Information Disclosure.** The mission is concerned that the FDA website is not fully functional and does not include copies of the community forestry related documents. The website should be updated without further delay for transparency.

19. **Coordination with development and implementing partners** supporting the forestry agenda needs to be improved, to create synergies from programmatic approaches, and to ensure improved landscape management as envisaged in the project design.

RESTRUCTURING / CHANGES IN SCOPE OF ACTIVITIES (including in case of extension)

20. Overall, cost allocation per component is expected to remain the same but detailed costing will be reviewed during the next mission, at the same time as the extension decision is being made.

COMPONENT 1.

Component 1.1. Institutional and Capacity Building

21. Similar to physical activities in target landscapes, it is proposed that **various capacity building activities / trainings under this component be supported through a single consultancy**. Key training needs for both the FDA staff, TSPs, and communities have been identified already.

22. **Civil works' budget for FDA / EPA co-located regional offices** will be increased as there are savings in this component from unutilized operational costs. This would allow complete construction of regional offices in all four regions. The FDA would need to start the procurement process latest by July 1, 2019 if this is to be realized.

Component 1.2. Legal Reform

23. The budget for this subcomponent will be increased, both to account for the higher than anticipated cost of the concessions reviews and also to ensure that there is sufficient funding for the robust follow up and implementation of its recommendations.

COMPONENT 2.

24. Cash grants, allocated under Components 2.3 and 2.4, will be cancelled under this component.

Component 2.1. Improved Land Use Planning

25. LLA will directly implement (with support from a consultancy) an activity related to Land Use and Management Policy. The remaining activities under Component 2.1., related to land use planning at the district level (based on the model piloted by LLA with IDH in Foya), will be implemented as part of the proposed "cluster" approach with engagement of LLA staff in defining the scope of work and implementation.

Component 2.2. Conservation Forestry

26. Based on the MTR Mission's discussion of progress to date, the following additional priorities have emerged for implementation during the remaining LFSP project life (assuming a 2-year extension):

a. Set aside funds for key investments in one additional Protected Areas that might be legally established within the next 1-2 years (Wonegizi, Foya, Krahn-Bassa, or other). These investments could include boundary demarcation, park headquarters and similar civil works, field and office equipment and supplies, Management Plan preparation (as needed), initial sustainable livelihoods promotion, and incremental recurrent costs. If more than one additional Protected Areas are gazetted during the remaining project period, the available uncommitted funds would be re-allocated (as needed and feasible) to the highest-priority Protected Area investments. Decision confirming this set-aside of funds will depend on progress made with respect to the on ongoing Feasibility Studies and follow-up pre-

gazettement measures. Next World Bank mission will take stock and recommend whether this is a feasible option.

b. Follow-up Sustainable Tourism Pilot Investments are possible around 1-2 selected Protected Areas, depending on the recommendations of the LFSP-supported Sustainable Tourism Action Plan (final report due shortly), to be determined based on the availability of funds.

c. For the Liberia Conservation Fund (LCF), based on outcomes of the planned LFSP technical assistance to Advancing the Liberia Conservation Fund as a National Protected Areas Financing Mechanism and the satisfaction of other World Bank criteria for conservation trust fund investments, use remaining LFSP funds (as available) to further capitalize the LCF. The LCF shows considerable promise for improving the financial sustainability of at least some of Liberia's Protected Areas.

d. Support a Feasibility Study for the Zwedru Forest Proposed Protected Area.

e. In case of project extension, the project will need to cater for incremental recurrent costs in the currently supported PAs / PPAs (Sapo, Gola, Lake Piso, and Wonegizi) -- excluding salaries, but including fuel, office and field supplies, food rations, boundary and equipment maintenance, and field support for Park Auxiliaries.

Component 2.3. Community Forestry

27. The project activities will, as a starting point, be implemented in two clusters of districts with applicant communities that are adjacent or close to PAs and PPAs in the Northwest (Vahun, Kolahun, Kongba, Belleh Gbarma and Porkpa) and Southeast (Kpayan, Dugbe, and Jaedepo) (see Map in Annex 4). As discussed in previous mission this will synergize efforts between various activities supported by the project as well as activities being supported through other initiatives in the landscapes for a holistic support towards improved land management. The mission encourages the FDA to consider the use of TSPs that could oversee and coordinate project activities in these clusters, as discussed during the mission. This would provide for more effective coordination and reduce the administrative burden on the RIU and other PIEs. The most significant proposed change to the suite of activities to support community forestry is the inclusion of a "social infrastructure" package to communities, which would be attractive enough for communities to take a longer-term vision for management of forests (that includes commercial, conservation and other uses) whilst guaranteeing short term upfront support and benefits against performance/ commitment towards sustainable management. This would provide time for the project to strengthen the institutional capacity of the governance structures within communities, develop additional income streams, and provide training on sustainable forest management, supported by comprehensive Community Forest Management Plans.

28. **No changes** are envisaged to activities under Components 2.4. (apart from cancellation of cash grants), 3, and 4 although under Component 3.1. there are envisaged reallocations of budgets between LISGIS and FDA (to account for activities currently supported by FAO under a contract with FDA which were originally envisaged to be implemented by LISGIS).

CHANGES IN DISBURSEMENT CATEGORIES (Restructuring)

29. With the disbursement condition for Category 3 completed, there is no need to maintain this separate category – funds earlier allocated to Category 3 will be moved to Category 1 and current Category 3 will be cancelled. As the project will not be providing cash grants to communities, this disbursement category (Category 2) will be cancelled. To allow allocation of project funds to the LCF (trust fund) once all conditions related to its setup and governance have been satisfied, a new disbursement category will be created for this purpose.

30. **Revisions to MOUs** that FDA has with all the PIEs will need to be made, once restructuring (including potential extension) has been completed.

III. IMPLEMENTATION PROGRESS

31. **Progress toward Achievement of the project development objective (PDO)**³ continues being assessed by the mission as *Moderately Unsatisfactory*. Even though the project and its objectives remain relevant, with existing shortcomings in project implementation, efficiency, and effectiveness, the project is unlikely to achieve its stated objectives within remaining project lifetime, without an extension. One of the key objectives of the project is sharing benefits with communities – and the mission appreciates that two consultancies regarding preparation of livelihoods support plans around Sapu NP and Gola Forest NP have started, and the third regarding community livelihoods is close to finalization.

32. **Implementation Progress** is assessed by the mission as *Moderately Satisfactory*. There has been good progress in advancing some procurements and clearing payments, which allowed smoother implementation of activities during the dry season. Key achievements in the last supervision period include: Sapu National Park (NP) boundary harmonization; endorsement of the FDA strategic plan by the FDA Board; set up of the Feedback and Grievance Redress Mechanism (FGRM) committees in key project landscapes; formation of three mining cooperatives and trainings on forest-smart mining by the MME; finalization of a draft Forest Reference Emissions Level (FREL); completion of assessment for bee-keeping support potential in 33 communities in the South East; hiring of 30 eco-guards / auxiliaries in Lake Piso, Gola, and Wonegizi; deployment of vehicles to the five target protected areas; regular supply of patrol rations for the protected areas' staff; completion of the feasibility study for formation of community forest cooperatives; and drafting of the CFMP guidelines. Administrative delays and low level of ownership of project activities within FDA departments related to initiation of new activities and follow up to procurement activities persist and create impediments to implementation.

33. **“Cluster” Implementation Approach.** A concept note for this approach was developed by FDA, it is currently under further development. Implementation will start once an appropriate service provider has been contracted.

34. **Work Plan for the period starting July 1, 2019** needs to be prepared, with work packages reflecting the “cluster” approach. It is expected that the work plan may need to be revised following the restructuring.

35. **Implementation Modality for Agricultural Activities.** As of July 1, 2019, the food and tree crops activities implemented by the MoA will be merged under a single project unit, which will include two full time staff (a project coordinator and the Finance and Administrative Officer). The Bank requires that a safeguards specialist (part time or full time) also be part of this unit.

36. **Civil works.** Procurement of services for (i) construction of regional FDA headquarters (in collocation with the EPA) in Tubmanburg (Bomi County) and Buchanan (Grand Bassa County) is at a final stage (notification of contract award issued). The environmental project brief for all project-supported civil works is under preparation. For park infrastructure (headquarters, staff housing, and outposts), designs have been finalized and approved for both Gola Forest NP and Wonegizi PPA. As the estimated cost (due to changes in design) is higher than the original budget allocated, FDA has prioritized construction in Gola Forest National Park, since it is an already gazetted area with secure management regime. The bid document for these works is under preparation.

37. **Post project financial sustainability of the FDA operations** remains a high concern. There have been delays in the allocation of the national budget to the FDA, and the budget allocation for FDA operations in 2018-2019 remains low. The mission appreciates that retirement packages for over 30 staff due for retirement were approved in late 2018, and employees were retired.

38. **Operational Accounts in Regions.** All four accounts for the RIATs have been opened, replenished, and are reported as being used. Their use is expected to ease funding for small transactions at the regional level.

³ The PDO rating is forward-looking, in that it assesses the likelihood that the PDO will be achieved with the project period.

39. The mission is pleased to see that the **Community Forestry Specialist** is now formally hired and working directly with the Community Forestry Department staff and emphasizes the important role she will need to play in coordinating and sequencing support activities implemented by TSPs.

40. **Procurement.** Overall, the procurement process for goods, works and services is relatively sound. At later stages the finalized contracts are reviewed by the PFMU when submitted for payments and secondly, by Financial Auditors during annual audits. Therefore, internal checks and balances are integrated in the project. Currently the Project has one Procurement Specialist and two Procurement Officers who are responsible for implementation activities under the Project. However, at the time of the Mid-Term Review mission, the Procurement Specialist was reported to be on sick off for close to one month.

41. Procurement processing is still relatively slow. The following were noted: (i) Delays in finalizing Terms of Reference (TOR) thereby delaying the selection process for consultants; (ii) Protracted evaluation processes; (iii) Delays in obtaining internal approvals at various stages of the procurement processes; and (iv) Weak contract management thereby resulting in numerous contract extensions (v) The project was not timely uploading documents in STEP as required. As a result, some of the activities were flagged for delayed implementation.

42. The mission recommends that (i) Technical staff of various beneficiary agencies must timely play their part in developing TORs; (ii) The project should be securing appointment of Evaluation Panel prior to deadline for submission of bids/ proposals; (iii) Project procurement staff should be ensuring that all materials required for bid evaluation including evaluation criteria are ready prior to deadline for submission of bids/ proposals; (iv) FDA management should be providing timely approvals at various stages of the bidding processes. (v) FDA should develop a simple contract management monitoring tool to enhance contract management (vi) The Project should ensure timely uploading of correct documents at each stage of the procurement process so that activities are not being flagged to be behind implementation.

43. **Financial Management (FM).** Financial Management responsibility: PFMU is responsible for the Liberia Forestry Sector Project financial management. The Financial Management specialist are trained on World Bank procedures and submitting the fiduciary requirements on time.

44. Work planning and Budget estimates: The PIUs are responsible for preparing the project annual work plan and budget (AWP&B) based upon the agreed program to be financed. During the project the PIU continued to submit the AWP&B. It was noted however that the budget is not realistic with all components under running. It was noted that the component on project management is the one that is disbursing more with a risk of over running with time. It was agreed that the PFMU and PIU will look at the payments made to date under this component to ensure that there is reclassification that needs to be done, if all expenses were classified to the right components then the project will need to reallocate within categories.

45. Throughout project implementation, the budget is being monitored through the quarterly interim unaudited financial statements by comparing and establishing the variances between the budget and actual.

46. **Periodic Financial Reporting:** The MTR team observed that during the initial stages of implementing the project the IFRs were prepared and submitted to the Bank on time and there are no outstanding IFR. The use of the project funds is being reported through the rendition of quarterly unaudited financial reports (IFRs) acceptable to the Bank. The PIUs are responsible for preparing the quarterly IFRs (IFRs) using the IFRs using the existing agreed template. The IFRs is being submitted to the Bank 45 days after the end of each fiscal calendar quarter. The IFR comprise, at a minimum, of: (a) Sources and uses of funds; (b) uses of funds within components; (c) funds disbursement status; (c) schedule of fixed assets; (d) schedule of withdrawal applications; and (e) bank account reconciliation statement.

47. **Internal Controls and Audit.** The PIUs has laid down internal control procedures and processes that ensure that transactions are approved by appropriate personnel. Adequate segregation of duties between approval, execution, accounting and reporting functions are in place.

48. **External Audit Arrangements:** During the project implementation to the date of MTR the project has been submitting Annual audit reports on time and the reports meets the bank's minimum requirements. As such there are no outstanding audit reports the project is meeting the legal requirements of submitting the reports on time. It is expected that the project will continue to submit the audit reports on time.

49. **Disbursement Letter revision.** The Disbursement Letter will be revised to change the DA ceiling and the minimum value of applications as agreed during the October 2018 mission (and recorded in that Aide Memoire).

50. **Performance rating:** The FM performance rating for LFSP is Moderately Satisfactory.

51. The FM team concluded that the FM arrangements in place can ensure that: (1) the funds for the project are used for the intended purposes with due regards for economy, efficiency and effectiveness, (2) timely and reliable financial reports for the project are produced, and (3) there are measures to protect the assets of the project.

52. **Recommendations and way forward**

- i. Classification of expenses- The project should ensure that all the expenses that have been incurred to date and in future are properly classified.
- ii. Realistic budget- the budget should be formulated with all parties involved so that the budget will be as realistic as possible the parties involved should be PIU, Technical team and PFMU. On preparing the budget the procurement plan and the annual work plan should be the basis this will reduce huge variances.
- iii. Disbursement projections- on quarterly basis the project should prepare disbursement projections covering 6months period to keep trail on disbursements.
- iv. Processing of payments- there must be a quick turnaround time in making payments with a payment cycle not exceeding 7 working days
- v. Contract management- All contracts that needs extension should be extended before they expire. The same disbursement projection template that was provided can also be used for monitoring contracts.

53. **Ineligible Expenditures from Designated Account (DA).** The earlier incurred ineligible expenditures (through direct withdrawal from the Designated Account) have been fully refunded.

54. **Social Safeguards. Process Framework Implementation:** Project livelihoods support around Sapo and Gola Forest National Parks intends to go beyond livelihoods restoration, envisaged in the Process Framework, in order to promote participatory approach to conservation activities in these legally designated protected areas. Two Technical Service Providers (TSPs) have been contracted to assess and propose a menu of livelihood options endorsed by communities; select beneficiary communities using established criteria; establish and train livelihood committees and develop plans with implementation schedule and budget. The mission met with the consultants to discuss plans to fast track both phases of the work (scoping and implementation) whilst ensuring that scoping is conducted in a robust manner. The mission recommends that TSPs should present early ideas (and associated costs) of candidate activities to be implemented even as the scoping is ongoing. Further, TSPs contracts for the implementation phase should be signed on time, and adequate resources should be released promptly to start implementation of identified activities.

55. **Feedback Grievance Redress Mechanism (FGRM):** Seventeen Grievance Redress Committees (GRC) have been established in the four project landscapes. The GRC members were selected after series of consultations with project stakeholders and customary leadership. Seventeen grievance committees were selected and inducted. The mission notes with concern the delays in training and providing resource materials to the GRCs, and operationalization of the FGRM. The mission recommends that training of the committees should be completed before the end of May 2019, and a simplified version of the FGRM forms be made accessible to project beneficiaries and committees. A regular FGRM system report should be shared with the WB by the end of June 2019.

56. Accordingly, the mission recommends that the overall LFSP Social Safeguards performance rating be downgraded to ***Moderately Satisfactory***.

57. **Environmental Safeguards.** The mission noted the importance of addressing environmental safeguards effectively under the LFSP Sustainable Agriculture Component 2.4. Since this component is intended to reduce overall deforestation pressures (by providing better alternatives to conventional slash-and-burn agriculture), it is important to ensure that the project-supported cocoa planting avoid increasing deforestation pressures in certain areas. In particular, there is a need to (i) avoid forests in site selection for planting areas and (ii) promote cocoa cultivation practices that maintain adequate tree canopy cover. The mission was informed of stakeholder concerns that some deforestation within the largely wooded corridor between the Grebo-Krahn and Sapo National Parks could be due to new cocoa cultivation, although this was not specifically linked to LFSP-supported activities.

58. The mission was also informed that the Ministry of Agriculture no longer has a paid professional dedicated to the environmental review of LFSP-supported tree crop investments. Accordingly, the mission recommends, on a precautionary basis, rating the LFSP Environmental Safeguards performance as ***Moderately Satisfactory***. The previous Satisfactory rating can be restored after the World Bank team receives sufficient documentary and field-based evidence that (i) agreed environmental criteria and procedures are being adequately followed in the LFSP-supported cocoa and other agricultural areas; (ii) the Ministry of Agriculture has in place a dedicated, paid professional for this purpose; and (iii) there exists an adequate monitoring and reporting systems for safeguards.

59. Based on discussions in September-October 2018 mission, the mission reiterates its recommendations that for each new LFSP agricultural subproject activity, the MOA should systematically complete the ESMF Environmental and Social Screening Checklist (ESMF Annex 2). Completion of this Checklist should be used to determine whether or not to proceed with the preparation of subproject-specific ESMPs. The mission also reminded MOA that joint environmental compliance monitoring should be informed by the LFSP ESMF, particularly Annex 8 (Environmental and Social Monitoring Report Template).

III. NEXT STEPS AND AGREED ACTIONS

60. **Next Mission Dates.** The next mission is proposed to be held in September 2019. The below actions have been agreed as a mission follow up.

Action	Deadline	Responsibility
Finalize contract for awareness raising and election facilitation in communities	ASAP	RIU
Finalize contract for support to NUCFMB	ASAP	RIU
Finalize contract for piloting of CFMP Guidelines	ASAP	RIU
Finalize contract for livelihood support for community forestry	ASAP	RIU
Submit draft MTR report	April 22, 2019	RIU
Train GRC committees, distribute feedback forms and simplified FGRM tool to TSPs, RIE and landscapes offices	May 31	FDA
Sent to the WB the first FGRM system and safeguards report	June 30, 2019	FDA/EPA – safeguards specialists
Conduct an exercise to draw lessons on the establishment of CFMAs	June 30, 2019	FDA
Socialize the National Consultation Guidelines with TSPs and PIEs	June 30, 2019	EPA
Prepare and submit ToRs for cluster approach	May 31, 2019	RIU / FDA with other PIEs

Issue bids for civil works related (i) Gola Forest NP and (ii) FTI renovation. For boat dock at Lake Piso, contact GSA to do the work through a Force Account (previous bidding attempt failed to attract qualified bidders).	April 30, 2019 [overdue]	RIU / FDA
Finalize the design and institutional arrangements of the MRV system	April 30, 2019 [overdue]	RIU and FAO
Print materials for awareness activities by Conservation Department, and Community Forestry Department	April 30, 2019 [overdue]	RIU communications specialist
New TORs: -Advanced business plan for community cooperative	April 30, 2019 [overdue]	RIU with inputs
Contract the GAC for the 2019 Audit	May 1, 2019 [overdue]	PMU/ PFMU
Initiate piloting of CFMP guidelines	May 31, 2019	CFD
Complete forward planning for all project activities and preparation of ToRs	August 2019	RIU/ PIEs
Finalize FGRM for the project and training of FRGM committees	June 30, 2019	RIU/FDA/CD
Complete Foya and Krahn-Bassa PPA Feasibility Studies and, following review of their findings, contract out preparation of the gazettelement packages as appropriate	June 30, 2019	CD / RIU
Purchase and supply field equipment to target protected areas	June 30, 2019	RIU
Train Lake Piso MUR auxiliaries as boat operators	June 30, 2019	CD
Carry out Asset verification exercise and submit a report	July 15, 2019	PMU/PFMU/IA
Pilot the SIS using LFSP safeguards	November 30, 2019	EPA and FDA

Annexes:

- Annex 1. Key Achievements
- Annex 2. Key financial information
- Annex 3: Implementation progress of key activities
- Annex 4. Map of potential clusters of priority districts for integrated land use planning and coordinating REDD+ Investments
- Annex 5. Report of field visit to the South East landscape
- Annex 6. Status of 9-step progress in LFSP supported communities
- Annex 7: List of officials met and composition of WB team

Annex 1. Key Achievements of LFSP

Results achieved in early implementation:

- Strategic Vision and Strategic Plan for the FDA developed;
- National Climate Change Steering Committee re-vitalized and meetings held;
- Community Forestry Working Group established and functional;
- Environment Sector Working Group holding regular meetings;
- National Forest Emissions Reference Level (for REDD+) drafted;
- FDA, EPA, MOA, LLA, LISGIS, and MME supported, through provision of office and field equipment, vehicles and motorbikes, and staff and budget for decentralized operations;
- First 35 communities supported through initial phases of the nine-step process leading up to the community forest management agreements (CFMAs) and community ownership of forests, including three communities ready to sign Community Forest Management Agreements;
- Management of 4 Protected Areas supported through provision of uniforms, vehicles, field equipment, food rations, and operational budget to FDA staff in the field.
- Demarcation of Gola Forest National Park (with community involvement) and contribution to demarcation of the Grebo-Krahn National Park;
- Lake Piso MUR boundary sign-posted;
- 32 field staff for FDA recruited to support field operations;
- 30 ecoguards hired to support improved protected areas management in Lake Piso Multiple Use Reserve, Gola Forest National Park, and Wonegizi Proposed Protected Area;
- 20 students from Forestry Training Institute and University of Liberia brought in for internships at the FDA;
- Farmers in over 50 communities supported for the establishment of cash tree crops (mainly cocoa) and sustainable agriculture (rice, cassava, cowpea, maize), to diversify incomes and reduce pressures on forests;
- Awareness events on importance of natural resources conducted for communities throughout project landscapes (by EPA);
- Trainings on various aspects of natural resource management provided to key agencies' staff;
- 50 acres planted with indigenous species in Foya, providing employment to local communities;
- Two Feasibility Studies for Proposed Protected Areas near completion (Foya and Krahn-Bassa), with discoveries of new species of amphibians and reptiles;
- Guidelines for (i) community consultations in forestry sector and (ii) community forest management planning under preparation;
- Survey of FDA staff completed, via a standard diagnostic tool which enables a systematic look at the work practices, management approaches, staff motivations, leadership and work environment, in the specific context of improving human resource management and staff performance;
- EPA staff capacity needs assessment completed, as a basis for targeted capacity building support
- Two Mining Cooperatives established in Weasua and Kumgbor communities, Gbarpolu County with 15 members each.
- Two mining groups currently undergoing cooperative training activities in Tiama/Gbebo and Duo communities, Putu Mining Agency in Grand Gedeh County, and three in Paynes Town, Jaedaepo, and Jaedae Communities in Sinoe County;
- Feedback and Grievance Redress Mechanism developed;
- Two motor boats procured and delivered for Lake Piso MUR;
-
- Voluntary land donation procedures for the construction of park infrastructure completed;
- Sustainable Tourism Action Plan near completion.

Annex 2. Key financial information for the project

Note: project was appraised for an amount of US\$37.5 million; however, a grant of only \$36.7 million was allocated originally, due to the Trustee set up. Additional Financing of US\$0.9 million can be processed once the project ratings have been in the Satisfactory range for over 12 months.

Expenditure by component

Component / Sub-component	Description	Budget for Component / sub-component	Cumulative expenditure up to March 31, 2019	Percent of original budget remaining
1.Strengthened Institutional and Implementation of REDD+	Regulatory Arrangements for	8,000,000	2,794,422.23	35%
110	Strengthened Capacity in institutions	7,570,000.00	2,790,092.23	37%
112	Legal Reform	430,000.00	4,330.00	1%
2.Strengthened Management of Landscapes	Capacity for Targeted Forest	23,800,000	3,244,272.40	14%
210	Improved Land Use Planning	1,000,000.00	5,880.20	1%
220	Strengthen Mgt of Protected Areas of Targeted Forest Landscapes	8,200,000.00	1,821,328.10	22%
230	Support to Community Forest in Targeted Forest Landscape	10,500,000.00	874,336.30	8%
240	Strengthen Capacity for Sustainable Agriculture	4,000,000.00	542,727.80	14%
3. Forest Monitoring Information System		2,300,000	422,957.58	18%
310	Forest Monitoring Information System	2,000,000.00	422,957.58	21%
320	Development of a Safeguard information System	300,000.00	0	0%
4. Project Management, Monitoring, and Communication		3,400,000	753,331.17	22%
Total		37,500,000	7,214,983.38	19%

Expenditure by Agency (as per MOUs)

Name of Agencies	Allocation	Exp. as of March 31, 2019	% of original allocation
PFMU	367,000.00	52,777.90	14%
FDA	26,589,865.00	4,231,420.68	16%
MoA	4,510,000.00	1,841,655.90	41%
EPA	2,063,000.00	689,206.62	33%

LISGIS	1,355,000.00	136,571.6	10%
MME	455,135.00	207,811.39	46%
LLA	1,360,000.00	55,539.29	4%
Total	36,700,000.00	7,214,983.38	20%

Annex 3: Implementation progress of key activities

1. **Institutional and Capacity Building (Component 1).** Key achievements under this component include: support to policy coordination bodies; ongoing preparation of Liberia's second State of the Environment Report and the National Environment Action Plan; and formation of small-scale and artisanal miners' cooperatives and training on forest-smart mining (implemented by MME).
2. The project intends to build capacity of the CFMB Union, through technical assistance and provision of computers and other office equipment, under the recently signed MOU. Under another MOU, the Forestry Training Institute (FTI) will provide a series of short-term trainings on technical subjects to all FDA non-certificate holders (106 staff at present) – the MOU was signed and the list of trainees was submitted to the FTI. Also, the project will support refurbishment of agreed number of buildings on FTI campus.
3. The CFMP guidelines were drafted, and their piloting needs to start soon. The mission urges the FDA to maintain its current momentum, especially in the crucial area of piloting and approving Guidelines for Community Forest Management Planning.
4. MME completed formation of two miners' cooperatives, with cooperatives training ongoing for additional five cooperatives, and conducted training on forest-smart mining. These activities have been reported to improve artisanal and small-scale mining and reclamation practices in target communities. The mission is pleased with the good progress of activities implemented by the MME.
5. RIATs are ready to implement their work plans (which include data collection, facilitating community and stakeholder consultations, providing support for livelihood activities, etc.), and need to work more closely with the PIEs, active in their regions.
6. **Land-Use Planning Activities (Component 2.1) (LLA).** The TOR for preparation of the Land Use and Management Policy was advertised and EOIs were received.
7. **Conservation Forestry (Component 2.2).** The mission noted the need to accelerate the implementation of ongoing conservation activities within the LFSP-supported existing protected areas. Specific areas noted as requiring timely action include:
 - a. For the Sapo National Park, boundary demarcation involving flagging, followed by boundary path clearing and the installation of beacons and signposts where needed;
 - b. For the Gola Forest National Park, (i) undertaking bidding for the civil works construction and (ii) installation of well-designed signposts and beacons;
 - c. For the Lake Piso Multiple-use Reserve, (i) training of the available auxiliaries or other suitable personnel in boat operation, to enable boat patrols on the Lake to begin and (ii) contact General Services Agency (GSA) to prepare a Force Account for construction of the permanent boat dock (because previous bidding has failed to attract any qualified private bidders); and
 - d. For the Wonegizi Proposed Protected Area, work with FFI to expedite any remaining community consultations and finalize preparation of the pre-gazettelement package (with specific boundaries and management category defined).

Community Forestry.

8. **Progress in the 9-Step Process.** The mission notes the continued fair, albeit slow progress in the 9-step process in the 35 target communities: (i) In the first batch of 10 communities, four communities have completed their elections and formed governance structures, of which three are now ready to sign a Community Forest Management Agreement with the FDA; four communities are still awaiting a decision from the FDA Board on the issue of overlap with PPAs; one overlaps with an existing PA; and one, which was inaccessible due to flooding, needs to be demarcated during the next trip into the field by the GIS Unit. (ii) In the second 10 communities, five have overlap issues with PPAs and/or other community forests; one overlaps with a PA; three have been demarcated and will be moving on to posting and elections; and one remains to be demarcated. (iii) In the third 15 communities, SESRRs and posting of notice for demarcation has been completed in twelve; SESRRs need to be

conducted in the three outstanding communities. (iv) The two communities that were initially identified for piloting a joint approach with the Liberia Land Authority have been demarcated, and SESRR and demarcation results need to be posted (the third community that was identified – Ducorfree – remains non-cooperative). A complete updated list is included in Annex 7.

9. **Securing Technical Service Providers.** As noted above, there are multiple important initiatives that have been developed under LFSP to address the main issues facing the community forestry program, but most have yet to be implemented. For the community forestry program to succeed – success being measured by better management of forests by communities themselves, leading to increased benefits – these initiatives are essential. The contracts for awareness raising and election facilitation, support to the NUCFMB, livelihoods support, and piloting CFMP Guidelines all need to be rapidly finalized so that communities can begin to see actual benefits from the LFSP. These activities will need to be carefully directed in the two landscapes and calibrated to the approach taken by the project following the completion of the MTR. The Community Forestry Specialist should play a key role in coordinating and sequencing these activities, in collaboration with the Community Forestry Department staff.

10. **Sustainable Agriculture.** The mission reiterated the findings of the previous World Bank mission and Ministry of Agriculture is expected to realign activities with project objectives and submit the workplan and PIU arrangement through FDA for World Bank review and No Objection

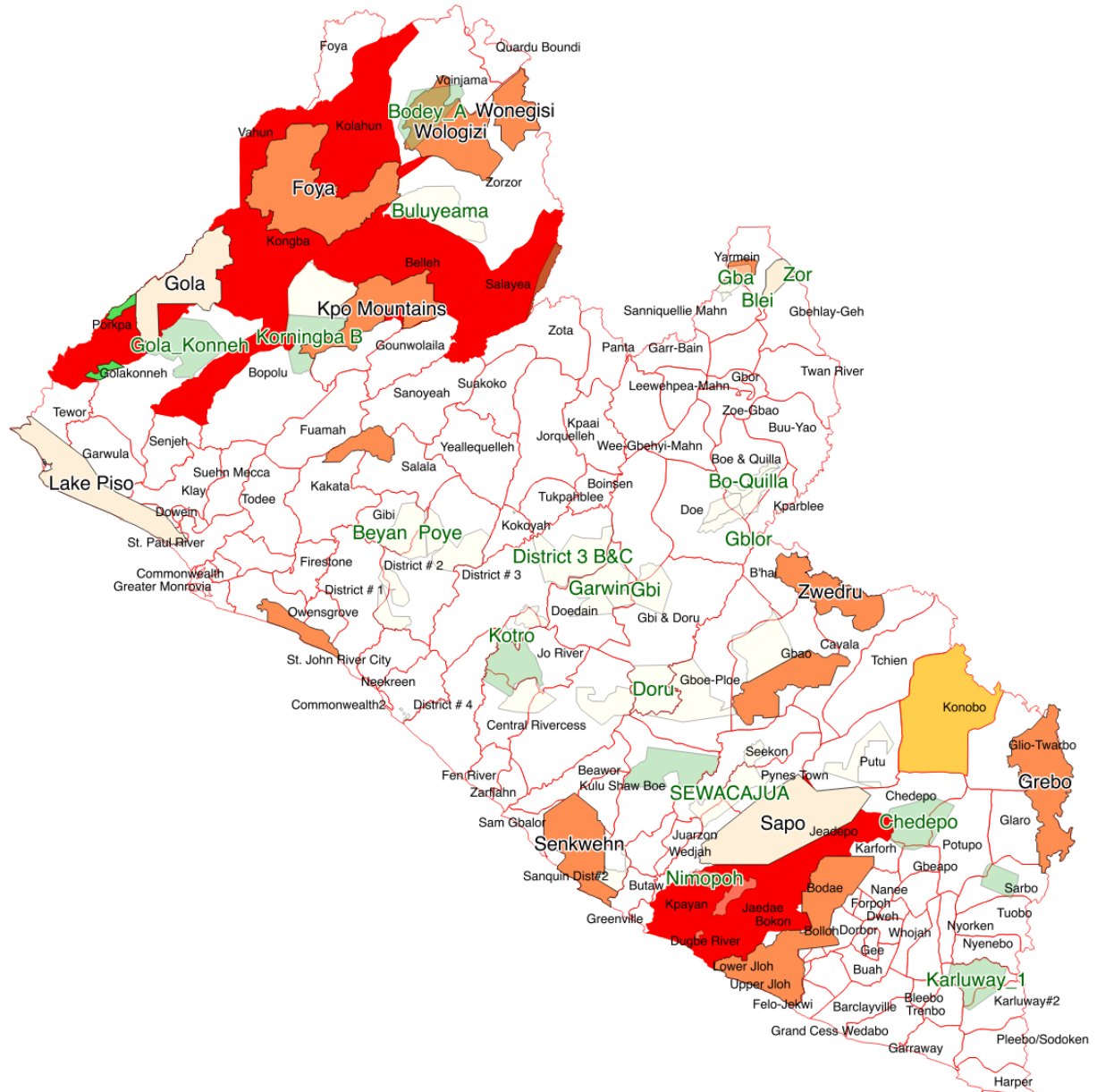
Component 3.

11. **Monitoring, Reporting and Verification.** Discussion regarding institutional set up for the MRV REDD+ System is ongoing; a draft costed concept was prepared but not yet shared with the Bank. LISGIS, with support from FAO, will produce an updated forest and land cover use map for 2017, using the 2015 map (produced by Metria and Geoville under FPCF grant) as a base and reflecting changes (loss and gain) calculated using Bfast technology, with field validation to be undertaken by LISGIS.

12. **REDD+ Safeguards Information System (SIS):** Led by EPA, Liberia's REDD+ SIS development is at an advanced stage (with support from the FCPF grant). An online SIS is online system is currently being tested for improvements. To fully utilize and operationalize the system, capacity building of LFSP implementing entities is required, including the regional entities and Technical Service Providers to enable systematic reporting. SIS templates on Principles, Criteria and Indicators (PCIs) have been developed to harmonize the reporting process and to enable the system generate reports on how REDD+ safeguards are being applied, and to further ease reporting to the UNFCCC. The EPA and FDA are encouraged to pilot and operationalize the SIS through LFSP safeguards and activities, by November 30, 2019.

13. **Draft National Guidelines on Community Consultations Involving Forest Resources,** development of which is led by EPA, were validated by stakeholders at the national level. Several laws and regulations on environment, forestry, and land rights require communities to give Free, Prior and Informed Consent (FPIC) regarding use of their natural resources – however, there are no guidelines on FPIC. Several consultations were conducted with stakeholders requesting these guidelines to be applied beyond the forest sector. The Environmental Protection Agency, Land Authority and FDA are encouraged to socialize these guidelines and make them publicly available to communities, other agencies, TSPs, and all stakeholders.

Annex 4. Potential Clusters of Priority Districts (in red) for integrated land use planning and coordinated REDD+ investments



Source: prepared by MTR evaluator in collaboration with RUI and WB Implementation Support team using County boundary data from LLA. Updated to include the Districts selected in March Mission Aide Memoire.

Annex 5. Report of Field Visit to the Southeast Landscape

1. The mission (Sr. NRM Specialist and Environmental Specialist) visited the southeast landscape (Sinoe and Grand Gedeh counties) from May 8-12, 2019.

2. **In Greenville**, the team had a meeting with the Land Use Planning contact group established by IDH. At the meeting, the team followed up on initial works on the multi-stakeholder dialogue and got feedback. IDH noted that it has started to roll-out the action plan for its green growth compact that emerged from its multi-stakeholder dialogue which took place in 2018. IDH further noted that the green growth compact agreement with 10 communities is expected to be effective by June 2019. Other issues highlighted during the meeting included combating food insecurity, trainings of farmers and assessment of trainings, and adoption of sustainable practices and its replication following the piloting of activities, market linkages, etc. IDH also noted that it is supporting more than 200 farmers. The superintendent of Sinoe county reiterated his willingness to encourage communities to sustainably manage forest areas. He further proposes the restructuring of the forestry policies to reduce the number of years it takes for forest concessionaires to build sawmill for value addition. The mission emphasized the importance of LFSP providing upfront support to communities as entry points to enable communities weigh the options before making decisions about how their forests will be managed.

3. The team visited the **Agriculture hub in Panama community** and toured some facilities that could be renovated and utilized as co-location for MOA, FDA and EPA for effective coordination on the ground. The team also visited the IDH's supported farmer's field school in Tubmanville and met with few farmers cultivating vegetables. The mission noted the need to inform communities about the primary objectives for receiving support under the land use planning framework being piloted by IDH.

4. The mission spent a night the **Sapo National Park**, toured office facilities and held brief discussion with park's staff. The mission was informed that rangers were on their regular patrol. The park staff acknowledged that they have been conducting regular patrol because of the availability of project support. Staff also noted the unavailability of registered service provider in Sinoe county to ensure routine maintenance of the motor bikes.

The mission, however noted the need for park's staff to be proactive in taking ownership of the project and also encourage them to take self-initiative for keeping the facilities tidy and orderly.

5. The team visited the **MME's training for formalization of artisanal miners into mining cooperatives in Gbebo community, Putu Pennikon, Grand Gedeh county**. The team had the opportunities of making remarks to participants on the background and importance of the forest project.

6. The mission then visited the **Twarbo community in Grand Gedeh county** where agriculture (Tree crop) activities are taking place. The mission sighted cocoa nursery whose seedlings according to MOA's staff are expected to be transplanted by May 31. Generally, the mission engaged some beneficiaries who welcomed and expressed their gratitude for the project support, including beekeeping. Notwithstanding, the mission observed that there were no clear plan for next steps and the mission also noted that the link to deforestation free cocoa was not clear.



Figure 1. IDH's FFS at Tubmanville (Sinoe county)



Figure 2. MME Forest-Smart Training for Small-scale Miners



Figure 3. MOA's Cocoa Nursery at Twarbo community (Grand Gedeh county)

List of persons met

#	Name	Institution	Position
1.	Nicholas T. Watson	MIA	Project Planner
2.	James S. Mulbah	FDA	Quality Control Officer
3.	Godwin Necollin	FDA	Sr. Extension Officer
4.	Victoria J. Cooper	MOA	County Agriculture Officer
5.	Hilary David	IDH	IDH Representative
6.	Patrick S. Wilson	MIA	Administrative Assistant
7.	Hon. Lee Nagbe Chea, Sr.,	MIA	Superintendent
8.	Samuel H. Bryant	MIA	Special Assistant
9.	Burton Kawah	FDA	Chief Park Warden
10.	Ben B. Tally	FDA	Biologist
11.	Nathaniel B. Naklen	FDA	Ranger

Annex 6. Status of 9-step progress in LFSP supported communities

Group	Action	Community	County	District	SESRR & Posting of Demarcation Notice Completed	Demarcation Completed	Posting of Demarcation Results Completed	Elections Completed	CFM A Signed
1st Group	Plan	Salayea	Lofa	Salayea	✓		19-Jun-18	13-Jul-18	21-May-19
	Actual					8,270 hectares	18-May-18	Oct-18	
1st Group	Plan	Central Moweh & Duan	Rivercess	Doedain	✓	8-Jun-18	20-Jul-18	31-Dec-18	21-May-19
	Actual					Report submitted: August 6, 2018. 19,091 hectares	Sep-18	Jan-19	
1st Group	Plan	Gbeapo, Potupo, & Sarbo	Rivergee	Sarbo	✓	8-Jun-18	20-Jul-18	31-Dec-18	21-May-19
	Actual					Report submitted: August 6, 2018. 14,001 hectares	Sep-18	Jan-19	
1st Group	Plan	Bokon Jaedae	Sinoe	Jaedae	✓	31-Jul-19	TBD	TBD	TBD
	Actual								

1st Group	Plan	Konobo	Grand Gedeh	Konobo	✓	8-Jun-18	20-Jul-18	31-Dec-18	TBD
	Actual 1					Report submitted: August 6, 2018. 49,625 hectares	31-Oct-18	Elections completed in Jan 2019, but internal issues within community. On hold	
1st Group	Plan	Semebehum	Grand Cape Mount	Commonwealth	✓	22-Jun-18	30-Jun-19	X	X
	Actual 1					Report submitted: August 3, 2018. 2,664 hectares. COMPLETE OVERLAP WITH LAKE PISO MULTIPLE RESERVE			
1st Group	Plan	Kulu, Shaw & Boe	Sinoe	Kulu Shaw Boe	✓		Pending decision by FDA Management	TBD	TBD
	Actual 1					COMPLETE OVERLAP WITH KRAHN-BASSA PPA.			

						FDA POLICY DECISION REQUIRED.			
1st Group	Plan	Bodey A	Lofa	Voinjama	✓		Pending decision by FDA Management	TBD	TBD
	Actual								COMPLETE OVERLAP WITH WOLOGISI. FDA POLICY DECISION REQUIRED.
1st Group	Plan	San-Gben	Sinoe	Seekon	✓		Pending decision by FDA Management	TBD	TBD
	Actual							OVERLAP WITH KRAHN-BASSA PPA. 15,187 HA OF NON-CONTIGUOUS FOREST OUTSIDE OF OVERLAP. FDA POLICY DECISION REQUIRED.	

1st Group	Plan						Pending decision by FDA Management	TBD	TBD
	Actual 1	Totoe & Duo	Sinoe	Sanquin Dist# 1	✓	OVERLAP WITH SENKWEHN PPA. 16,963 HA OF NON-CONTIGUOUS FOREST OUTSIDE OF OVERLAP. FDA POLICY DECISION REQUIRED.			
2nd group	Plan				30-Apr-18	31-Jul-18	Pending decision by FDA Management	TBD	TBD
	Actual 1	Nyeamah	Gbarpolu	Bokomu	Completed, April 2018	Report submitted: November 26. OVERLAP WITH KPO PPA			
2nd group	Plan	Laar	Grand Cape Mount	Gola Konneh	30-Apr-18	31-Jul-18	30-Jun-19	TBD	TBD

	Actua 1				Completed, April 2018	Report submitted: November 26. OVERLAP WITH GOLA KONNEH COMMUNIT Y FOREST			
2nd group	Plan	Thienpo	Rivergee	Nanee	30-Apr-18	31-Jul-18	30-Jun-19	TBD	TBD
	Actua 1				Completed, April 2018	Report submitted: November 5. 5,478 hectares available. OVERLAP OF 9,730 w/FMC-P and 4,237 with Grand Kru- River Gee PPA			
2nd group	Plan	Tosor	Grand Cape Mount	Commonwealth	30-Apr-18	31-Jul-18	30-Jun-19	X	X
	Actua 1				Completed, April 2018	Report submitted: November 26. COMPLETE OVERLAP WITH LAKE PISO			
2nd group	Plan	Blatoe	Rivercess	Central Rivercess	30-Apr-18	31-Jul-19	TBD	TBD	TBD

	Actua 1				Completed, April 2018. Internal issue resolved. New date of July 31, 2019 for demarcation				
2nd group	Plan	Marbo #1	Grand Gedeh	Gbao	30-Apr-18	31-Jul-18	31-Mar-19	30-Jun-19	TBD
	Actua 1				Completed, April 2018	Report submitted: November 5. 11,667 hectares	30-Apr-19		
2nd group	Plan	Marbo #2	Grand Gedeh	B'hai	30-Apr-18	31-Jul-18	Pending decision by FDA Managemen t	TBD	TBD
	Actua 1				Completed, April 2018	Report Submitted: November 5, 2018. ALMOST COMPLETE OVERLAP WITH ZWEDRU PPA. FDA POLICY DECISION REQUIRED.			

2nd group	Plan	Bodey B	Lofa	Voinjama	30-Apr-18	31-Jul-18	TBD	TBD	TBD
	Actua 1				Completed, April 2018	Report Submitted: November 5, 2018. ALMOST COMPLETE OVERLAP WITH WOLOGISI. FDA POLICY DECISION REQUIRED.			
2nd group	Plan	Central River Dugbe	Sinoe	Dugbe River	30-Apr-18	30-Apr-19	TBD	TBD	TBD
	Actua 1				Completed, April 2018	31-Mar-19			
2nd group	Plan	Seewlah	Sinoe	Jorboh	30-Apr-18	30-Apr-19	TBD	TBD	TBD
	Actua 1				Completed, April 2018	31-Mar-19			
FDA/LL A Pilot	Plan	Ducorfree (Ta-Jedepo)	Sinoe	Jeadepo	Non- compliant. Drop	TBD	TBD	TBD	TBD
	Actua 1								
FDA/LL A Pilot	Plan	Dugbe	Grand Gedeh	Gbao		30-Apr-19	30-Jun-19	TBD	TBD

	Actua 1				2017	31-Mar-19			
FDA/LL A Pilot	Plan	Lower & Central Wedjah	Sinoe	Jeadepo		30-Apr-19	30-Jun-19	TBD	TBD
	Actua 1				2017	31-Mar-19			
3rd group	Plan	Tarkpoima	Gbarpolu	Gbarma	31-May-19	TBD	TBD	TBD	TBD
	Actua 1								
3rd group	Plan	Zuie-Mbarma	Gbarpolu	Kongba	31-May-19	TBD	TBD	TBD	TBD
	Actua 1								
3rd group	Plan	Mano-Gleh	Grand Cape Mount	Pokpah	31-May-19	TBD	TBD	TBD	TBD
	Actua 1								
3rd group	Plan	Nipliakpo	Sinoe	Kpayan	30-Apr-19	31-Jul-19			
	Actua 1				30-Apr-19				
3rd group	Plan	B'hai	Grand Gedeh	B'hai	30-Apr-19	31-Jul-19	TBD	TBD	TBD
	Actua 1				30-Apr-19				
3rd group	Plan	Geewon	Grand Gedeh	Gboe-Ploe	30-Apr-19	31-Jul-19	TBD	TBD	TBD

	Actua 1				30-Apr-19				
3rd group	Plan	Duo	Grand Gedeh	B'hai	30-Apr-19	31-Jul-19	TBD	TBD	TBD
	Actua 1				30-Apr-19				
3rd group	Plan	Kannah	Grand Gedeh	Tchien	30-Apr-19	31-Jul-19	TBD	TBD	TBD
	Actua 1				30-Apr-19				
3rd group	Plan	Tchien Menyem	Grand Gedeh	Tchien	30-Apr-19	31-Jul-19	TBD	TBD	TBD
	Actua 1				30-Apr-19				
3rd group	Plan	Bolloh	Grand Kru	Dorbor	30-Apr-19	31-Jul-19	TBD	TBD	TBD
	Actua 1				30-Apr-19				
3rd group	Plan	Glarro	Rivergee	Glarro	30-Apr-19	31-Jul-19	TBD	TBD	TBD
	Actua 1				30-Apr-19				
3rd group	Plan	Dweoh Jaedae	Sinoe	Jaedae	30-Apr-19	31-Jul-19	TBD	TBD	TBD
	Actua 1				30-Apr-19				
3rd group	Plan	Fanjea	Sinoe	Dugbe River	30-Apr-19	31-Jul-19	TBD	TBD	TBD
	Actua 1				30-Apr-19				
3rd group	Plan	Geetroh	Sinoe	Geetroh	30-Apr-19	31-Jul-19	TBD	TBD	TBD
	Actua 1				30-Apr-19				

3rd group	Plan	Suay	Sinoe	Jeadepo	30-Apr-19	31-Jul-19	TBD	TBD	TBD
	Actua 1				30-Apr-19				

Annex 7. List of officials met and composition of WB team

#	Name	Institution	Position
Government Institution			
12.	Hon.Samuel D. Tweah Jr.	MFDP	Minister
13.	Hon. Mike C. Doryen	FDA	Managing Director
14.	Hon. Randall M. Dobayou	EPA	Deputy Executive Director
15.	Hon. Joseph J. Tally	FDA	Deputy Managing Director/Operations
16.	Hon. J. Manobah, Sr.	LLA	Acting Chairman
17.	Hon. Johnson S. Willabo, Jr.	MME	Assistant Minister/Planning
18.	Jamba D. Keita	MME	Director, Training
19.	Gertrude W.K. Nyaley	FDA	Technical Manager, Community Forestry Department
20.	Blamah S. Goll	FDA	Technical Manager, Conservation Department
21.	Jerry G. Yonmah	FDA	Technical Manager, Commercial Department
22.	Saah A. David, Jr.	FDA-RIU	National REDD+ Project Coordinator
23.	Z. Elijah Whapoe	EPA	Manager/Planning and Policy, Project Focal Point
24.	Jeremiah G. Sokan	EPA	National Coordinator/NCCS
25.	Lucas T. Knight	EPA	GIS Officer
26.	Rebecca E. Duo	EPA	Assistant Manager/Procurement
27.	Edward G. Wingbah	EPA	Assistant Manager
28.	Jefferson P. Dahn	EPA	Assistant Manager
29.	Ellen Pratt	LLA	Commissioner
30.	J. Josephus Burgess	LLA	Commissioner
31.	Tom-Wesley Korkpor	LLA	Senior Technical Officer, Project Focal Point
32.	Thomas L. Davis	LISGIS	Director, GIS, Project Focal Point
33.	Bunchie T. Harb	LISGIS	Assistant Director/Agriculture
34.	Emmanuel V. Kay	LISGIS	Statistical Assistant
35.	Jannie Fahnbulleh	LISGIS	GIS Assistant
36.	James Barzon	LISGIS	GIS Analyst
37.	Kayloe R. Frank	LISGIS	GIS Analyst
38.	Andy Tugbah	LISGIS	Assistant Director/GIS
39.	Papin Daniels, Jr.	MFDP-PFMU	Director
40.	Amos W. Fahn	MFDP – PFMU	Accountant
41.	Roland J. Lepol	FDA-RIU	Project Officer
42.	Stephen Hedd-Williams	FDA-RIU	Procurement Officer
43.	Lorpu Kantor Sangai	FDA-RIU	Project Accountant
44.	Anthony F. Vanwen	FDA-RIU	Communication and Engagement Specialist
45.	George Tee Forpoh	FDA-RIU	M&E Specialist
46.	Moses B. Jaygbah	FDA-RIU	Social Safeguards Specialist
47.	James T. Kpadehyea	FDA-RIU	National Forest Inventory Coordinator
48.	Isaac Nyaneyon Kannah	FDA-RIU	MRV Officer
49.	George H. Appleton, Jr.	FDA-RIU	Team Assistant
50.	Nick Benitos Goll	EPA-RIU	Environmental Safeguards Coordinator

#	Name	Institution	Position
51.	J. Negatus Wright	LISGIS-RIU	MRV Officer
52.	Fahn Dahkanah	FDA-RIU	Procurement Officer
53.	Ruth K. Varney	FDA	Regional Forester
54.	Edward S. Kamara	FDA	Manager/Commercial
55.	Joseph G. Duolupeh	FDA	Manager/SPU
56.	Emmanuel Lewis	FDA	Assistant Manager/SPU
57.	Evangeline S. Nyantee	FDA	Protected Areas Manager
58.	Comfort T. Sakui	FDA	Manager, Awareness and Ecotourism
59.	Steve N. Davis	FDA	Legality and Permit Officer
60.	Gertrude B. Wilson	FDA	Extension Officer
61.	Jarsa Varnie Okai	FDA	Community Forestry Specialist
62.	Weedor H. Gray	FDA	MESM
63.	G. Alvin Roberts	FDA	Sr. Extension Officer
64.	Parker K. Jimmy	FDA	Wildlife Officer
65.	Korvah K. Vanyanbah	FDA	Chief Park Warden
66.	Benjamin N. Queminee	FDA	Chief Park Warden
67.	Abednego Gbarway	FDA	Wildlife Manager
68.	Maxwell Nyounway	FDA	Chief Park Warden
69.	Bility M. Geninyan	FDA	Chief Park Warden
70.	Joseph N. Greene	FDA	Chief Park Warden
71.	John G. Smith	FDA	Chief Park Warden
72.	Leo Harris Yeanay	FDA	Conservation Officer
73.	John K. Flomo	FDA	Chief Park Warden
74.	Othello T. Q. Yeon	FDA	Junior Conservation Officer
75.	Auntie W. Harmon	FDA	Statistician
76.	Prinston D. Marshall	FDA	
77.	Raymond O. Ogunti	MOA/PMU	Director
78.	Alaric N. Mienwipia	MOA	Focal Point
79.	Emmanuel Johnson Nimbuen	MoA / STCRSP	Project Coordinator
80.	Lorbah C. Roberts	MOA/PMU	PYP
81.	Theoway Nyan	MOA	Procurement Officer
82.	Zephaniah J. Smith, Jr.	MOA	Internal Auditor
Donor Partners and Others			
83.	Jan Broekhuis	AHT	AHT Representative
84.	Jerry C. Garteh	SCNL	Science & Conservation Coordinator
85.	Michael Tarrie	SCNL	Program Manager
86.	Michael F. Garbo	SCNL	Executive Director
87.	Anne Gardner	RSPB	Project Manager
88.	Suliman V. Kamara	VADEMCO	CEO
89.	Hillary XX	IDH	
90.	Annika Hillers	WCF	Country Director
91.	Borwen L. Sayon	EDA	Sr. Management Partner
92.	James Acworth	FDA Consultant	MTR Consultant

Composition of WB team

1. Neeta Hooda (Senior Natural Resources Management Specialist/Task Team Leader)
2. George Ledec (Lead Ecologist)
3. Nicholas Soikan (Social Safeguards Specialist)
4. Edward Felix Dwumfour (Sr. Environmental Specialist)

5. Lesya Verheijen (Sr. Operations Officer)
6. Peter Aldinger (Sr. Community Forestry Specialist)
7. Zinnah Mulbah (Environmental Specialist)
8. Komana Rejoice Lubinda (Sr. Procurement Specialist)
9. Macdonald Nyazvigo (Financial Management Specialist)
10. Yeyea Gloria Kehleay Nasser (Program Assistant)
11. Ferdinand Tsri Apronti (Procurement Specialist)
12. Nalin Kishor (Lead Governance Specialist-Remotely)