

## **Republic of Liberia: Liberia Forest Sector Project (LFSP, P154114)**

### **Ongoing Forest Concessions Review**

#### **Progress Assessment Mission**

#### **Draft Technical Mission Report**

**November 4 to 20, 2019**

### **Introduction**

1. A World Bank Technical Mission (the Mission) visited Liberia from November 4 to November 20, 2019. The mission was led by Edward Dwumfour (Senior Environmental Specialist and TTL of LFSP); it included Giuseppe Topa, World Bank Consultant and former World Bank Lead Forest Specialist; and Zinnah Mulbah (Environmental Specialist). The Mission coincided with the release of the Review Report (RR) corresponding to Output #2 of the Forest Concession Review undertaken by Sofreco<sup>1</sup> in the framework of the Liberia Forest Sector Project (LFSP, P154114).
2. The Mission's objectives were: (i) to help the Bank and the FDA analyze the findings presented in the RR prepared by Sofreco within the framework of the Forest Concession Review; (ii) to meet with Government institutions, the private sector, relevant CSOs, NGOs, development partners, donor-supported projects, individual experts and personalities to gather their initial feedback on the RR; (iii) to participate in an event where various stakeholders could publicly express their views on the RR; and (iv) to help the FDA determine if the activities remaining in the Sofreco workplan needed to be modified based on the findings of the RR and reflections from broader stakeholders.
3. The Mission met with the Managing Director of FDA and with the Chairman of the Board of FDA, the Deputy Minister of Justice, Deputy Commissioner of the Liberia Revenue Authority (LRA), the Law Office Heritage Partners Associates (HPA), several FDA Technical Directors and staff, the Forest Program Manager at the EU Delegation, the VPA and the FLEGT Program Support Manager, staff of SGS, the NGO Coalition in Liberia, the National Union of Community Forestry Management Bodies (CFMBs), the National Union of Community Forestry Development Committees (CFDCs), VOSEIDA, PADEV, USAID-supported FIFES and LAVI projects, FAO, the Liberia Timber Association, and members of the Sofreco the Review team that authored Report. The Mission made several attempts to meet with the Special Presidential Review Committee on Concession Management (SPRC) and made plans to meet with Counselor Negbalee Warner, former Head of Secretariat for the Liberia Extractive Industry Transparency Initiative, and member of the SPRC. The list of people met by the Mission is presented in the Annex.
4. The Mission would like to express its appreciation to Hon. Kou Dorlie, Deputy Minister, Ministry of Justice; Mr. C. Mike Doyen, Managing Director of the Forestry Development Authority (FDA); Hon. Harrison Karnwea, Chairman of the Board of FDA; Mrs. Decontee King-Sackie, Deputy Commissioner, Liberia Revenue Authority; Mr. Saah A. David, Jr., National REDD+ Coordinator; and Mr. Arild Skedsmo, Senior Advisor, Forest and Climate, from the Norwegian Ministry of Climate and Environment for the productive discussions held during the mission.

### **Status and Progress of the Forest Concession Review**

5. The ongoing Forest Concession Review (FCR) is called for in the Letter of Intent (LOI) between the Government of Liberia and the Government of Norway, where it is referred to as Priority (A) for the 2015-2020 period. Despite time passed since the signature of the LOI, the rationale for and the

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<sup>1</sup> The Concession Review is carried out in the framework of the World Bank Liberia Forest Sector Project (LFSP). Sofreco was selected by FDA to conduct the Forest Concession Review. Sofreco's contracts include six outputs, of which the Review Report #2, is among the most important.

features of the review described in the LOI have remained valid and no significant changes were necessary in developing the TORs used for the Review.

6. Sofreco was selected for the assignment following a public request for expressions of interest issued by FDA in Summer 2017. Consultant selection and the TORs<sup>2</sup> were approved in a Multistakeholder Committee Meeting prior to the beginning of the assignment. The Special Presidential Review Committee on Concession Management (SPRC) was informed about the Forest Concession Review in October 2018. In correspondence dated March 5, 2019, SPRC encouraged FDA to move forward with the Review, requested to be kept informed of progress, and offered to provide advice as appropriate. It is expected that SPRC will use the results of the Forest Concession Review as an important source of information and possibly as a basis for its deliberations.
7. According to its contract with FDA, Sofreco is expected to produce six outputs: 1) an Inception Report, 2) a Review Report, 3) a Consensus Building Report, 4) a Capacity Building Report, 5) a Draft Final Report, and 6) a Final Report.
8. The document discussed in this technical mission report is output 2) Review Report (RR). For the sake of efficiency and transparency, and with backing from the World Bank, FDA shared the Report in the form received from Sofreco along with the study's TORs. Thus, the report circulated did not yet reflect the views of FDA and the World Bank. Various Government Agencies, the private sector, CSOs, donors, development partners and other relevant actors have received the RR and been invited to provide comments. Following this review, FDA will ask Sofreco to issue a revised Report.

## Structure and Overall Findings of Review Report (RR)

9. Consistent with the TORs, the RR evaluates the legal compliance of active forest contracts against the 11 VPA<sup>2</sup> (Voluntary Partnership Agreement) Principles which are, in turn, grounded in Liberia's constitution, laws and regulations. Out of 34 contracts identified through Libertrace, 11 were found active and reviewed: seven Forest Management Contracts (FMC), and four Community Forest Management Contracts (CFMC). These contracts were assessed based on about 100 verifiers consistent with the VPA Matrix, and their level of legal compliance was scored on an A, B, and C scale.
10. By design, the scope of the review was restricted to assessing legal compliance. As a result, the RR does not focus on structural challenges and mitigating circumstances facing the sector's performance; it also does not comment on progress being made or ongoing capacity building initiatives the Government is carrying out with support from partners such as Norway, the EU, the UK, USAID, and the World Bank among others.
11. The results of the analysis are presented in two separate documents: the RR and the Executive Summary (ES). The RR displays results in a disaggregated format: by company, principle, sub-principle, verifier, supporting document and rating of compliance level. The entire document consists of short statements supported by a number of tables. The RR includes all the data necessary to document compliance issues and support the conclusions of the legality review. However, as a consequence of the very detailed presentation, readers unfamiliar with sector may fail to appreciate the nature and severity of the overall challenges.
12. Complementing the RR, the ES provides a simpler and more straightforward narrative of the findings and conclusions of the RR. Using candid language, the ES portrays a rather worrisome picture of sector governance and of forest resource management in Liberia. In doing so, the ES avoids pointing fingers at any particular actor. By noting that performance failures and illegal conduct by one player can often be traced to the underperformance of other players, the ES suggests that the framework for management and oversight of industrial forestry is dysfunctional overall, which undermines community forestry efforts and forest conservation programs. On this premise, the ES suggests that necessary improvements are of a systemic nature and that lasting solutions can only be brought about through high level Government support and attention.
13. As the RR contains the supporting data used to analyze the performance of individual contract against each VPA principle, subprinciple and indicator, it should be relatively easy for the Government and other specialized reviewers to identify possible factual errors and omissions, which the consultant should amend in the revised versions of the RR and ES.
14. Given that the RR is only an intermediate step in the Forest Concession Review, report finalization should be managed effectively and expeditiously. Proposed amendments should be limited to statements and sections proven incorrect, and no significant changes should be requested to the structure of the report, which is in line with the TORs. The consultant should be asked to put other comments in a new annex to the RR.

## Reception of Review Report

15. The distribution of the draft RR, and especially the ES, generated lively reactions by recipients, both supportive and critical. Research institutes, NGOs, and CSOs welcomed the reports, agreed with many of the findings, and offered constructive comments and suggestions for improvement.

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<sup>2</sup> [https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:22012A0719\(01\)&from=EN](https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:22012A0719(01)&from=EN)

16. Other stakeholders were taken aback by the unadorned language of the Executive Summary. Some also felt that the report implicitly minimized the important foundational work that is being undertaken by the Government of Liberia and its partners in forest management, governance, and capacity building.
17. The vast majority of criticisms focused on methodology, definitions, processes, and duplication of efforts. In virtually no cases did the parties met by the Mission question the veracity of specific data and statements in the report.
18. The partners with deepest forest sector expertise underscored that the RR did not reveal any previously unidentified facts or circumstances, adding that most of the issues flagged in the RR were being or would be addressed in the framework of one of the several Government- and Donor-supported forest sector initiatives. The Mission agreed that the RR's data and conclusions had been for the most part revealed in previous studies, adding that those studies and databases had been primary source documents for the RR. The Mission pointed out, however, that such information had been dispersed in separate documents, some confidential, each focused on specific issues and distinct timeframes. As a result, a clear global picture on legal compliance, such as the one emerging from the RR, had either been practically unavailable before, or had gone unnoticed. Hopefully, the RR and ES will help leverage the type of high-level support required to address the sector's most enduring challenges.

### **The Bigger Picture: Country and Sector Structural Challenges**

19. While the RR was not tasked with describing the sector context, its findings cannot be entirely appreciated without mentioning some structural challenges that severely undermine the functioning of the forest sector. Liberia remains a fragile state, struggling to recover from two devastating civil wars and the Ebola crisis. Given its dependence on foreign investment, and its reliance on income from mining, forest and agriculture concessions, Liberia is very vulnerable to export markets, to slumps in commodity prices and to inflation. Against this background, tax revenue from timber exports represents an essential lifeline for meeting Government expenditures. As a result, forest production targets tend to be adjusted to meet pressing national financial imperatives and budget requirements, rather than being determined on the basis of the forest resource's capacity to produce at sustainable levels.
20. While not a justification for the unordered exploitation of Liberia's forest resources, this situation helps explain the hesitation of the Government to rigorously apply laws and regulations that would inevitably reduce, at least temporarily, the flows of exports and financial revenues. The tension between the country's short-term financial obligations and its commitment to good governance, law enforcement, and sustainable forest management is obvious. As a consequence:
  - a) virtually no funding is available to support FDA's capacity to enforce forest laws and regulations;
  - b) export licenses are basically granted for "all" loads of timber that reach the port<sup>3</sup>;
  - c) no fines are applied, and no criminal prosecutions are pursued against known cases of illegal logging;
  - d) non-compliant forest management plans are routinely certified or approved by FDA;
  - e) community forests have *de facto* become the back door for industrial logging; and
  - f) company ownership and shareholding structures are, in most cases, not disclosed.
21. This last point is particularly significant because the **2006 Forest Act** makes such disclosure a condition for eligibility to hold a concession and mandates that non-disclosure be punished with the retreat of concession, fines and jail time up to 12 months. Lack of disclosure is also puzzling, given that Liberia has included the forest industry in its Extractive Industries Transparency Initiative

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<sup>3</sup> At times against the advice coming from Libertrace Managers SGS/LVD

(LEITI) and that further delays in disclosure are seriously detrimental to the country's EITI standing.

- 22.** The recent reduction of the salaries of civil servants and an increasing backlog of unpaid salaries, also affect the motivation and effectiveness of staff of forest institution and of other national institutions, especially those in charge of law enforcement.
- 23.** The above context slows down progress and hampers the effectiveness of the significant financial and technical support in the forest sector that Liberia is receiving from partners such as Norway, the EU, the UK, USAID and the World Bank among others.

## Mission's Assessment of Review Report (RR)

24. While acknowledging that the comments expected in the course of the review process may significantly improve quality of the RR and ES, the Mission found these documents adequate overall. It also noted the clarity of the contract analyses, the candor of the ES and the attention drawn to the interdependence of issues that had often been considered individually, rather than in an integrated fashion. Once the various stakeholders have provided their input and their input is reflected in revised RR and ES reports, these documents can offer a solid foundation for the remaining steps of the Concession Review. The following paragraphs summarize the Mission observation on selected issues.
25. Gaps in the Analytical Framework. The reliance on the 11 VPA principles as the sole lens to review legal compliance was such that Liberia's constitutional laws and regulations were hardly mentioned in the Report. Similarly, the Report fails to list the fines, sanctions, and other prosecutions that national laws call for against those found responsible of serious offenses.

SOFRECO: See reply on consolidated comments (Question 1 of General observation). Using the VPA was the basis of the technical proposal as the VPA is based on the existing laws and regulations. The list will be provided as per comment in the consolidated comments.

26. The fact that VPA principles are based on the country's legal system and that they have become mainstays of most widely-used forest monitoring and tracking systems is no excuse for omitting the reference to relevant Liberia's laws and regulations<sup>4</sup> At the end of the day, the Concession Review should be used by the Government to determine what instances of noncompliance, omission and offense have been identified for each concession contract; what sanctions are written in law against such infractions and offenses; what avenues are available to the signatories of the contracts to re-affirm their commitments and restore legal compliance; and to cancel contracts when necessary.

SOFRECO: Same as above (section 25).

27. To correct this weakness, **the Mission recommends that references to the provisions of the Liberian Laws be integrated into the report**, particularly in the ES. For simplicity's sake, a sentence should be added to the end of sections 3.2.1 through 3.2.11 indicating the significance of noncompliance with a particular VPA principle, with respect to Liberian laws and regulations. Only then could the Concession Review be used to address concrete cases, to draw the attention of players such as the Ministry of Justice, the Ministry of Finance and to facilitate the involvement of the country's political leadership to close potential gaps and to endeavor to effect changes.

SOFRECO: Same as above (section 25).

28. Regarding the Review of the Allocation Process. While a review of the legality of the concession allocation process was within the scope of the Consultants' TORs, this task was hardly developed in the RR. However, as explained by a Government authority, reviewing the award process would have been infeasible and inconsequential because: a) the records of the award process were accidentally lost (burned) during transport to a storage facility; b) all FMC contracts had been signed and ratified by the Legislative and Executive long ago; and c) the Government was committed to honoring the contracts it had signed until or unless FMC holders are found responsible for serious breach of contract or for breaking the law.

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<sup>4</sup> At various stages of the revision of the TORs, the World Bank had recommended that national laws be more prominently featured in the analytical framework of the Concession Review.

29. While some feared that by documenting vices in the award process, the Concession Review would enable certain international NGO(s) to launch a campaign advocating the cancellation of irregularly awarded forest management contracts, this possibility was never raised during discussions the mission had with national and international CSOs or NGOs. In fact, most felt that, under the prevailing situation, such an initiative was not a priority. While cancellation of concessions might be necessary in some cases, it should follow demonstration that a company has broken the law and disregarded its commitments vis-à-vis local communities.

30. Regarding Focus on Compliance Issues Related to VPA Principles 1 and 2. EU and DFID technical specialists noted that there was a disconnect between the formulation of Liberian regulations and the requirements to satisfy VPA Principles 1 and 2; for this reason, in the absence of appropriate adjustments, VPA Principles 1 and 2 might never be fully met. Having raised this issue with FDA for some time, FDA had indicated that the Concession Review would be asked to investigate and propose a solution to this contradiction. EU and DFID were therefore disappointed that this issue had not received attention in the preparation of the Review Report.

SOFRECO: These observations have not been shared with SOFRECO's team during the field mission. Besides, the team didn't receive any specific instruction on this topic.

31. In this regard, the Bank team noted that, despite having been discussed and endorsed by the Multi-Stakeholder Committee prior to the beginning of the Review, the TOR did not ask Sofreco to address the specific issues related to VPA Principles 1 and 2. It also noted that, while these issues were again raised in comments on the Inception Report, the Consultant's team was not well positioned to argue for specific legislative changes. In fact, due to its limited mandate and short duration, the mission was ill equipped to propose solutions to issues that had been raised, with modest results, in the framework of major TA projects. Regardless, the Mission felt that maintaining consistency between national regulations and VPA principles is very important, and that this issue should be reflected in the revised version of the RR.

SOFRECO: Same as above (section 25).

32. On Community Forestry. The RR did not place a particularly strong emphasis on community forestry. Given that VPA Principles were the basis for the contract review, and that Liberia's VPA places a lesser emphasis on community forestry, the RR could not have focused on community forestry issues without straying from its analytical framework.<sup>5</sup>

SOFRECO: Community forestry issues have been assessed with the same emphasis as the other forest titles. In its adaptation into a legality checklist, the legality matrix was adapted to include the community forests (see section 4.1.2 and table 11 of the review report)

33. The RR confirmed some of the most serious and widely known problems with the CFMC. They included, among others: a) that CFMCs are normally coopted by middlemen and industry to get hold of forest resources outside a transparent competitive process; b) that the legal nine-step process is reduced to building a paper trail of meetings and rushed deliberations that allow FDA to authorize logging operations; c) that no forest management plan is followed and logging decisions are only based on logistics and market demand; d) that most community forests are being seriously over logged and that the commercial timber will be exhausted well before the end of the contract periods; and finally, e) that, for years now, forest communities have not received their shares of the area tax the Government collects on their behalf from logging companies.

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<sup>5</sup> The notion that the VPA "does not really apply to CFMAs" was particularly emphasized by the Deputy Minister of Justice, by lawyers from HPA and the FERN network, and by the Union of Community Forest Management Bodies.

34. Most parties consulted during the mission expressed concern with these developments, and with the fact that the number of companies seeking eligibility to become CFMC contractors has sharply increased in the past year. Most knowledgeable experts and organizations suggested that the issuance of new CFMCs should be suspended, and that new communities should benefit from the technical and legal advice of FDA, an NGO or a specific project, for two to three years before beginning tree cutting operations. During this time forest communities should also be presented with opportunities to generate sustainable income from activities other than those offered by supplying timber to industry.
35. On the positive side, the Mission noted that local NGOs and CSOs have been doing tremendous work building a solid infrastructure for transparency, public information, and defense of forest communities' rights. It also noted that a strong body of experience is emerging from the work done in some forest communities within the framework of efforts supported by USAID and other partners. These two elements leave hope that significant progress could be made relatively rapidly, if this issue were treated as a priority by the country's political leadership.
36. In concluding its remarks on community forestry, the Mission strongly suggests that the reality of artisanal logging should no longer be ignored or underestimated. Rather, it should be assessed thorough a comprehensive analysis of its merits and demerits with a view towards harnessing its potential to enhance rural incomes and sustainable forest management<sup>6</sup>. This study should propose Liberia-tailored regulations to take into account the experience of other relevant countries and avoid possible mis steps.

SOFRECO: See section 7.6 of the review report "Community Forestry"

37. Data Sources and Tracking of Progress. The RR analysis was based on data collected and reported within the framework of functioning Liberian monitoring systems, processes, and projects. The RR findings originate from and are essentially consistent with data from these sources, among which Libertrace, VPASU, SGS, and LVD are the most important. Libertrace and LVD's emerging capabilities are results of an ongoing multi-year capacity building effort and represent a significant tangible achievement. Concerns that the draft RR underplayed or minimized the importance of these capabilities should be squarely addressed in the revised RR. In doing so, attention should be paid to making a distinction between the quality of Libertrace as a tool, and the quality of data currently entered into the system. Libertrace's value should not be questioned if FDA's data collection and verification capabilities are being strengthened but remain weak. Similarly, one shouldn't assume that tracking by Libertrace automatically guarantees the quality of forest operations.

SOFRECO: See answer on section 20 of consolidated comments from FDA

38. The mission worked closely with the SGS expert in Monrovia, accessed a sample of the verification documents stored in Libertrace and reviewed LVD's May and August Quarterly Reports. On this basis, the Mission concluded that a lot remains to be done to guarantee more rigorous analysis of the information fed into Libertrace and greater candor in presenting the situation on the ground.

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<sup>6</sup> A field study conducted by the Center for International Forestry Research in 2017, Domestic Timber Value Chain Analysis - Paolo Cerruti, showed that in 2016 artisanal logging production was between 700,000 and 900,000 (in round equivalent m<sup>3</sup>), vastly exceeding that year's industrial production estimated at 300,000 m<sup>3</sup>. In addition, and, most importantly, artisanal logging's value chain resulted in between 19,000 and 31,000 quasi-permanent jobs (versus 10,000 jobs in the industrial sector), and the rural share of revenues generated by artisanal logging (including wages, profits, informal payments and other transactions completed in rural areas) amounted to approximately 40% (a much lower share of industrial logging revenues remained in rural areas).



**Mission Recommendations**

39. Given the scope of its mandate, the Mission’s recommendations will be limited to:

- A. Urging the Government to delay the issuance of any new concessions (FMCs, TSCs and CFMAs, etc.) until the most serious issues pertaining to regulating harvests and securing community forests start being addressed. The Mission also urges the Government to adopt a two- to three-year incubation period before approving new commercial use contracts for Authorized Forest Communities. This period would allow Communities to be strengthened through the collaboration with NGOs or other actors, as appropriate. Finally, the Mission urges the Government to set up a technical committee to review the adequacy of FMC and CFMC forest management plans that have been approved or certified by FDA, and to recommend appropriate remedial action, if necessary.
- B. Finalizing Review Report. The Review Report and Executive Summary should be revised taking into account the comments offered by partners in the course of the review process. The Bank’s technical comments and requests for RR amendments are contained in paragraph 23 to 37 of the present Technical Mission Report. FDA should be the sole channel to communicate comments to the Consultant and the period to send comments should be limited to two weeks. Requests for amendments to the RR and ES should focus on correcting data and statements proven to be incorrect or insufficiently supported by evidence. No significant changes in the overall structure of the RR and EA should be introduced in the process of finalizing these documents. Broader comments offered following the distribution of the draft RR should be integrated into the RR in the form of annex. The finalization of the RR and EA should be carried out by the original authors of these reports.

SOFRECO: Constitutional laws and regulations, sanctions, etc. will be included (see answer on question 1 of consolidated comments) and taken into account in the final report.

- C. Amending the contract with Sofreco to include activities, outputs, and expertise that complement and put to use the findings of the RR. Given the RR’s findings, the Mission concluded that the original outputs envisaging a quick consensus-building exercise followed by a training program had lost relevance. Instead, **it proposed the organization of “Structured Hearings”** for the eleven contracts analyzed in the RR. The purpose of these Hearings would be to enable all parties involved to: i) acknowledge and discuss the findings of the RR; ii) renew their commitments to respecting the terms of the FMC and CFMC contracts’ according to relevant laws and regulation; and iii) agree on realistic corrective actions to be taken within a specific time frame. The consequence of non-compliance with the renewed commitments should be made clear to all parties. While contract termination is by no means the objective of the Hearings, this should not be ruled out in cases involving irreconcilable conflict among parties, blatant abuse and major violation of the law.

SOFRECO: SOFRECO will inform you about the time already spent under the initial contract to provide the Review reports and all the related comments. Beside SOFRECO will provide a revised contract schedule and assess the men-months needed to implement these hearings as suggested by the WB.

The Mission recommends that all resources remaining in the current Sofreco’s contract should be used to organize “Structured Hearings” for the 7 FMCs and 4 CFMCs analyzed in the Review Report. The table below shows the original outputs of the contract and those proposed by the Mission along with tentative delivery dates.

Original Outputs	Status	Revised Outputs	Est. Delivery
Inception Report,	Completed	-	

Review Report (RR)	Draft RR Submitted	RR Edited to reflect relevant comments	February 10
Consensus Building Report	-	Case Write-Ups	March 30
Capacity Building Report	-	Information Note to Hearing Participants	April 15
Draft Final Report	-	Detailed Planning of Hearings	April 15
Final Report	-	Final Report	April 30

40. The following paragraphs provide a succinct description of the Structured Hearings and of the activities and outputs leading to their preparation. These elements should be further detailed by FDA in consultation with partners and in negotiation with Sofreco.

Structured Hearings: These would consist of facilitated sessions to discuss the eleven contracts evaluated by the RR. Key participants in the hearings would be FDA, the concerned Forest Company, middlemen and subcontractors possibly involved, Local Community representatives and members, local NGOs and CSOs with technical and legal forest expertise, local administrative authorities, representatives of the LRA, Ministry of Justice and Presidential Commission, and most relevant development partners. Discussion would take place according to a previously agreed-upon format. Ideally, these meetings would be chaired by a representative of the Ministry of Justice or by an expert chosen in collaboration with the Ministry of Justice. Hearings should be held in Regional Locations in proximity to contract operations, not in Monrovia. Each of the 7 FMC and 4 CFMC should be granted individual consideration and discussion.

To prepare the Hearings and within the framework of the existing contract, Sofreco should commit to produce the following outputs<sup>7</sup>:

- Case Write-Ups summarizing the key issues identified in the Review Report. Each write-up should be in written in plain language and its length limited to three pages (plus annexes). Issues such as the following should be considered, among others: quality and implementation of forest management plans, financial arrears, social and financial obligations vis-à-vis the communities, problems related to sub-contractors and other rent seeking actors, company ownership and shareholding structure.
- Format and rules governing the Hearings. A brief document should be prepared to make sure that all hearings take place consistent with a pre-determined format covering the key issues to be discussed, how discussion would be organized, consensus reached, disagreements outlined, and session recorded for future reference. Chairmanship and other key functions to be played in the Hearings should be determined in the process of preparing the document.
- Information Note to Hearing Participants. This note should explain the purpose of and the rules governing the proposed hearings. It should highlight actions that actors might be requested to take to demonstrate commitment to the terms of each contract considered. The time frame given for most urgent remedial actions and for FDA to start prosecuting offenders should not exceed 12 months.
- Events Budget, Calendar, Venues, Sample Agendas and Lists of Participants. The Consultants should draft a planning document for the event. Adequate budget provisions should be estimated for travel and subsistence of community members and local facilitators. Forest companies and other business players should finance their own participation. Resources for participation of institutional representatives should be

<sup>7</sup> Depending on resources available in the contract, FDA may request Sofreco to undertake additional work

leveraged from other institutions and projects, whenever possible. Major partners (UK, EU, USAID, LSFP) should be invited to provide complementary financial support, as appropriate.

SOFRECO: The FDA is welcome to conduct this hearings and SOFRECO will provide assistance in the analysis of information in the remaining time of its assignment.

41. The expertise for delivering these new outputs should be sought primarily among well-respected Liberian professionals and national organizations known for their integrity and independence. The fields of expertise should include Forest and Land Law, Forest Operations and Associated Issues - Social Science, Mediation/Facilitation. A local NGO could be recruited to coordinate the effort. The role of facilitator could be played by a national or an international expert, depending of the options available. Sofreco should consult with Development Partners and the NGO community to identify the members of the team in charge of preparing the above outputs. Final approval of the team composition and work plan would be provided by FDA and the WB as per usual procedure.

**Annex I List of People Met**

<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Contact</b>
David Palacios	Forest, Env. and NRM Program Manager	EU Delegation	0777731783 <a href="mailto:david.palacios@eeas.europa.eu">david.palacios@eeas.europa.eu</a>
Richard Hoff	Facilitator	NGO Coalition	231778363213 / 886465265 <a href="mailto:richard.hoff83@gmail.com">richard.hoff83@gmail.com</a>
Abraham Guillen	Senior Technical Advisor	EU/VPA	0770 639 457 <a href="mailto:AbrahamGuillen@dai.com">AbrahamGuillen@dai.com</a>
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Letla Mosenene,	Project Coordinator	MFGAP – Palladium Gr	0881945747 / 0776693077
Antoine de la Rochefordiere	Independent Auditor	Consultant	
Theodore Nna	Project Coordinator - LAS Team Leader	SGS Liberia Inc	
Jerome Laporte	Leader of Concession Review Team	Consultant	
Re-AI Myers	Review Team Legal Expert	Consultant	
Dr. Johathan Roberts	Senior Land Use Specialist	FAO	<a href="mailto:jonathan.roberts@fao.org">jonathan.roberts@fao.org</a>
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Mrs. Decontee King-Sackie	Deputy Commissioner	LRA	0886560806 / 0777560806 <a href="mailto:decontee.king-sackie@lra.gov.lr">decontee.king-sackie@lra.gov.lr</a>
Ekema Witherspoon	LTA Member	Liberia Timber Association	0777016905 <a href="mailto:unclee61@gmail.com">unclee61@gmail.com</a>
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Abraham Billy	Program Manager	VOSIEDA	0770437124 / 0777930000
Paul Kanneh	Advocacy Experts	VOSIEDA	<a href="mailto:paulkanneh5@gmail.com">paulkanneh5@gmail.com</a>
Saye Thompson	Facilitator and Head of Secretariat,	National Union of CFMB	<a href="mailto:thompsonsaye@gmail.com">thompsonsaye@gmail.com</a>
Bonathan G. Walaka	Community Advisor	CFMB National Union	0881169832 / 0775979668 <a href="mailto:bonathanwalaka@gmail.com">bonathanwalaka@gmail.com</a>
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