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INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT

ON A PROPOSED CREDIT

IN THE AMOUNT OF EUR 138.1 MILLION
(US\$150.0 MILLION EQUIVALENT)

TO THE

REPUBLIC OF MALI

FOR THE

MALI LANDSCAPE RESTORATION PROJECT

May 4, 2023

Environment, Natural Resources and the Blue Economy Global Practice
Western and Central Africa Region

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CURRENCY EQUIVALENTS
(Exchange Rate Effective 3 March, 2023)

Currency Unit = EUR

0.92EUR = US\$1

US\$1 = 603 CFA

FISCAL YEAR
January 1 - December 31

ABBREVIATIONS AND ACRONYMS

ABFN	Niger River Basin Agency (<i>Agence du Bassin du Fleuve Niger</i>)
AEDD	Agency for Environment and Sustainable Development (<i>Agence de l'Environnement et du Développement Durable</i>)
AFD	French Development Agency (<i>Agence Française de Développement</i>)
ANGMV	National Agency of the Great Green Wall (<i>Agence Nationale de la Grande Muraille Verte</i>)
AWPB	Annual Workplan and Budget
B/C	Benefit-Cost
CBA	Cost-Benefit Analysis
CCOCSAD	Communal Committee for Orientation, Coordination and Monitoring of Development Actions (<i>Comité Communal d'Orientation et de Coordination des Actions de Développement</i>)
CERC	Contingent Emergency Response Component
CLOCSAD	Local Committee for Orientation, Coordination, and Monitoring of Development Actions (<i>Comité Local d'Orientation et de Coordination des Actions de Développement</i>)
COFO	Local Land Commission (<i>Commissions Locales Foncières</i>)
COPIL	Project Steering Committee (<i>Comité de Pilotage du Projet</i>)
CPF	Country Partnership Framework
CPS	Statistics and Planning Unit (<i>Cellule de Planification et de Statistiques</i>)
CROCSAD	Regional Committee for Orientation, Coordination and Monitoring of Development Actions (<i>Comité Régional d'Orientation et de Coordination des Actions de Développement</i>)
CSN	National Security Council (<i>Conseil de Sécurité Nationale</i>)
CSO	Civil Society Organization
DGCT	Directorat General for Territorial Collectivities (<i>Direction Générale des Collectivités Territoriales</i>)
DGPC	Directorate General of Civil Protection (<i>Direction Générale de la Protection Civile</i>)
DGEF	General Directorate for Water and Forests (<i>Direction Générale des Eaux et Forêts</i>)
DNA	National Directorate of Agriculture (<i>Direction Nationale de l'Agriculture</i>)
DNH	National Directorate of Hydraulics (<i>Direction Nationale de l'Hydraulique</i>)
DNP	National Directorate for Fishery (<i>Direction Nationale de la Pêche</i>)
DNPIA	National Directorate for Industrial and Animal Productions (<i>Direction Nationale des Productions Industrielles et Animaux</i>)
DNPC	National Direction for Civil Protection (<i>Direction Nationale de la Protection Civile</i>)
DNACPN	National Directorate for Sanitation and Pollution Control (<i>Direction Nationale de l'Assainissement du Contrôle des Pollutions et des Nuisances</i>)
ESF	Environmental and Social Framework



ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESCP	Environmental and Social Commitment Plan
FACI	Community Integrated Agro-Sylvo-Pastoral Farms (<i>Ferme Agro-Sylvo-Pastorale Communautaire Intégrée</i>)
FCV	Fragility, Conflict, and Violence
FM	Financial Management
FMP	Forest Management Plan
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEMS	Geo-Enabling for Monitoring and Supervision
GGW	Great Green Wall
GHG	Greenhouse Gas
GIZ	German Agency for International Cooperation (<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>)
GoM	Government of Mali
GM	Grievance Mechanism
GPN	General Procurement Notice
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
ICR	Implementation Completion and Results Report
IFR	Intermediate Financial Report
ILDP	Integrated Landscape Development Plan
IPCC	International Panel on Climate Change
LMP	Labor Management Plan
LRA	Landscape Restoration Approach
IRR	Internal Rate of Return
LOA	Agricultural Orientation Law (<i>Loi d'Orientation Agricole</i>)
M&E	Monitoring and Evaluation
MEADD	Ministry of Environment, Sanitation, and Sustainable Development (<i>Ministère de l'Environnement, de l'Assainissement et du Développement Durable</i>)
MEF	Ministry of Economy and Finance (<i>Ministère de l'Economie et de Finance</i>)
MOD	Delegated Contract Management (<i>Maître d'Ouvrage Délégué</i>)
MRD	Ministry of Rural Development (<i>Ministère du Développement Durable</i>)
MRN	Ministry of National Reconciliation (<i>Ministère de la Réconciliation Nationale</i>)
MRV	Monitoring, Reporting, and Verification
MSCP	Ministry of Security and Civil Protection (<i>Ministère de Sécurité et de la Protection Civile</i>)
MSMEs	Micro, Small, And Medium-Size Enterprises
MTAD	Ministry of Territorial Administration and Decentralization (<i>Ministère de l'Administration Territoriale et de la Décentralisation</i>)
NDC	Nationally Determined Contribution
NID	Niger Inner Delta
NPF	New Procurement Framework
NPV	Net Present Value
NGO	Nongovernmental Organization
NTFP	Non-Timber Forest Product
NRM	Natural Resource Management
PAAR	(Projet de Mobilité Rurale)



PDESC	Social, Economic, and Cultural Development Plan (<i>Plan de Développement Social, Economique et Culturel</i>)
PDO	Project Development Objective
PEFA	Public Expenditure and Financial Accountability
PFM	Public Financial Management
PGRNCC	Natural Resources Management and Climate Change Project (<i>Projet de Gestion des Ressources Naturelles et Changements Climatiques</i>)
PIM	Project Implementation Manual
PMP	Pastoral Management Plan
PMU	Project Management Unit
PO	Producers Organization
PPSD	Project Procurement Strategy for Development
PRAPS	Regional Sahel Pastoralism Support Project II (<i>Projet régional d'appui au pastoralisme au Sahel (phase II)</i>)
PREEFN	Economic and Environmental Rehabilitation of the Niger River Project (<i>Projet de réhabilitation économique et environnementale du fleuve Niger</i>)
RfQ	Request for Quotations
RNA	Assisted Natural Regeneration (<i>Régénération Naturelle Assistée</i>)
RPF	Resettlement Policy Framework
RSU	Regional Support Unit
SDGs	Sustainable Development Goals
SEA	Sexual Exploitation and Abuse
SEA/SH	Sexual Exploitation and Abuse and Sexual Harassment
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SIFOR	Forestry Information System (<i>Système d'information forestier</i>)
SLM	Sustainable Land Management
SMP	Security Management Plan
SNIE	National Environmental Information Management System (<i>Système National de Gestion de l'Information Environnementale</i>)
SOE	Statements of Expenditures
SPN	Specific Procurement Notice
STEP	Systematic Tracking of Exchanges in Procurement
TOR	Terms of Reference
UNDB	United Nations Development Business
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
WBG	World Bank Group

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DATASHEET

BASIC INFORMATION

Country(ies)	Project Name	
Mali	Mali Landscape Restoration Project	
Project ID	Financing Instrument	Environmental and Social Risk Classification
P177041	Investment Project Financing	Substantial

Financing & Implementation Modalities

<input type="checkbox"/> Multiphase Programmatic Approach (MPA)	<input checked="" type="checkbox"/> Contingent Emergency Response Component (CERC)
<input type="checkbox"/> Series of Projects (SOP)	<input checked="" type="checkbox"/> Fragile State(s)
<input type="checkbox"/> Performance-Based Conditions (PBCs)	<input type="checkbox"/> Small State(s)
<input type="checkbox"/> Financial Intermediaries (FI)	<input type="checkbox"/> Fragile within a non-fragile Country
<input type="checkbox"/> Project-Based Guarantee	<input type="checkbox"/> Conflict
<input type="checkbox"/> Deferred Drawdown	<input type="checkbox"/> Responding to Natural or Man-made Disaster
<input type="checkbox"/> Alternate Procurement Arrangements (APA)	<input type="checkbox"/> Hands-on Enhanced Implementation Support (HEIS)

Expected Approval Date	Expected Closing Date
25-May-2023	29-Oct-2030

Bank/IFC Collaboration

No

Proposed Development Objective(s)

To increase adoption of climate smart landscape restoration practices and access to income earning opportunities

Components

Component Name	Cost (US\$, millions)
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Institutional Support and Capacity Building for Landscape Restoration and Climate Resilience	14.00
Investments in Landscapes Restoration and Communities' Resilience to Climate Impacts	122.00
Coordination, Monitoring and Evaluation	14.00
Contingent Emergency Response	0.00

Organizations

Borrower: Republic of Mali

Implementing Agency: Ministère de l'Environnement et Développement Durable (MEADD)

PROJECT FINANCING DATA (US\$, Millions)**SUMMARY**

Total Project Cost	150.00
Total Financing	150.00
of which IBRD/IDA	150.00
Financing Gap	0.00

DETAILS**World Bank Group Financing**

International Development Association (IDA)	150.00
IDA Credit	150.00

IDA Resources (in US\$, Millions)

	Credit Amount	Grant Amount	SML Amount	Guarantee Amount	Total Amount
Mali	150.00	0.00	0.00	0.00	150.00
National Performance-Based Allocations (PBA)	150.00	0.00	0.00	0.00	150.00
Total	150.00	0.00	0.00	0.00	150.00

Expected Disbursements (in US\$, Millions)



WB Fiscal Year	2023	2024	2025	2026	2027	2028	2029	2030
Annual	0.00	4.00	16.00	25.00	30.00	40.00	30.00	5.00
Cumulative	0.00	4.00	20.00	45.00	75.00	115.00	145.00	150.00

INSTITUTIONAL DATA**Practice Area (Lead)**

Environment, Natural Resources & the Blue Economy

Contributing Practice Areas

Agriculture and Food, Finance, Competitiveness and Innovation, Fragile, Conflict & Violence, Water

Climate Change and Disaster Screening

This operation has been screened for short and long-term climate change and disaster risks

SYSTEMATIC OPERATIONS RISK-RATING TOOL (SORT)**Risk Category****Rating**

1. Political and Governance	● High
2. Macroeconomic	● Substantial
3. Sector Strategies and Policies	● Moderate
4. Technical Design of Project or Program	● Moderate
5. Institutional Capacity for Implementation and Sustainability	● Substantial
6. Fiduciary	● Substantial
7. Environment and Social	● Substantial
8. Stakeholders	● Substantial
9. Other	● Substantial
10. Overall	● High

COMPLIANCE**Policy**

Does the project depart from the CPF in content or in other significant respects?

[] Yes [✓] No



Does the project require any waivers of Bank policies?

[] Yes [✓] No

Environmental and Social Standards Relevance Given its Context at the Time of Appraisal

E & S Standards	Relevance
Assessment and Management of Environmental and Social Risks and Impacts	Relevant
Stakeholder Engagement and Information Disclosure	Relevant
Labor and Working Conditions	Relevant
Resource Efficiency and Pollution Prevention and Management	Relevant
Community Health and Safety	Relevant
Land Acquisition, Restrictions on Land Use and Involuntary Resettlement	Relevant
Biodiversity Conservation and Sustainable Management of Living Natural Resources	Relevant
Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities	Not Currently Relevant
Cultural Heritage	Relevant
Financial Intermediaries	Not Currently Relevant

NOTE: For further information regarding the World Bank's due diligence assessment of the Project's potential environmental and social risks and impacts, please refer to the Project's Appraisal Environmental and Social Review Summary (ESRS).

Legal Covenants

Sections and Description

Schedule 2, Section I.A.5(a) of the Financing Agreement: No later than three months after the Effective Date, or such later date as agreed by the Association, the Recipient shall establish, and thereafter maintain the Regional Support Units (RSUs) in each region of the Recipient targeted under the Project, in form and manner and with terms of reference and resources acceptable to the Association.

Sections and Description

Schedule 2, Section I.A.6 of the Financing Agreement: No later than three months after the Effective Date, or such later date as agreed by the Association, the Recipient shall hire a technical assistance firm satisfactory to the



Association for the provision of support to the PMU in areas related to, inter alia, landscape restoration topics, procurement, technical, fiduciary, and environmental and social risk activities, including support to the design and implementation of a participatory and inclusive monitoring and evaluation system, communication and knowledge sharing, preparation of terms of reference for consultants for safeguard instruments or technical activities, and Project reporting, all in accordance with the provisions of this Agreement and as further set out in the PIM.

Sections and Description

Schedule 2, Section I.A.7(a) of the Financing Agreement: No later than three months after the Effective Date, or such later date as agreed by the Association, the Recipient shall hire partner institutions satisfactory to the Association for the provision of technical support to the PMU and RSUs for the preparation and implementation of Subprojects in close collaboration with the Recipient's deconcentrated technical services, civil society organizations, private sector, and commune representatives including the land commissions, religious and customary authorities, and to carry out such other tasks as may be defined from time to time in the PIM, all in accordance with the provisions of this Agreement and as further set out in the PIM.

Sections and Description

Schedule 2, Section I.A.8(a) of the Financing Agreement: No later than three months after the Effective Date, or such later date as agreed by the Association, the Recipient shall ensure that the PMU enters into various Cooperation Agreements with the different national institutions ("Project Entities") involved in the implementation of different Project activities, all in form and substance satisfactory to the Association, and as further set out in the PIM.

Sections and Description

ESS 10.2 of the ESCP: No later than 3 months after the Effective Date, the PMU shall establish the project Grievance Mechanism and thereafter maintain it operational throughout the implementation of the Project.

Sections and Description

Schedule 2, Section I.A.4(a) of the Financing Agreement: No later than three (3) months after the Effective Date or such later date as agreed by the Association, the PMU shall recruit and thereafter maintain an accountant, an assistant accountant, an internal auditor, an M&E specialist, an environmental safeguard specialist, a social safeguard specialist and a gender-based violence specialist; with adequate experience, qualification and terms of reference acceptable to the Association.

Sections and Description

No later than three (3) months after the Effective Date, the PMU shall install an accounting software for the project.

Sections and Description

No later than six (6) months after the Effective Date, the PMU shall recruit an external auditor to audit annual financial statements.

Conditions

Type	Financing source	Description
Effectiveness	IBRD/IDA	The Recipient has established the PMU and hired three key staff



		(coordinator, procurement specialist and financial management specialist); all in form and substance satisfactory to the Association.
Type Effectiveness	Financing source IBRD/IDA	Description The Recipient has established the Project Steering Committee and the Multisectoral Technical Committee in a manner satisfactory to the Association.
Type Effectiveness	Financing source IBRD/IDA	Description The Recipient has adopted a Project Implementation Manual, including financial, administrative, accounting procedures, in form and substance satisfactory to the Association.
Type Disbursement	Financing source IBRD/IDA	Description Under Category (2), unless and until the Association has received evidence that at least two Matching Grant Agreements for LER Matching Grants have been signed
Type Disbursement	Financing source IBRD/IDA	Description Under Category (3), unless and until the Association has received evidence that at least two Matching Grant Agreements for LLR Matching Grants have been signed



I. STRATEGIC CONTEXT

A. Country Context

- Mali faces a range of internal and external shocks that hamper its progress toward inclusive and sustainable development.** Climate change, social conflicts, security risks, the COVID-19 pandemic and the major economic impacts exacerbated by Russia's invasion of Ukraine worsened the vulnerability and the fragility of the state. A landlocked country with an area of 1.24 million km², Mali has a population of 20.8 million, a high average annual population growth rate of over 3 percent and a median age of 16 years. Mali has a young and growing population which puts a strain on public resources. Poverty is highest in rural areas where over half of the population resides. About 12 percent of the population lives in the capital city of Bamako. The per capita gross domestic product (GDP) in 2022 was US\$907.6.¹
- Poverty levels are high, and Mali ranks 184 out of 189 on the 2022 Human Development Index.** About 80 percent of Mali's poor population lives in four regions: Koulikoro, Mopti, Ségou, and Sikasso. The country is characterized by high regional disparities and access to basic services and infrastructure is low and highly unequal. Poverty rates were highest in Sikasso (63 percent in 2019), where households depend on cotton farming, and high in Ségou (53 percent) and Mopti (61 percent) where families mostly depend on rainfed sorghum and millet cultivation while in Kayes, where households depend on remittances and livestock rearing, poverty is lower (33 percent).² Sikasso and Kayes were strongly hit by the economic impacts of the COVID-19 pandemic with the fall in cotton prices and remittances, respectively.³ On the Gender Inequality Index, which measures three important aspects of human development—reproductive health, empowerment, and economic status—Mali is ranked 158 out of 162.⁴ Gender-based violence (GBV) is highly prevalent, and it is estimated that 38.5 percent of women nationwide have experienced physical and/or sexual intimate partner violence at some point in their lives.⁵
- The country's economy is mainly based on agriculture and exploitation of natural resources.** High population growth rates and climatic constraints have led to overexploitation and degradation of these resources. Two-thirds of the country is arid and semiarid dominated by desertification. Natural risks have increased with the intensification of climate change: repeated droughts, floods, strong winds, bush fires, and changes in the rainfall regime. While the economy is heavily dependent on natural resources and agriculture, which employs nearly 80 percent of the country's labor force, only 14 percent of the country's land area is considered suitable for agriculture, making landscape restoration a central issue.
- Mali's wealth is composed of natural capital, human capital, produced capital and net foreign assets⁶.** Globally, natural capital comprises renewable assets—such as forests, mangroves, fisheries, pastoral lands and other lands—and nonrenewable assets, including fossil fuels, metals, and minerals. In 2018, Mali's natural capital reached US\$5,000 per capita (about 46 percent of its total wealth per capita). Unfortunately, renewable capital has been exploited to the point of diminishing returns. The result is most pronounced in increased communal tension between pastoralists, cultivators, and fishermen. It is further exacerbated by

¹ *Macro Poverty Outlook for Mali: April 2023*, Washington, D.C., World Bank Group.

² For this entire paragraph, see United Nations estimate (July 2021). According to the results of the Agricultural Economic Survey integrated into household living conditions (ECA), the agricultural population stands at 16,833,767, of which 48.3 percent are women (EAC 2018)

³ Mali Poverty Assessment 2020 (P171551).

⁴ UNDP <http://hdr.undp.org/en/content/gender-inequality-index-gii>, consulted in November 2021.

⁵ Mali, Demographic and Health Survey, 2018.

⁶ Mali | Country profile - Changing Wealth of Nations 2021 <https://www.worldbank.org/en/publication/changing-wealth-of-nations>



insufficiently inclusive land management and agribusiness policies. Weak governance of the industrial and artisanal mining of extractive resources, particularly gold, creates financing opportunities for armed groups and contributes to communal conflict, and reduces government revenues.

5. **The COVID-19 crisis brought severe economic losses and social pain.** COVID-19 shocks to economic activity affected the livelihoods and welfare of households due to multiple challenges. These include steep declines in labor incomes due to job and wage losses and non-labor income due to falling international and domestic remittances; disruptions in the functioning of markets leading to prices increases and/or rationing of basic consumption goods and food; and disruptions to service delivery, particularly health and education services. Impacts are likely to be longer lasting among the poor and vulnerable in the most marginal areas. Gender impacts of the COVID-19 crisis will be substantial as a disproportionate number of women derive their livelihoods from the informal economy. Mobility restrictions combined with economic stress and isolation could increase gender-based violence (GBV).

6. **Mali entered a recession in 2020 but the economic recovery in 2021 was weak due to insecurity and political instability, while poverty continued to increase.** Political instability has become a significant constraint to growth with the coups in 2020 and 2021 and the six-month ECOWAS sanctions in 2022 in response to the authorities' decision to delay elections initially scheduled for February 2022. Despite the 6-month ECOWAS sanctions, real GDP growth reached 1.8 percent (-0.9 percent per capita) in 2022, highlighting the recovery of food agriculture (7.6 percent growth) from exceptionally low 2021 levels as well as the resilience of gold mining (0.5 percent growth) and trade and telecommunications. Export agriculture (cotton production), on the other hand, declined 29 percent. Inflation increased to 9.7 percent in 2022, driven by food inflation which accelerated to 13.9 percent as a result of persistent insecurity forcing farmers' displacements, the ECOWAS sanctions disrupting trade networks, and elevated global food price. The extreme poverty rate is expected to have increased to 19.1 percent in 2022, a 3.2 percentage points increase compared to 2021.⁷

7. **Fragility, conflict, and violence (FCV) in Mali is driven by several key factors.** As identified in the World Bank's Sahel Regional Risk and Resilience Assessment, Mali's FCV situation is driven by at least three main risk drivers: (a) low public confidence and trust in state institutions accompanied by shortcomings in service delivery and lack of inclusive governance; (b) increasing competition over natural resources (land, water, forests, grazing areas, halieutic resources, and extractive resources), which has contributed to the escalation of all types of violence and is likely to increase due to demographic trends and the effects of climate change; and (c) subnational conflicts within large areas (mostly, Kidal, Gao, Menaka, Timbuktu, Mopti, and parts of Ségou), which result in endemic violence, drive local political fragmentation, and erode national cohesion and state authority (violence fueled by inter and intracommunal conflict has expanded from the north to the central region and much of the affected area remains outside the control of authorities).⁸ These drivers are exacerbated by climate change and population growth, which have aggravated competition for water and land between user groups (fishing, agriculture, and pastoralists). Increased access to weapons and persistently high levels of youth unemployment also contribute to fragility. State institutions are also facing growing social unrest and discontent with the Central Government across the country. The Government of Mali (GoM) prepared and adopted a strategy for the mitigation of conflict and violence risks (2020-2023), in which the improvement of living conditions of the population was identified as an important pillar to directly address the root causes of conflict.

⁷ *Macro Poverty Outlook for Mali: April 2023*, Washington, D.C., World Bank Group.

⁸ World Bank (2019) Performance and Learning Review of the Country Partnership Framework for the Republic of Mali for the period of FY15 FY19.



8. **To recover from devastating landscape degradation, climate impacts, violence, and food insecurity, Mali has developed several development plans and strategies related to sustainable development, economic growth, and climate change resilience**⁹. All national strategies and action plans prioritize better management of land resource. They include the following key dimensions: (a) the need for large investments to combat land degradation; (b) effective transfer of natural resource management to decentralized entities; (c) improved capacity of local governments; and (d) more effective coordination of land management and environmental initiatives. However, the implementation of these strategies/action plans is fragmented and characterized by a lack of synchronized objectives and a plethora of competing frameworks. The problem is not the lack of policies, but rather weak institutional coordination, overlapping mandates, conflicting objectives, and contradictory agendas. Sectoral ministries address issues such as climate change, climate-biodiversity interaction, and land management in a piecemeal fashion. Institutional, policy and governance responses to address these issues are often reactive through a fragmented and ad hoc approach, while failing to address the root cause.

9. **In Mali, the decentralization policy is the result of a major political and strategic governance option.** Since 1990, decentralization has been built around the following core principles: respect for national unity and integrity of the territory, respect for the free administration of local authorities, respect for local specificities in territorial reorganization, democratic and transparent management of local authorities, subsidiarity, progressiveness, and concurrency in the transfer of skills and resources, and project management of regional and local development by local authorities. On March 13, 2023, Law 2023-006 on the creation of administrative districts was promulgated, it enshrines the creation of 19 regions in addition to the District of Bamako. Thus, Mali now has 19 regions, 156 circles, 466 arrondissements, 819 communes, 12,712 villages and the District of Bamako.¹⁰ This reorganization aims to, among other things, to operationalize and ensure the regular functioning of each region by determining its administrative districts while promoting the economic, social, and cultural development of the various territories.

B. Sectoral and Institutional Context

10. **Malian landscapes are mostly flat to hilly, occasionally interrupted by high rising plateaus.** *The North* is covered by the Sahara Desert. *The East-West* is characterized by the open steppes of the Akle Azaouad plateau and rocky terrain of Adrar-Timetrines and of Tilemsi. *The Southern Sahara* transitions into the semiarid Sahel Region—the domain of pastoralists—and gets interrupted in central Mali by the seasonally flooded alluvial plain of the Inland Niger Delta. The southern strip of this large plain is bordered by the Koutiala and Bandiagara-Hombori plateaus, the latter rising to 1,155 m. The plains of the Sudanian Region account for most of the country's agricultural land.¹¹

11. **The links between climate change, environmental degradation, food security and political security are corroborated by a growing number of documents.** For example, it has been demonstrated that in the Sahelian context, change in average temperature and rainfall rate of 1 percent corresponds to an increase in

⁹ The Strategic Framework for Economic Recovery and Sustainable Development (CREDD 2019–2023); The National Policy for the Protection of the Environment (PNPE), dated 1998; The National Forest Policy, approved in 2017, and its action plan; The Agricultural Orientation Law (LOA) (approved in 2005); The Country Strategic Investment Framework (CSIF) for Sustainable Land and Water Management (SLWM), adopted in July 2010; The National Policy/Strategy and an action plan for climate change, approved in 2011; The National Policy for the Development of Fisheries and Aquaculture; The new Malian Decentralization Framework; The Nationally Determined Contributions (NDC) revised in 2021, The National Food and Nutritional Security Policy; The National Wetlands Policy (2003); and the Program for Integrated Development and Adaptation to Climate Change in the Niger Basin.

¹⁰ <https://sgg-mali.ml/JO/2023/mali-jo-2023-02-sp.pdf>

¹¹ <https://eros.usgs.gov/westafrika/country/republic-mali>.



the frequency of cross-border violence of 4 percent. At the same time, inter-community violence, such as the one that is prevalent in Mali, can rise to 14 percent.¹² Loss of essential natural resources due to climate change often results in very violent and armed conflicts, which could persist.

Threatened Landscapes

12. **Malian landscapes are primarily threatened by human actions, with climate change exacerbating degradation.** Rural communities rely on forest products such as fuel wood, medicinal plants, fishes from ponds that dot the villages, and wood for home construction. At the same time, forest and pastoral areas are being cleared for grazing land and farms, and fish production is decreasing. Large-scale consumption, coupled with little to no regeneration, threatens the ability of the country to satisfy the present and future generation's needs. The forest degradation rate is extremely high at 8.3 percent over the last 10 years.¹³ Continued depletion of its finite natural resources will compromise the nation's health, food security, and economic development. The impact of these factors is manifested by (a) the high degree of landscape degradation and biodiversity loss; (b) the reduction of *bourgoutières* (grazing areas) in the central Niger Delta; (c) the loss of animal and plant varieties; and (d) falling crop yields.¹⁴

Land Degradation

13. **Based on recent assessments, around 2 million people live on degraded landscapes and land degradation costs over 31 percent of GDP annually.**¹⁵ Land degradation threatens the livelihoods of numerous households, by reducing food production and water storage, negatively affecting biodiversity, soil organic carbon and ecosystem services. Underlying drivers of land degradation include soil mining,¹⁶ that is, removal of soil nutrients without replenishment, deforestation mainly due to overgrazing, wood trading, seasonal uncontrolled bushfires, and domestic energy demand; (almost 90 percent of household rely on fuelwood and charcoal for their energy needs)¹⁷. Thus, out of the 32 million ha of forests listed in Mali in 1985, there are currently only around 17.4 million ha left. According to the Malian 2020 National Land Degradation Neutrality Commitment, croplands are increasingly affected by wind erosion, chemical degradation (especially loss of fertility due to nutrient loss and salinization), physical degradation of soils (due to compaction, asphyxiation, and crusting), biological degradation (due to insufficient plant cover, and the decline of mixed cropping systems), and by water degradation (runoff, and pollution of surface water). Land and climate change are a vicious circle: climate change affects land and when land is degraded, its capacity to take up carbon is reduced which in turn exacerbates climate change highlighting the need for a comprehensive intervention. Furthermore, the duration and severity of droughts are expected to increase while hotter temperatures will raise evaporation rates and reduce overall surface water supply. The highly

¹² Kälén W. (2008). (2008) *Displacement Caused by the Effects of Climate Change: Who Will Be Affected and What are the Gaps in the Normative Framework for Their Protection?* The Brookings Institute.

¹³ National report on the state of the environment 2017.

¹⁴ National report on the state of the environment 2017.

¹⁵ Source : MEADD 2020, Programme de définition des cibles nationales de la Neutralité de dégradation des Terres (PDC/NDT) Atteindre la neutralité en matière de dégradation des terres en République du Mali (Bamako, mars 2020). Findings of World Bank studies conducted in 2012 in Mali have showed annual losses as high as 6 percent of GDP due only to soil erosion and 5.35 percent due only to deforestation.

¹⁶ Hilhorst, T., and F. Muchena (eds). 2000. *Nutrients on the Move- Soil Fertility Dynamics in African Farming Systems*. International Institute for Environment and Development, London.

¹⁷ DGEF (*Direction Générale des Eaux et Forêts*) 2012.



variable inter-seasonal and inter-annual flow of the Niger River, combined with more frequent and severe droughts, have reduced dry season water availability in central and eastern Mali.¹⁸

14. **The disruption or even the collapse of functional ecosystems leads to a loss of ecosystem goods and services.** In addition, the disappearance of the biological material (which allows human communities to feed, produce, and heal themselves) endangers economies, livelihoods, food security, and the quality of life of the most vulnerable people. Drought conditions have shifted suitable areas for rainfed agriculture and have reduced the growing period's length in Mali and in other Sahelian countries. Drier conditions for rangeland productivity and perennial grasses loss can lead to further land degradation, shrub encroachment, loss of biodiversity, and reduced system resilience.

Climate Change

15. **Climate change both impacts natural resources and undermines people's livelihoods (see Box 1).** The economic and social costs of extreme weather, such as floods, droughts, and heat waves, are already high and will increase competition for scarce land and water resources. Extreme weather events significantly erode poor people's assets, especially when occurring in a series, and further undermine their livelihoods in terms of labor productivity, housing, infrastructure, and social networks. Indirect impacts, such as increases in food prices due to climate-related disasters, can also harm poor people who are net buyers of food.¹⁹ Inability to deal with these stressors can lead to widespread famine, poverty, and population displacement and will eventually lead to grievances within society. Women and men face different vulnerabilities and risks from climate change and have limited opportunities and resources upon which to draw in their adaptation and mitigation strategies.

Box 1. Climate change and variability in Mali

High Temperature. Mali is one of the most arid countries on the planet and two-thirds of the national territory is desert. The mean annual temperature is 28.3°C with an increase of 0.7°C recorded between 1960 and 2015,²⁰ and it is projected to increase by 1.2 to 3.6°C by the 2060s and by 1.8 to 5.9°C by the 2090s.²¹

Low rainfall. The irregular rainfall in space and time varies from less than 200 mm in the north to around 1,100 mm in the south.²² In the Sahel belt, a decline in annual rainfall has been observed since the 1960s, with a decrease of 20–40 percent noted between 1931–1960 and 1968–1990.²³

High frequency of extreme weather events. Between 1980 and 2014, Mali experienced 28 major droughts and floods that affected more than 7 million people. Mali is classified among the most at-risk countries with a drought severity index of –5.²⁴

Civil Insecurity and Erosion of Local Livelihoods

16. **In Mali, the security crisis has exacerbated the effects of climate change on local livelihoods and on the conditions of access to and use of natural resources.** This crisis has a significant impact on rural

¹⁸ According to the Falkenmark Index and SDG 6.4.2ii, Mali is not experiencing national level water stress, as total renewable water resources per person (6,472 m³) is above the water availability stress threshold and abstraction rates (8 percent) are below the 25 percent water stress threshold set by the Food and Agriculture Organization.

¹⁹ IPCC (Intergovernmental Panel on Climate Change) 2014.

²⁰ IPCC 2018.

²¹ World Meteorological Organization (WMO). (2018). Climate of West Africa: Recent trends, current status and future projections.

²² United Nations Development Programme (UNDP). (2019). Mali - Country Environmental Analysis.

²³ IPCC 2018.

²⁴ UNDP 2019.



economies with numerous effects on actors and agricultural investments along the agricultural value chains, including (a) reduced access to inputs and markets; (b) expansion of agriculture into marginal areas; (c) shrinking and scattering of grazing areas; (d) increased soil degradation because of water and wind erosion and desertification due to human and animal factors (such as overgrazing, soil degradation by acidification, and removal of woody vegetation for firewood); (e) increased theft of various assets; (f) competition over natural resources; (g) links between changes in water availability, climate variation, and social conflicts and fragility; and (h) increased prices of inputs and products. All these drivers are worsened by the social contract breakdown, growing tensions between communities, weakened state institutions, poor governance, and social inequalities, as well as the presence of terrorist groups.

Forests Resources

17. **Forests (both timber and non-timber forests products) provide huge economic benefits to almost all households in Mali.** *Timber*: The consumption of wood and charcoal is estimated at 459 kg per person per year,²⁵ making the exploitation of wood forest products the larger forest economic activity in terms of volume and income. The sector generated approximately CFAF 1.1 billion income per year from 2014 to 2017.²⁶ *Non-timber forest products (NTFPs)* also contribute significantly to the Malian household economy estimated at 40 percent of their annual income,²⁷ particularly for women who find a real opportunity for social and economic promotion. The production of *gum Arabic*, Shea nuts (*Vitellaria paradoxa*), ‘zaban’ (*Landolfia senegalensis*), the ‘néré’ (*Parkia biglobosa*) are other products used for local consumption and even marketed and processed by many economic operators. The production of NTFPs doubled from 2014 to 2017, from 2.4 million kg to almost 5 million kg (all products combined).²⁸ Forest and pastoral resources are also the main basis of pharmacopoeia in Mali in view of the low access among a large part of the population to pharmaceuticals drugs. The volume of produced medicinal plants reached about 61 tons in 2017.²⁹ However, the NTFP sector remains largely underexploited. They are undervalued at the local level and associations of producers, collectors, and transporters are poorly structured. The marketing of products also faces organizational and administrative problems. This limits their access to the international market.³⁰ However, NTFP represent a huge economic opportunity that will be promoted through this project.

18. **Private sector involvement in forest plantations for energy and timber remains weak** due to overlapping land rights, the absence of incentives for trees planting and the fact that planting a tree is neither a cultural nor a traditional custom. The country lacks an industry to act as a lever for private sector plantations with the possibility of setting up contracts for wood plantations with small producers. Technical services at the decentralized level are also not equipped to provide technical assistance on the establishment of timber plantations.

Artisanal Fisheries

19. **In Mali, artisanal fishing products contribute to improving food security, creating jobs, and sustaining economic growth.** According to recent estimates, fishing employs around 70,000 direct workers

²⁵ FONABES 2017 : gestion des forêts naturelles et approvisionnement durable en bois-énergie des villes du Sahel

²⁶ DGEF 2014–2017.

²⁷ Faye, M. D., J. C. Weber, B. Mounkoro, and J-M. Dakouo. 2010. “Contribution of Parkland Trees to Farmers Livelihoods : A Case Study from Mali.” *Development in Practice* 20 (3): 428–434.

²⁸ DGEF 2014–2017.

²⁹ DGEF 2017.

³⁰ Source: Sidibé, A.Y. in bamada.net (<http://bamada.net/exploitation-des-produits-forestiers-non-ligneux-au-mali-une-etude-dimpact-sur-les-redevances-percues-validee>).



and generates nearly 285,000 indirect jobs (in the processing value chain), or around 7 percent of the working population. Processed products represent about 50 percent of fish consumption in Mali, the remaining 50 percent being divided between fresh and frozen products. The average annual fish catch is 85,000 tons (it can reach 100,000 tons during years of high flow and 60,000 tons in the opposite case). Most of the fishing catch is made in the Niger Inner Delta (NID). More than 140 species of fish are recorded in Mali with five species accounting for about 70 percent of the catch. Most fishing takes place in rivers (85 percent of production), and about 15 percent takes place in river tributaries and flood plains.³¹ However, many factors limit the development of the Malian artisanal fishing industry: heavy dependance on water levels in rivers and ponds; unsustainable practices; losses because of inadequate packaging/processing systems, inadequate infrastructure and equipment, isolation of fishing areas, absence of suitable financing credits (to finance post-capture equipment, such as fish processing, conservation, transport, or fish farming equipment; lack of statistical data on the state of stocks.

C. Relevance to Higher Level Objectives

20. **The proposed project is aligned with the World Bank Group's goals of ending extreme poverty and boosting shared prosperity in a sustainable manner.** Project activities will promote poverty reduction, invest in diversifying local livelihoods, and improve climate resilience. The project will provide special support to the poorest and vulnerable social categories, especially those who have been severely affected by the COVID-19 pandemic.

21. **Investments in the resilience of West African landscapes will advance two key World Bank commitments in the region: The Great Green Wall (GGW) initiative and the Next Generation Africa Climate Business Plan (ACBP)** (Report no. 150468, 2020). The World Bank is supporting GGW initiative with investments totaling US\$5 billion to restore 100 million hectares of degraded land and create 10 million green jobs. The World Bank's ACBP commitments support 20 countries to implement climate-smart policies and programs designed to scale up integrated landscape approaches on 60 million hectares, provide 150 million people with access to impact-based warnings, and facilitate adoption of Climate-Smart Agriculture by 28 million farmers.

22. **The project is also aligned with the World Bank's Western and Central Africa Region priorities (2021–2025)** (Report No. 159265, 2021), which include investing in public goods in rural areas where the vast majority (82 percent) of the poor live, developing value chains to link rural and urban markets, and increasing investment to foster cities that work. Through its approach and proposed activities, the project contributes to the achievement of this strategy by (a) rebuilding trust between citizens and the state to create a new social contract; (b) removing the bottlenecks that prevent firms from creating more and better jobs; (c) strengthening human capital and empowering women; and (d) boosting climate resilience.

23. **The project is in line with (i) the current Country Partnership Framework (CPF) 2020-2024,** particularly Focus Area 1 on 'Improving Governance' to foster citizen's engagement, Focus Area 2 on 'Creating Economic Opportunities' to improve the productive capacity and market integration of farmers and pastoralists and to support agriculture diversification, and Focus Area 3 on 'Building Resilience' by improving risks management mechanisms for the poor and vulnerable and adapt to climate shocks; (ii) *the Systematic*

³¹ The ponds in contact with the river are naturally seeded at the time of flooding. On the contrary, ponds that are not in contact with the river must be artificially seeded for extensive fish farming (community fish farming). According to the latest figures from the National Directorate for Fishery (, around 7 percent of national production comes from fish farming through either extensive community fish farming or through more intensive forms of private fish farming.



Country Diagnostic Update (Report no. 175888, 2022) whose priority areas focus on productivity, sustainability, food security and climate change adaptation; (iii) the Mali Country Engagement Note for FY24-25 (under finalization); and (iv) the Mali Prevention and Resilience Allocation. Following the coup on May 24, 2021, the World Bank Operational Policy OP7.30 "Dealing with de facto government" was triggered and disbursement were placed on a temporary hold. Based on the conclusions of the OP7.30 assessment, World Bank regional management decided to re-engage with Mali as of September 7, 2021. The de facto government has recognized the country's past international obligations and is committed to ensuring the implementation of the proposed project.

24. **The proposed approach embraces key recommendations of the Regional Risk and Resilience Assessment for the Sahel as well as the recently published G5 Sahel Country Climate Development Report (CCDR) (Report no. 173423, 2022).** Inclusion is a core principle of the landscape restoration approach and is also embedded in the project institutional arrangement. The objective is to avoid exclusion, inequalities, and concerns about marginalization and implement the proposed multisectoral intervention investments through concerted management core principles of natural resources and reinforcement of local and decentralized institutions. Finally, the selection of project areas was also based on a balanced approach that includes criteria to target marginalized territories, that is, pastoral areas and communities, thus helping remedy the deepening of territorial inequalities. The project implements the recommendations made in the CCDR to invest in landscapes in the Great Green Wall and to strengthen local economic opportunities for the resilience of communities.

25. **The project is also aligned with the Global Crisis Response Framework (GCRF) (Report no. 174677, 2022) of the World Bank.** The project responds to the GCRF pillars 'Responding to Food Insecurity' and 'Strengthening Resilience' through its Component 2 focus on improving local livelihoods and their resilience to climate impacts.

26. **The project is aligned with corporate land degradation and climate change strategies and plans, as well as Mali's National Determined Contributions (NDC) and Land Degradation Neutrality Objectives.** These include the World Bank Group Climate Change Action Plan 2021–2025, with an objective to support transformative investments in key sectors, including forestry and land use, highly vulnerable to climate shocks and contributing to emissions; the Africa Climate Business Plan (2020), which considers that ecosystem services as part of adaptation and mitigation strategies add value to jobs and countries' economies while helping address gender gaps; and the World Bank Group Action Plan on Climate Resilience and Adaptation (2019), aiming at scaling up support to climate resilience, focusing on the most vulnerable populations. The project also contributes to implementing the revised Mali NDC (2021) submitted to the United Nations Framework Convention on Climate Change (UNFCCC), which commits the country to reduce up to 39 percent GHG emissions from agriculture, forest, and other land use by 2030. The NDC recognizes that agriculture, forest, and other land use contribute both to climate mitigation and adaptation. The national voluntary targets envisaged for Mali are to increase the forest area to 26 percent of the total land area by 2030; (b) to reduce the proportion of land cultivated annually, affected by a decline in fertility and subject to erosion, to around 2.5 million ha; and (c) reduce by at least 25 percent the annual loss of forest area, or about 125,000 ha, with the aim of increasing agricultural production and preserving ecosystems with a net improvement in plant cover of 10 percent.

27. **The project is also in line with the following:**



- **The WBG Gender Strategy (FY16–FY23) objectives³²** focusing on (a) improving human endowments (health, education, and social protection); (b) removing constraints for more and better jobs; (c) removing barriers to women’s ownership and control over assets; and (d) enhancing women’s voice and agency and engaging men and boys.

II. PROJECT DESCRIPTION

A. Project Development Objective

PDO Statement

28. **The Project Development Objective** (PDO) is to increase adoption of climate smart³³ landscape restoration practices and access to income earning opportunities.

PDO Level Indicators

- Land area under sustainable landscape management practices (Hectare [Ha])
- People with increased access to income earning opportunities (disaggregated by sex)
- Net greenhouse gas (GHG) emissions (Metric tons CO₂/year)
- Target beneficiaries with rating “Satisfied” or above on project interventions (disaggregated by gender) (Percentage).

B. Project Design

29. **The design of the project is based on the nexus between natural resources degradation, climate change impacts, and social conflicts.** In this context, implementing the *Landscape Restoration Approach* is required to face these challenges and break the current deadlock (box. 2). This approach is recognized as an effective mitigation strategy by the Intergovernmental Panel on Climate Change (IPCC) due to its multiple adaptation and mitigation effects. The approach includes different horizontal and vertical entry points emphasizing the importance of interrelated strategies and agreements on a set of concrete objectives. The project-proposed landscape restoration activities contribute to achieving Mali’s commitments under the *Land Degradation Neutrality* and NDC. Since in Mali, communes’ territories are linked to specific socio-cultural-linguistic groups and ecosystems, it was agreed to consider the landscape unit equivalent to the commune territory. Table 1 presents how the *Landscape Restoration Approach* will be embedded in the communal development plan and its implementation.

Box 2. Landscape Restoration approach

Landscape restoration aims to reconcile economic, social, and environmental, including climate, concerns within a holistic framework, utilizing environmental improvements as drivers for socio-economic regeneration.³⁴

Key pillars of landscape restoration process are: (i) *Participation*: involving local communities; (ii) *Governance*: including controlling the land, funding, developing climate resilient projects; and (iii) *Sustainability*: empowerment

³² World Bank (2015c), *Mali. Priorities for Ending Poverty and Boosting Shared Prosperity. Systematic Country Diagnostic (SCD)*.

³³ Climate smart is defined as strategies/systems or practices implemented to adapt and build resilience to climate change; and reduce greenhouse gas emissions.

³⁴ Whitbread-Aburutat, P. 2012. “What is Landscape Restoration?” <https://futureterrains.org/what-is-landscape-restoration>.



and capacity building, addressing appropriate land interventions for the long-term, and assuring resilience to climate impacts.

Key Steps of the landscape restoration approach include:

- Identification and characterization of landscape units based on homogeneous characteristics (environmental, socioeconomic, and demographic parameters)
- Establishment of a multi-sectoral partner group at the level of each landscape unit, made up of local stakeholders, agricultural development groups, private sector (for example, agribusiness, banks), and nongovernmental organizations (NGOs)
- Participatory preparation at the level of each landscape unit of *Integrated Landscape Development Plans* (ILDPs) by the multi-sectoral partner group under the leadership of local governments
- Joint implementation by public and private actors of the ILDPs agreed activities
- M&E of the implementation of the ILDPs

Landscape restoration activities promoted by the project aim to: (i) **Improve degraded landscapes** by rebuilding ecological integrity; (ii) **Operate on a large scale** by implementing sub-projects on the ground; and (iii) **Enhance people's lives** by creating employment opportunities, building local capacity, incorporating local aspirations into a landscape vision, and reaffirming cultural identity.

Best lessons come from the Sahel and West Africa Program (SAWAP) in support to the GGW Initiative, which piloted the approach in the region. From 2012 to 2019, over 1.6 million hectares were brought under sustainable land management, against an initial target of 1.3 million hectares, benefitting more than 19 million people.³⁵ Landscape restoration contributes both to mitigation (as the restored land will act as a carbon sink; and will reduce degradation and emissions from land practices) and adaptation, as improved land management will increase resilience to climate shocks by providing more water retention capacities, more organic matter to buffer dry periods, etc.

30. **The project is designed around key resilience factors aiming to slow the deterioration of the conflict situation** as recommended by the Mali Prevention and Resilience Allocation: (a) involve grass root civil society organizations (CSOs), (b) increase the role of the private sector in rural areas; (c) include and consult with customary and religious authorities, (d) develop intercommunal agreements over natural resources management. All these elements of project design have a great potential for peacebuilding in many parts of the conflict zones (see annex 1).

Table 1. Embedding the Landscape Restoration Approach in the Malian Communal Development Process

Key Steps of the Landscape Restoration Approach	Incremental Steps of the Project
Identification and characterization of landscape units based on relative homogeneous characteristics	Selecting communes (based on specific criteria) in the project area
Establishment of a multi-sectoral partner group at the level of each landscape unit, made up of local stakeholders, agricultural development groups, private sector, and so on	Enhancing the planning and managerial capacities of Local Committees for Orientation, Coordination, and Monitoring of Development Actions (CLOCSADs) (at the local level) and Communal Committees for Orientation, Coordination and Monitoring of Development Actions (CCOCSAD) (at the commune level) and reinforcing partnerships between the public, private, and civil stakeholders
Participatory preparation at the level of each landscape unit of Integrated Landscape Development Plans (ILDPs)	Supporting participatory and inclusive elaboration/ updating Social, Economic, and Cultural Development

³⁵ <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/343311608752196338/sustainable-land-management-in-the-sahel-lessons-from-the-sahel-and-west-africa-program-in-support-of-the-great-green-wall-sawap>



Key Steps of the Landscape Restoration Approach	Incremental Steps of the Project
	Plans (PDESCs) and investment plans to comprehensively address natural capital-related issues
Joint implementation by public and private actors of the ILDPs agreed activities	Assisting local stakeholders to design eligible investments (subprojects) aimed to restore landscapes, rehabilitate ecosystem services, and improve livelihoods
M&E of the implementation of the ILDPs	Support a bottom-up and inclusive M&E system for both PDESCs and subprojects

31. **The project concept was also developed based on lessons learned from other projects and by seeking thematic and geographic complementarities with ongoing and upcoming projects.** The project aims to consolidate and scale up the successful approaches to co-management of natural resources developed under the Natural Resources Management and Climate Change Project (PGRNCC, P145799)³⁶, the mechanisms for implementing activities in areas of conflicts as implemented by the Economic and Environmental Rehabilitation of the Niger River Project (P151909)³⁷, and the Reconstruction and Economic Recovery Project (PRRE, P144442)³⁸, as well as the restoration of pastoral lands in complementary areas to those of the Mali Livestock Sector Development Support Project (PADEL, P160641)³⁹, the Mali Drylands Development Project (PDAZAM, P164052)⁴⁰, and the Regional Sahel Pastoralism Support Project (PRAPS, P147674)⁴¹. This approach will allow the project to create a multiplier effect to slow down and help reverse the observed trends in deforestation, land degradation, and depletion of natural capital in Mali. The project is also designed in a vision of complementarity with the projects under preparation, particularly the horticultural development project, the value chains project, and the project on integrated water resources management.

32. **The project relies on a strong citizen engagement approach and empowers local communities throughout the design, implementation, and monitoring of activities.** The project will integrate a gender equity approach to tackle climate change and landscape restoration strategies through the mapping of community-based organizations, including different civil society organizations, grassroots movements, traditional organizations, village committees, farmer organizations or cooperatives, women groups, women associations to NGOs, etc. This mapping exercise will help the involvement of these communities (mainly women and youth) as development actors rather than beneficiaries and the incorporation of their engagement and raising awareness around women's critical role in the process. Their direct contribution and implication in the development and implementation of land use plans and PDESCs will allow to identify the problems that affect them, including those that are sources of conflicts; take the appropriate decisions to counter them; and implement interventions aimed at solving these problems with the support of local and customary authorities.

33. **Community labor-intensive activities** will be given priority in investments linked to the restoration and resilience of communities and the landscape to promote social inclusion and ownership. The proposed

³⁶ <https://projects.worldbank.org/en/projects-operations/project-detail/P145799>

³⁷ <https://projects.worldbank.org/en/projects-operations/project-detail/P151909>

³⁸ <https://projects.worldbank.org/en/projects-operations/project-detail/P144442>

³⁹ <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/831531520046040417/mali-livestock-sector-development-support-project>

⁴⁰ <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/788371531020728532/mali-drylands-development-project>

⁴¹ <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/250471468000282631/africa-regional-sahel-pastoralism-support-project>



project will facilitate youth and women's access to community labor-intensive activities, thus, facilitating their participation in formal and informal decision-making structures, platforms, and governance processes related to ecosystem-based adaptation that will allow their voices to be heard and obtain equitable access to project benefits and designing special extension services activities for women. Beyond the physical achievements, community labor-intensive activities touch on at least four dimensions: the strengthening of citizen participation in public investments, social cohesion in the creation of local expertise and the promotion of employment, legitimation, and strengthening of the action capacities of local institutions.

34. **Addressing FCV will be a strategic priority of the project.** A range of activities will contribute to tackle the FCV drivers in Mali (see table 2).

Table 2. Overview of FCV Drivers and Risks Addressed by the Project

FCV Drivers	Proposed Key Project Activities
<ul style="list-style-type: none"> Increased pressure on natural resources due to (a) unsustainable practices and overexploitation, (b) demographic pressure (population growth and migration), and (c) climate change. Lack of landscape management and planning tools. Lack of clear rules for accessing and managing natural resources in common land. Weak capacity of local land management structures and conflict resolution mechanisms. Insufficient decentralization and eroding trust between communities and local authorities. Lack of inclusion and representation of different groups in local planning. Increasing intercommunal and intracommunity conflict due to increased natural resource stress and competition. Local land management structures and conflict resolution mechanisms are not effective in conciliating conflicts related to land and perceived as treating parties unfairly. Local administration is seen as weak and corrupt, alongside limited civic participation, voice, and agency. 	<ul style="list-style-type: none"> Conflict management strategy implemented through project activities which include climate related issues. Participatory and Landscape restoration approach for climate resilience through hands on learning, promoting dialogue and understanding between different landscape users and local authorities and encouraging women's participation and leadership in the process. Participatory development of landscape planning tools based on solutions identified through consensus (addressing climate issues). Land use charters to establish rules for accessing and managing natural resources in common land based on consensus. Investments to increase productivity of natural assets, increase resilience to climate impacts, reduce pressure on common natural resources, and create economic opportunities. Local communities empowered through technical assistance support to execute the identified investments through matching grants, with the active support from local governments (communes). Local committees training to better represent stakeholders, responsible for enforcing agreements and managing the investments supported by the project Capacity of local land management and conflict resolution mechanisms strengthened, including through linking the project's grievance redress mechanism (GRM) to these structures National regulatory and policy framework strengthened to (a) improve intersectoral coordination and avoid conflicting overlaps between sectors related to landscape management and (b) enable the transfer of competences to communes on the management of natural resources. Grievance redress system established across targeted communes with standardized, transparent, and accessible procedures.

C. Project Components

35. **The project is structured around three interdependent components that help achieve its development objective.** Component 1 focuses on strengthening capacity, planning, and conflict prevention



strategy. Component 2 focuses on promoting sustainable investment in (a) degraded landscapes to restore their physical and social functions and increase climate resilience, and (b) improving market access of NTFPs and fishery products through productive alliances. Component 3 focuses on project coordination, communication, and M&E. A fourth Contingent Emergency Response Component (CERC) is added to immediately respond to a potential crisis following a man-made or natural disaster.

36. **The project will preliminary target 87 communes** selected based on criteria related to the consolidation / synergy with ongoing World Bank projects (mainly PREEFN and PGRNCC); the Malian GGW interventions area; commune poverty profile;⁴² and ecosystem vulnerability. Additional communes, including from other regions, may be added using the same criteria. Among the 87 targeted communes, 53 are in prevention zones (39 of them are at risk-of-conflict “yellow zones” and 10 at medium intensity risk, while the remaining four are in the white areas). The remaining 34 communes are in the consolidation and resilience area, which are zones under pressure with increasing security risk (“orange and red zones”) (see Figure 1). The proposed project’s approach and activities constitute important measures to mitigate the security risk in targeted communes. The project’s participatory approach could contribute to build a safe operating environment through the consent, approval, and cooperation of individuals and local communities, especially the most vulnerable (referred to as the ‘acceptance approach’). In addition to coordination with local authorities, activities in project areas, including supervision, will be supported by a partner institution with representative in any project location. Remote supervision through the Geo-Enabled Initiative for Monitoring and Supervision (GEMS) will be embedded in the project M&E framework, including a community monitoring mechanism to enhance transparency, accountability, and the voice of citizens. A security specialist hired by the Project Implementation Unit will enable the constant update of security risk information and the application of risk mitigation measures, to be reported monthly to the World Bank. In its cartographic representations and tabular data, the project uses former regions due to the absence of official map contours of the newly created regions (Fig 1).

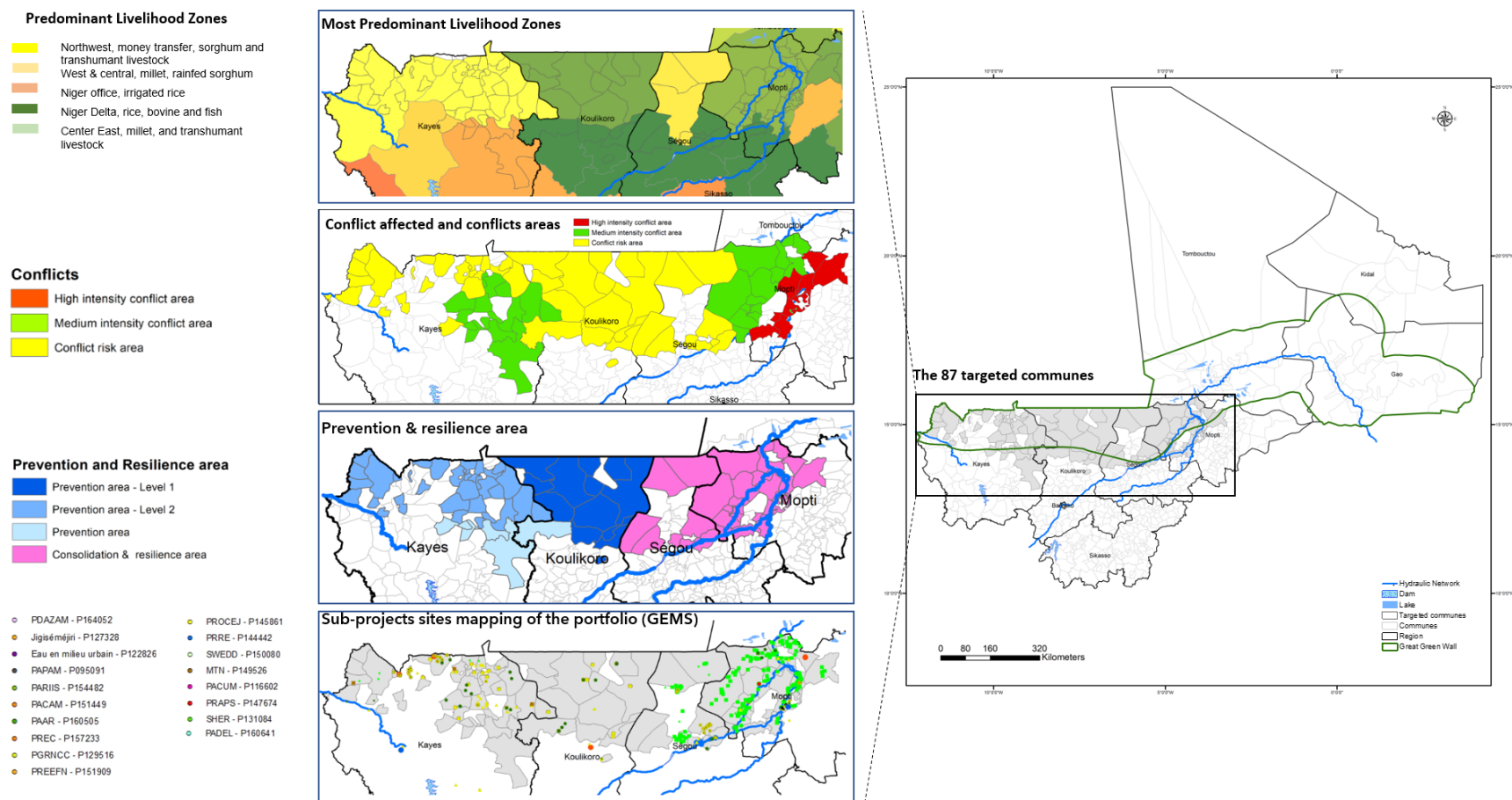
37. **The project will be implemented through a twofold approach** combining implementation of identified investments in existing planning tools (PDESCs and forest and pastoral management plans [FMPs and PMPs]) and updating existing plans or elaborating new ones. Priority investments under component 2 have been identified from the analysis of the valid PDESCs (35 of the targeted 87 communes), 11 FMPs, and seven PMPs. Implementation will use core principles of the Landscape restoration approach and multiple criteria related to socioeconomic, land and forest management, and institutional issues, and taking also into account the outcomes of the 2021 Prevention and Resilience Areas and the security risk assessment. During the first year of the project implementation, PDESCs of the remaining communes and the FMPs and PMPs will be developed, and actions/investments will be identified based on the same approach and criteria described earlier.

38. **Due to the diversity and number of activities to be implemented** and the FCV context of targeted communes, and to minimize procurement process management and shorten lead times, a Framework Agreements procurement method will be applied to select qualified public works firms to realize proposed project activities.

⁴² based on the 2018-report of the Malian Observatory for Sustainable Human Development and Fight Against Poverty (l’Observatoire du Développement Humain Durable et de la Lutte Contre la Pauvreté)



Figure 1. Characteristics of targeted communes





Component 1: Institutional Support and Capacity Building for Landscape Restoration and Climate Resilience (US\$14 million equivalent)

39. This component will support initiatives aimed at improving the capacities of all stakeholders in relation to the challenges of landscape restoration and resilience, improving the knowledge base about landscapes through specific studies, strengthening or updating integrated landscape development and forest and rangeland management plans, and sharing knowledge through an appropriate communication strategy. Activities will benefit preliminary targeted communes and related stakeholders (mainly women and youth) but can also include additional areas and beneficiaries working on the same topics.

Subcomponent 1.1: Human and Institutional Capacity Strengthening (US\$5.5 million)

40. **1.1.1: Capacity development (US\$2 million)** of stakeholders involved at the national, regional, and communal levels, including members of the Project Management Unit (PMU). Capacity-building initiatives will be carried out through continuing education programs leading to a diploma/certificate. These programs will focus on several topics including: (i) NDC implementation at national, regional and local levels; (ii) Consultation and stakeholder mobilization and citizen engagement approaches; (iii) Integrating climate change and NDC requirements into local planning processes; (iv) Conflict management and Natural Resources Management governance; (v) Security, GBV and SEA/SH risks evaluation and mitigation measures; (vi) Valorization and marketing of natural resources products; and (vii) M&E in an FCV and climate context. This activity will be implemented under the responsibility of the PMU, which will call for tenders to recruit a specialized consulting firm with the objective to (a) assess the capacities of existing training and research institutions and propose a mechanism to enable them to integrate and deliver proposed programs; (b) assess stakeholders' needs and requirements; (c) establish training programs' objectives, related content, and evaluation process; (d) identify participants for each proposed educational program; (e) set a schedule and action plan to strengthen selected Malian vocational training and research institutions' capacities for implementing proposed programs; and (f) deliver, with support from the selected Malian vocational training and research institutions, the proposed educational programs. All these objectives will be introduced through a climate lens, to integrate climate considerations into education and training and to mainstream ways to mitigate climate impacts. In parallel, awareness-raising campaigns and study tours will be conducted to better inform the local population about the abovementioned topics. Furthermore, the project will also support capacity-building and outreach activities through productive inclusion package tailored to the characteristics and needs of women in communities and female-led businesses.

41. **1.1.2: Enabling environment for mobilizing climate finance (US\$3.5 million).** The proposed activities aim to support the implementation of Mali's NDC, mainly in the forest and land use sector (climate mitigation and adaption measures). The project is well-placed to support the Agency for Environment and Sustainable Development (*Agence de l'Environnement et du Développement Durable*, AEDD)'s efforts on climate change as they are the institution responsible for Mali's NDC. Activities will include (a) strengthening governance of the implementation of the NDC, communication and the capacity of actors, the establishment of vulnerability indexes/reference threshold of GHG reduction levels in the 4 sectors of the NDC and the development of the long-term low-carbon strategy; (b) consolidation and operationalization of the National Environmental Information Management System (*Système National de Gestion de l'Information Environnementale*, SNGIE); (c) support the elaboration of REDD+ Readiness Preparation Proposal (R-PP); (d) operationalization of the forest information system (SIFOR) to ensure the monitoring of the Mali NDC; and (e) strengthening the links between existing information systems and their evolution toward a monitoring, reporting, and verification (MRV) system by adopting a data sharing charter and acquiring IT and logistical equipment, setting up of an



MRV thematic group, building the capacities of MRV stakeholders on GHG inventories, reporting on adaptation, designing and implementing a benefit-sharing plan for carbon revenues, and establishing institutional arrangements and capacity building of relevant stakeholders. In terms of climate co-benefits, the human and institutional capacity strengthening activities will help build broad expertise on climate change and landscape development issues and support the efficient implementation of the NDC. The development of the MRV system is a significant component in effectively tracking and improving the implementation of mitigation goals and policies articulated under the Malian NDC. Through proposed activities, the project will help ensure that key stakeholders, including local communities, businesses, and other organizations, are able to cope with the current climate variability and adapt to future climate change, preserving development gains and minimizing damage.

42. **Implementation of this sub-component.** The PMU will establish an agreement with the AEDD to lead the implementation of activities related to the SNGIE, MRV and NDC, as well as capacity building. To perform these activities, the PMU will launch a call for tenders to hire a specialized firm that will support the conception, establishment, and operationalization of the above proposed systems. Additional call for tenders will be also launched by the PMU to perform proposed studies.

Subcomponent 1.2: Climate informed territorial planning and development (US\$7 million)

43. **1.2.1: Updating/developing cultural, environment and social development programs (PDESCs) at communal level (US\$3 million).** Among the project's 87 targeted communes, 35 communes have valid PDESCs until 2023 (a PDESC is valid for 5 years) and 52 communes need new PDESCs. Through this subcomponent, the project will help prepare PDESCs for 52 communes, in a first phase, and then update the remaining PDESCs after 2023. Each PDESC will incorporate climate issues and NDC requirements at local level to ensure better involvement of local governments in NDC implementation, as well as activities aimed at women and girls' empowerment. Pro-poor and gender participatory methodology will be enhanced to ensure that all stakeholders including women, youth, and vulnerable and marginalized groups, are involved in the decision-making process. The implementation of these activities will be done with the support of local partner institutions which will be selected on a competitive basis.

44. In each targeted commune, the selected partner institution will work in close collaboration with local stakeholders, including customary authorities, to develop their PDESC and make it more inclusive. The PDESC development process will identify activities aimed at empowering women and girls and distinguish and respect the greater vulnerability of women to the impacts of climate change as well as the difference in the way they are affected in comparison to men. The PDESCs will therefore propose adaptation and mitigation activities that are appropriately suited to and can be implemented by women, such as those related to NTFPs collection and processing. Partner institutions will also work with communities and project beneficiaries to elaborate technical specifications for subprojects aiming to adapt / mitigate climate change issues and reduce vulnerability to droughts, preserve soil moisture, and protect water catchment. Improvement of territorial planning tools will help integrate climate change issues and NDC commitments into local development planning and ensure involvement of local stakeholders, mainly women in the implementation of the NDC. Proposed activities will help decentralize NDC and develop local NDC implementation plans, including mapping investment opportunities which can drive policy frameworks to unlock available private and public finance and make it easier for the state and its partners to mobilize resources. The PMU will publish a call for tenders to recruit four partner institutions (one in each targeted region) to support this process throughout the project implementation period by providing guidance to local communities, CSOs, NGOs, and micro, small, and medium enterprises (MSMEs), in close collaboration with communes and deconcentrated line



departments including CLOCSADs and CCOCSADs, religious and traditional authorities, and villages chiefs. Elaborated PDESCs will be approved through the Government-dedicated process. The implementation of this activity will be coordinated by the National Directorate for Territorial Collectivities (*Direction Générale des Collectivités Territoriales*, DGCT) of the Ministry of Territorial Administration and Decentralization (*Ministère de l'Administration Territoriale et de la Décentralisation*, MTAD) (which will sign an agreement with the PMU) and with AEDD, which will support the integration of climate change and sustainable development. The DGCT and AEDD will monitor the activities of partner institutions and validate their reports. The DGCT will authorize payments and report back to the PMU.

45. **1.2.2: Updating and developing forest and pastoral management plans (FMP and PMP) (US\$4 million).** Most forests and pastoral areas in Mali require either an update or the development of a management plan. These plans are the legal instruments necessary to preserve the production potential of these ecosystems and ensure their sustainable management. They are essential to achieve a balance between production, social, and environmental objectives.

46. The development and updating of FMPs and PMPs will take into consideration climate change projections to identify management activities such as planting native and drought-resistant trees, forest conservation, assisted natural regeneration and agroforestry that not only enhance the outcomes of both adaptation and mitigation (by protecting forest and pastoral areas and ensuring sustainable management of their goods and services; and by storing carbon) but also help reduce vulnerabilities of local communities. The analysis conducted during project preparation by the General Directorate for Water and Forests (*Direction Générale des Eaux et Forêts*, DGEF) established that 48 FMPs need to be elaborated, 13 need to be updated, and 11 need to be implemented (see Table 3). A similar analysis (conducted with support from the National Directorate for Industrial and Animal Production (*Direction Nationale des Productions Industrielles et Animaux*, DNPIA) established that seven PMPs need to be elaborated in project targeted areas. These PMPs have been selected in separate geographic locations in complementarity with the Mali Regional Sahel Pastoralism Support Project II (P173197) locations. Synergy with this project will also be strengthened on the methodological approach to develop pastoral plans and related institutional management mechanisms. All FMPs and PMPs to be elaborated will be geo-referenced and linked to the MRV system. The estimated cost for the elaboration and update of identified FMPs and PMPs at preparation phase is around US\$2 million (Table 3). The remaining budget will support the identification and elaboration of other FMPs and PMPs. The PMU will establish an agreement with the DGEF to lead the implementation of activities related to FMPs and with the DNPIA to lead the implementation of activities related to PMPs. An estimated 300,000 ha are expected to be brought under new or updated FMPs and PMPs.

47. **Implementation of this sub-component.** Under the respective lead of the DGEF and DNPIA, selected firms will (a) work closely with key stakeholders to agree on a concerted action plan and inclusive methodology to elaborate the plans, (b) provide technical support and guidance for the elaboration of expected plans, (c) elaborate the plans in close collaboration and consultation with all stakeholders, and (d) ensure the eventual incorporation of developed plans in the SIFOR (under Component 1.1.2). The DGEF and DNPIA will monitor the activities of the firms, validate their reports, authorize payments and report back to the PMU.



Table 3. List of FMPs and PMPs to be prepared /updated

	#FMPs to elaborate	#FMPs to update	#PMPs to elaborate
Kayes	21	4	3
Koulikoro	10	1	4
Segou	8	4	
Mopti	9	4	
	48	13	7
Cost (FCFA)	930,000,000	120,000,000	35,000,000
Total Costs	FCFA 1,085,000,000 (approx. US\$2 million)		

Subcomponent 1.3: Conflict reduction strategy (US\$1.5 million)

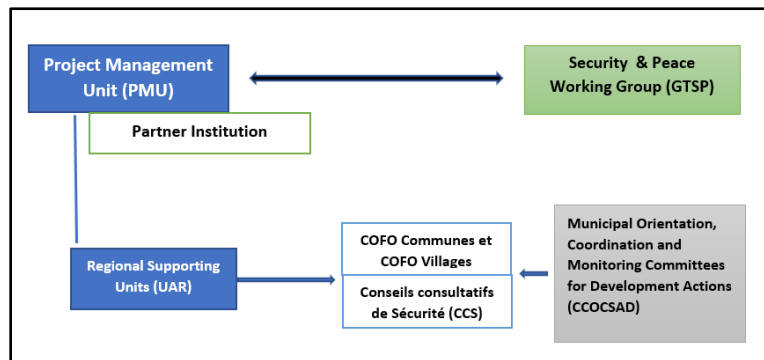
48. The project will support the implementation of a social conflict risk management strategy. It is imperative that the activities financed by the project not only avoid directly or indirectly causing conflicts and negative human impacts, but also contribute to creating the conditions for greater peace, security, and *resilience*. To this end, the project developed a social conflict risk management strategy during preparation to create the right conditions to encourage project beneficiaries to avoid the use of violence and weapons (in accordance with the principle of "**Do no harm**") and to find other means to solve the problems at the root of the conflicts instead of fueling and aggravating them. It is a strategy for managing the risks associated with social conflicts which is eminently **participatory**, as it emphasizes the involvement of all actors and the strengthening of their capacities, and **cross-cutting**, as it does not necessarily involve specific activities, but by being at the heart of all project activities, improves their impact and reach.

49. The strategy is built around a set of guiding principles that provide specific guidance on how to plan and implement all project activities by taking risks into account (including those related to climate change). It involves specific operational measures, such as: (i) conducting integrated, holistic and iterative diagnoses of situations of fragility; (ii) analyzing the links between climate change, conflict and development; (iii) supporting a flexible planning system for all activities taking into account current and potential situations of fragility; (iv) expanding partnerships with state and non-state actors operating in humanitarian, development, peacekeeping, and research; (v) establishing a quality monitoring system through the use of a grid of indicators to assess conflict dynamics in real time through the participation of all stakeholders; (vi) supporting communication initiatives, through the implementation of sensitization, information and training activities for all stakeholders (including members of the Project Management Unit) about fragilities and conflicts, by emphasizing local social capital, i.e., forms of solidarity, mutual aid and intra- and inter-community collaboration; and (vii) empowering local institutional actors, such as the Commune and the Village Land Commissions (*Commissions Locales Foncières*, COFOs) and the Security Advisory Committees (*Comités Consultatifs de Sécurité*). Climate change does not directly cause armed conflict, but that it may indirectly increase the risk of conflict by exacerbating existing social, economic, and environmental factors. People living in conflict zones are therefore among the most vulnerable to the climate crisis and most neglected by climate action. In terms of broad climate co-benefits, the *implementation* of developed conflict management strategy will support local stakeholders to better understand climate change impact, agree on climate action plan and better cope with these issues.



50. **To ensure the implementation of this strategy at both central and local levels**, throughout the duration of the project, the *Project Management Unit* (PMU), together with the *Regional Support Units* (RSU), will be able to rely on the recommendations and support of a Security and Peace Working Group (GTSP) made up of representatives of the Ministry of National Reconciliation (*Ministère de la Réconciliation Nationale*, MRN) and the National Security Council (*Conseil de Sécurité Nationale*, CSN) and will benefit from the technical assistance services of a specialized partner institution (such as a consulting firm, an NGO or an association), recruited on a competitive basis. All these institutional arrangements will make it possible to build a real "community of practice" aimed at guiding apolitical authorities, decisionmakers and representatives of local institutions on issues related to the sustainable development of landscapes in a context of social tension. Figure 2 schematically shows the essential elements of the implementation of the strategy, highlighting the role of the municipal *Committees for Orientation, Coordination and Monitoring of Development Actions* (CCOCSAD), to provide advisory services, promote synergy between the various actors at the local level and contribute to creating bridges between all of the project's activities. The same strategy will also be used by the World Bank project Mali Emergency and Resilience Project (P173389) under preparation and whose objective is to improve inclusive access to basic social services and socio-economic infrastructure in selected fragile communities.

Figure 2. Implementation of the Conflict Reduction Management Strategy



Component 2: Investments in Landscape Restoration and Communities' Resilience to Climate Impacts (US\$122 million equivalent)

51. **This component will finance investments aimed at restoring land and ecosystem services and improving livelihood and climate resilience.** The rationale is that conservation and restoration of land and the pursuant efforts to manage that land sustainably can increase soil fertility, fodder, water, and ecosystem services and contribute to climate change mitigation and adaptation through carbon sequestration in vegetation and soil, which in turn can increase land, resource, and livestock productivity and protect biodiversity. Landscape restoration will use environmental improvements as drivers for socioeconomic regeneration and will enhance and diversify local livelihoods, improve food security, create climate-smart jobs, and increase resilience to the impact of climate change.

Subcomponent 2.1: Restoring Landscapes and Ecosystem Services (US\$60 million)

52. **While protecting pastoral and forest landscapes is important, restoring them where they have been lost and degraded is also necessary.** Without those landscapes, soil, water, and the goods and services



provided by forests and pastoral resources are lost or impaired. Restoring these landscapes in the fragile and vulnerable context of targeted areas is about much more than returning trees to the landscape. It is about meeting both development and environmental priorities and addressing climate impacts in a context that is primarily rural and predominantly low in terms of human development. This subcomponent aims to restore about 100,000 ha in the target areas.

53. **Implementation of this subcomponent will be through two mechanisms.** The first is through co-financing grants (matching grants), which will be provided to support strategic and technically feasible investments (subprojects) that emerge from communes' annual investment plans. The PIM spells out funding mechanisms, eligible investments, eligible project promoters, and evaluation and performance criteria. The second is the contracting by the PMU of service providers, who will be selected using a transparent and inclusive process taking into due account demonstrable experience and institutional capacity in the targeted area of concern. Service providers will include local civil works contractors and experienced NGOs. Labor will be supplied by the local workforce to be hired from the project area with focus on vulnerable groups, women, and youth (community labor-intensive works program). The outcome is expected to strengthen resilience to climate change risks, reduce river sedimentation and flood risks, and enable recovery of agricultural lands. Under this subcomponent, the project will support restoration of key landscapes of the following ecosystems crossed by the GGW belt in Mali.

54. **2.1.1: Restoration of the Niger Inner Delta (NID) landscapes (US\$30 million of which US\$5 million through matching grants).** The proposed NID restoration activities have the dual benefit of restoring / rehabilitation ecosystem services and functions upon which NID economic activities depend on and stimulating commerce to support the generation of income thanks to improved fluvial transport. Activities funded by this sub-component⁴³ will consist of (a) rehabilitation of riverbanks; (b) rehabilitation of quays; (c) rehabilitation of lateral canals; (d) dredging of critical sandbanks; (e) reforestation of community forests to produce gum Arabic and timber (1100 ha); (f) *bourgouculture* for animal feed (2,051 ha); (g) rehabilitation of ponds and water bodies; and (h) rehabilitation of small landing sites and related infrastructure. Proposed infrastructure will be green and will be designed to account for climate change and uncertainty. They will have significant effect to reduce soil erosion, enhance the water flow lines and flood protection, also improve water quality and rehabilitate ecosystems functions. The subcomponent activities will use systems which utilize the dynamics of nature and ecosystems as the jumping off point to design each infrastructure (green infrastructure) taking into account climate change issues from the design and will offer preventative measures such as: (i) maintaining the safety of navigation at ports and access channels; (ii) restoring infrastructure that manages flood and erosion risks; (iii) managing and adapting wetland and habitat adaptations; and (iv) regulating sedimentation and, in some cases, of contaminated soils from agriculture or urbanization. The technical background document presents all activities identified at this stage, and that amount around US\$29 million. For some investments, technical studies have been elaborated in 2017, they will be updated upon project effectiveness then related Environmental and Social Impact Assessments (ESIA), Environmental and Social Management Plans (ESMP) and other Environmental and Social Framework (ESF) needed instruments elaborated.

55. **Implementation of this sub-component.** The PMU will establish an agreement with the Niger River Basin Agency (*Agence du Bassin du Fleuve Niger*, ABFN) to lead the implementation of these activities with support from the partner institutions. Due to the diversity and number of activities to be implemented and the FCV context of targeted communes, and to minimize procurement process management and shorten

⁴³ These activities were mainly identified following the preparation of the PREEFN but that could not be funded as the project was downsized before approval.



lead times, a Framework agreement procurement method will be applied to select qualified firms to realize proposed activities.

56. **2.1.2: Restoration of other landscapes crossed by the GGW belt (US\$30 million from which US\$20 million is through matching grants).** Priority investments to restore degraded landscapes have been identified from the developed 35 PDESCs, 11 FMPs, and seven PMPs. Additional investments will be identified following the preparation of additional PDESCs, FMPs and PMPs in different communes. The identified investments total cost is approximatively US\$10 million summarized in table 4 below and presented in detail in the technical background document. Key eligible investments are as follows: (i) physical soil amendment works that support a large range of techniques to improve soil fertility and microbiology; (ii) agro-sylvo-pastoral techniques including permaculture and deferred grazing/protection of plant cover that restore soil fertility; (iii) control of soil erosion and desertification; improve microclimate; provide fruits, fodder, wood, and other useful products; and preserve both agricultural diversity and biodiversity while improving the food security, resilience, and livelihoods; (iv) climate-smart forestry techniques to manage forest areas and woodlands such as natural regeneration, tree planting, harvesting of NTFPs; and (v) afforestation and reforestation through intensive community-based reforestation initiatives and plantations.

57. **The activities of Subcomponent 2.1.2 will include measures aimed at improving carbon pools, preventing soil degradation, increasing the use of renewable energy sources, increasing carbon stock, and restoring lands, favoring biodiversity conservation and biodynamic agriculture** (with high potential for mitigation co-benefits).⁴⁴ Drought-resistant products will be developed and specific techniques (such as 'no tillage' techniques) will reduce water evaporation adaptation co-benefits. Beyond carbon mitigation, investments in landscape restoration, such as tree planting and reforestation, will build adaptive capacity against extreme weather by increasing water availability supporting food security; and strengthening natural resistance against droughts, floods, wildfires, and other climate-induced natural disasters. Provisioning and regulating ecosystem services improve public health by supplying vulnerable communities with clean air and water and fertile soil. The promotion of landscape restoration technologies will help conserve and enrich the soil while giving crops the nutrient they need to grow. This subcomponent seeks to enhance the provision of landscapes environmental goods and services. Thriving, dynamic landscapes are best placed to cope with climate change, not only by contributing to sequestration of carbon in soils and biomass, absorption of water through shelter belts of trees, and hedgerows restoration of the traditional agroecosystems and agrobiodiversity but also through wild habitats in the wider landscapes supporting threatened wild biodiversity. These measures will support the wide range of other ecosystem services provide by targeted landscapes, which have become fragile due to recent pressure—contributing to enhancing the ability of these landscapes to accommodate change. In all these activities, the project will safeguard the equal participation of women and men, as necessary, timing capacity-building, awareness-raising to ensure full participation of women.

⁴⁴ As identified in the list of eligible mitigation activities of the Multilateral Development Banks group.



Table 4. List of identified Landscape restoration investments at preparation stage

	Amount (unit)	Cost (FCFA)
Soil and water conservation / Soil protection and restoration	40,000 (ha)	97 620 000
Reforestation/plantation in non-forested land	10,000 (ha)	437,750,000
Assisted Natural Regeneration	1,250 (ha)	60,780,000
Development of pastoral perimeters		571,200,000
Deepening of ponds	50 ponds	1,800,000,000
Consolidation of former pastoral perimeters	-	195,000,000
Creation of fodder perimeters	100 (ha)	1,500,000,000
Creation/rehabilitation of transhumance tracks	500 km	175,000,000
Total	91,350 (ha)	4,837,350,000

58. **The identified and expected investments under this category will enhance the contribution to climate change mitigation and adaptation.** Expected outputs are related to (i) increasing forest areas through planting tree, the creation of communal and private forests and the promotion of afforestation with mixed species; (ii) the restoration of surface water to increase water storage during dry periods and restore fish habitats threatened by the climate changes; (iii) the promotion of integrated farming systems that are resilient to climate change; (iv) the safeguard of protected areas for carbon conservation; and (v) the substitution of energy-intensive and polluting materials as steel, cement or plastic with wooden products.

59. **Implementation of this sub-component.** The PMU will establish an agreement with the DGEF and the National Great Green Wall Agency (*Agence Nationale de la Grande Muraille Verte*, ANGMV) to co-lead the implementation of these activities with support from the partner institutions.

Subcomponent 2.2: Improving Local Livelihoods resilience (US\$62 million)

60. **This subcomponent aims to enable local communities active in the agro-sylvo-pastoral, NTFP and fisheries sectors to become more competitive producers,** capable of meeting market demands, establishing sustainable linkages with buyers, while adapting to climate change and reducing GHG emissions. It aims also to promote women's engagement and economic empowerment by fostering their autonomy and participation in strategic economic segments. Diversification of income and nutrition is a key adaptation strategy in the face of climate shocks. The subcomponent will also promote the valorization of local, intangible capital. The design of the sub-component is informed by the 'Matching Grants' and 'Productive Alliance' models which have been implemented in numerous World bank financed projects. Considering the capacity constraints of Malian financial institutions in rural areas, the project will use matching grants as the main financing instrument for productive investments "sub-projects". Investment support will be granted on a competitive basis following calls for proposals. Special focus will be paid to promoting access to matching grants for women and youth, adaptation to climate change and reduction of GHG emissions. The Sub-component will finance three specific groups of activities to make Productive Alliances successful mainly in the agro-sylvo-pastoral, NTFP, and fisheries sectors: (a) Matching Grant investments; (b) facilitation of and capacity building in POs and PAs; and (c) last mile economic infrastructures to unlock more Matching Grants and Productive Alliances. The combination of grant financing with the provision of technical support as well as critical economic infrastructures will facilitate the evolution of productive partnerships between aggregated NTFPs or fish producers and anchor enterprises. Support to intangible capital promotion will be through Matching Grants. To monitor the progress of closing the gender gap in women's access to finance, the indicator "number of females working on non-timber forest product receiving financial grants" has been



included in the Results Framework. This recognizes and promotes women's roles in harvesting and commercializing NTFPs.

61. **In term of operating modalities, the sub-component will finance the costs related to traditional Matching Grants as well as Productive Alliances subprojects, through Grants to the Producer Organization that cover up to 80 percent of the total subproject costs.** The Matching Grants/Productive Alliance participants can match the remaining 20 percent of the total cost of the subproject through a mix of own resources and commercial loans. The Grants will be provided through a competitive allocation to the winning business plans coproduced by the Producer Organization, buyers (in the case of a Productive Alliance), and the technical assistance services financed by the project. The business plans will be evaluated by the PMU with support from the technical assistance firm. Specific terms and conditions will be further detailed in a Matching Grants and Productive Alliances Project Implementation Manual.

62. **2.2.1: Community integrated agro-sylvo-pastoral farms (*Ferme Agro-Sylvo-Pastorale Communautaire Intégrée, FACI*) (US\$10 million through matching grants).** Integrated community agro-sylvo-pastoral farms (FACIs) are innovative models of economic development in the regions of the GGW and have been deployed since 2016.⁴⁵ FACI is a community space intended to strengthen the capacities of beneficiaries in agro-sylvo-pastoral productions for their socioeconomic development. The concept integrates a variety of agro-sylvo-pastoral production systems (forestry and pastoral management, beekeeping, market gardening, fish farming, and small livestock) as well as community shops, which allow the creation of income for vulnerable populations. Sustainable Landscape Management (SLM) practices and the use of renewable energies are the key foundations of FACI. These initiatives contribute to increasing local incomes, improving food and nutritional security for beneficiaries, and reducing migration of young people to urban centers. The preliminary beneficiaries of FACIs are women and youth. The assessment of the impacts of 26 FACIs located in six countries (Mali, Chad, Niger, Mauritania, Burkina Faso, and Nigeria) has proven the relevance and efficiency of this mechanism in accelerating and sustaining endogenous development processes; reducing poverty, food insecurity, and malnutrition; and empowering women and encouraging young people to return to the land. In addition to the net and direct income to the populations, fixed and seasonal jobs are generated.

63. The ANGMV for 2016–2020 provides the creation of 10 FACIs, but due to lack of financing, only five have been created to date. The project will strengthen ongoing activities in the five existing FACIs (for an estimated budget of US\$1 million), the realization of the five additional expected FACIs (estimated cost is around US\$3 million), and the identification and realization of 10 additional ones (total estimated cost for identified investments at this stage is around US\$6 million).⁴⁶

64. **Implementation of this sub-component.** The PMU will establish an agreement with the ANGMV to lead the implementation of these activities with support from the partner institutions.

65. **2.2.2: Sustainable development of Non-Timber Forest Products (NTFPs) (US\$35 million from which US\$30 million through matching grants).** NTFPs products will help create green jobs and enable vulnerable communities to diversify their income and increase their capacities to cope with extreme weather shocks by increasing their resiliency capacities. Poor rural populations are more exposed to climate change impacts with less resources to recover quickly and adapt. The proposed activities will support households by providing

⁴⁵ See technical background document for the five FACIs created in Mali between 2017 and 2019.

⁴⁶ The technical background document describes FACIs' locations, characteristics and proposed activities / investments that will be supported by the project.



a potential source of income generation and build their resilience capacities to respond to climate impacts and increment their economic power.. Since most of the activities related to NTFPs are intrinsically gender related, in Mali NTFPs provide women and their families with means of subsistence, additional services, and jobs. Through NTFP sub-projects, women's cultural heritage and artisanal skills in harvesting and handling acacia senegal, baobab, dattier sauvage, and jujube tree⁴⁷ will be sources for local women's entrepreneurship and economic and social empowerment, increasing income, reduction of loss, and generating more profits from yield and commercialization. Supporting women's groups, associations, cooperatives, linkages to NGOs, and other organizations will ensure these activities are sustained and fortified beyond the life cycle of the project.

66. **A comprehensive study of the NTFPs' potential in the project area was conducted** under PGRNCC⁴⁸ and deep discussions with counterparts allowed the identification of the following NTFPs to be supported by the project: Arabic gum issued from *acacia senegal*, *cayara* gum, and the subproducts derived from *adansonia digitata* (baobab), *balanites aegyptiaca*, and *ziziphus mauritiana*. This sub-component will also support the development of other products like medicinal plants, honey mushrooms, termites, and bark upon the achievement of related analytical studies establishing their development potential. Proposed activities to valorize these products will contribute to climate mitigation and resilience by reducing deforestation, improving soil productivity, and sequestering or avoiding carbon emissions.

67. **Specific activities under this subcomponent will provide necessary support to improve the professional organizational structure of targeted NTFPs, provide adequate knowledge of marketing channels, enhance communication channels among stakeholders, and provide a more stable status for most practices.** Key actors include the DGEF, local populations (mainly women associations); local intermediaries; and individual entrepreneurs and existing MSMEs involved in purchasing raw material, collecting and storing products, and transforming them into various marketable products to be sold. The project will also provide support services to individual entrepreneurs and existing MSMEs to strengthen their management and processing of NTFPs in targeted communes. Support will focus on the development of microenterprise business plans, organization of key partners in productive alliances, training and coaching of entrepreneurs, facilitation of access to finance and incentives, and technical support. Eligible activities will include (a) the purchase of energy efficient equipment using renewable technologies (tools and machines

⁴⁷ Detailed information on sub-projects aimed mainly at women:

1) Arabic Gum: the project will focus its support on the following activities: (a) strengthening the organization of existing producers (mainly women associations); (b) building producers capacities on bleeding, harvesting, and sorting techniques; (c) supporting the identification of market niches; and (d) increasing processing capacities at the local level.

2) Baobab Extract: the project will (a) support the sustainable and reasoned exploitation of baobab resources by defining development plans for the reasoned exploitation of the resource and promoting the repopulation (plantation) of the park and by providing harvesters with modern equipment; (b) develop processing poles in areas of high exploitation and where there are commercial outlets by supporting the establishment of storage warehouses and processing units in Kayes, Sandaré, and Ségala, and supporting transformation initiatives, particularly in access to credit for women producers and creating a point of sale in Kayes; (c) support marketing between farming areas and consumption centers by supporting the establishment of wholesale cooperative and identifying opportunities at cross-borders and international levels; (d) create spaces consultation on the management of natural resources; (e) promote women's associations and cooperatives.

3) Balanites Syrup: this potential market can only be better exploited if an efficient organization of players is put in place. In this regard, the project will support the organization of the key actors, especially women groups, associations, and cooperatives, providing necessary trainings and capacitation activities to reinforce their ability to harvest, transform, and sell the products and support the organization of marketing at the national level.

4) Jujube Tree Fruit: the project will support the organization of the key actors, especially women groups, associations, and cooperatives, providing necessary trainings and capacitation activities to reinforce their ability to harvest, transform, and sell the products and support the organization of marketing at the national level.

⁴⁸ AEDD. 2017. *NTFP Potential and Opportunities in Mali*.



needed for collecting or processing NTFPs and the building of packing houses, grading centers, warehouses, and cold chain facilities); (b) advisory services regarding access to financial services, business management, market and marketing skills, quality and standard certification services, and so on; (c) training in technical and/or managerial skills; and (d) revolving funds for a one- to two-year period when this proves to be difficult to obtain from commercial or public banks. Eligible entrepreneurs will contribute to the funding of their subprojects and co-payments will depend on their size (PIM will provide necessary details). Table 5 below presents identified investments at this stage that will help initiate and develop NTFPs productive alliances. The total amount of identified investments at this stage is around US\$9 million.

68. **The project will also support scientific research for the improvement of the productivity and production of selected NTFPs:** collaboration will be established with specialized institutions, such as the Malian Institute of Rural Economy (IER) and the National Center for Scientific and Technical Research (whose studies address, among other things, the therapeutic virtues of some NTFPs).

Table 5. List of investments to initiate NTFPs PAs

NTFPs	Activities	Cost (US\$ million)
Baobab	Elaboration of plans based on climate smart practices for the exploitation; modern and energy efficient equipment’s for harvesting; support development processing units (using renewable technologies); access to credit and creating a point of sale; supporting the establishment of wholesale cooperative; development of business plans	4.0
Gum arabic	Strengthening the organization of existing producers; building producers capacities on bleeding, harvesting, and sorting techniques; supporting the identification of market niches and development of business plans; and increasing processing capacities at the local level	1.5
Caraya gum		1.5
Zaban	Elaboration of plans for the reasoned exploitation; modern equipment’s for harvesting; access to credit; supporting the establishment of wholesale cooperative; development of business plans	0.7
Jujube tree		0.7
Desert date		0.7
Total		9.1

69. **Implementation of this sub-component.** The PMU will establish an agreement with the DGEF to lead the implementation of these activities with support from the partner institutions, including the ANGMV. To this end, the PMU will launch a call for tenders to hire a productive alliance specialized firm that will work closely with key stakeholders to establish several NTFPs productive alliances.

70. **2.2.3: Community fishery (US\$15 million from which US\$10 million through matching grants).** The project will focus its support on traditional fishing from water reservoirs and community ponds by addressing the main constraints faced by the sector: (a) inadequate fishing infrastructures (small landing sites) and water bodies; (b) fry production; (c) fish feed production; and (d) fish product transport. Project support will be provided through the normative principles of productive alliances with the aim to strengthen collaboration between the public and the private sector and facilitate the access of associated artisanal fishermen to markets. In the fishing sub-sector, women are responsible for activities downstream of fishing, such as fish processing, trading etc., being essential for the profitability of this activity. The technical background document presents all the activities identified at this stage, and that amount to around US\$6 million to boost community fishery and initiate the development of fishery productive alliances. In particular, the project will conduct the following activities: (i) establishment of a bar ice maker unit, construction of five fish feed factory



units, and rehabilitation of community water bodies; (ii) provision of transport material, fish processing equipment kits, fresh fish, and preservation kits and improvement of fishery products' storage and transport with the acquisition of equipment; and (iii) the development of local fishing conventions and PAs and support for consultation frameworks for fishing in six communes and so on. The equipment to be purchased and units to be built will include in their design energy efficient and renewable energy technologies such as use of solar energy for drying and cooking fish, electricity generation and the like.

71. **Implementation of this sub-component.** The PMU will establish an agreement with the DNP to lead the implementation of these activities with support from the partner institutions. To this end, the PMU will launch a call for tenders to hire a productive alliance specialized firm that will work closely with key stakeholders to establish several artisanal fishery productive alliances.

72. **2.2.4: Strengthening local, social and non-tangible capital of targeted communes (US\$2 million).** Knowledge of non-tangible capital is a major determinant of innovation, growth, employment, reconciliation, and mitigation of conflicts between communities. The project will strengthen the body of knowledge, skills, practices, and representations that communities have accumulated, the result of a long history of interaction between their cultural and natural environments including ways of coping with climate change. Indeed, if these customs disappear or undergo significant changes, it is the cultural identity and heritage of local communities that will be in great danger. The microprojects that will be supported will highlight the rich cultural heritage of the Malian landscapes/communes and will include mechanisms for coping with climate change, preventing, managing, and resolving conflicts within communities and between different communities; uses and/or customs related to the management and protection of water resources; uses and/or customs related to agriculture; and production of handicraft products. Finally, other activities could concern the protection and promotion of popular songs, dances, proverbs, sayings, and legends linked to historic landscapes and customs, by virtue of their importance for sustainable development. Identified activities at this stage that will be supported include:

- **Support to the organization of the events of the cultural space of the Yaaral and Degal:** Added in 2008 on the Representative List of the Intangible Cultural Heritage of Humanity, the cultural space of the *Yaaral* and the *Degal* encompasses the vast pastoral lands of the Peul of the inner Niger Delta. Because they bring together representatives of all the ethnic and occupational groups in the Delta – Peul cattle-breeders, Marka or Nono rice-growers, Bambara millet-growers and Bozo fishermen – the *Yaaral* and the *Degal* continue to renew inter-community pacts and reinforce social cohesion. The strong attachment of the communities in the region to these festivities ensures their continuity, although they may be weakened by the rural exodus of the young and recurring droughts affecting the pastureland and the herds.
- **The manifestations and cultural expressions of canoe races** with masks.
- **Inventory and documentation of the cultural heritage** linked to the river with a view to their protection and promotion.
- **The promotion and enhancement of Sanké mon**, collective fishing rite in the Sanké, added to the UNESCO List of Intangible Cultural Heritage in 2009, Region of San.
- **Activities for the promotion of sacred ponds** and the development of annual collective cultural fisheries.

73. **Implementation of this sub-component.** The PMU will establish an agreement with the Ministry of Crafts, Culture, Hotel Industry, and Tourism (*Ministère de l'Artisanat, de la Culture, de l'Industrie Hôtelière et*



du Tourisme) to lead the identification and implementation of these activities with support from the partner institutions.

Component 3: Coordination, Monitoring and Evaluation (US\$14 million equivalent)

74. This component seeks to provide necessary support for the daily management of the project and M&E of the field activities.

Subcomponent 3.1: Coordination, Project Management and Communication (US\$10 million)

75. This subcomponent includes project administrative activities such as budgeting and planning, procurement, and financial management (FM), annual audits, and social, security and environmental risks management. It will finance (a) the purchase of vehicles, equipment, and office supplies; (b) the PMU office rental; (c) the PMU experts' salary; (d) the cost of technical assistance firm and the partner institutions; and (e) operating costs; and (f) the development and implementation of a project communication strategy and action plan. For institutional arrangements see Annex 1.

Subcomponent 3.2: Monitoring and Evaluation (M&E) (US\$4 million)

76. This subcomponent will finance (a) meetings of the review/piloting committees; (b) implementation of the M&E framework, including preparation of a detailed M&E manual, which will be incorporated into the Project Implementation Manual, and development of indicator tracking sheets; (c) conceptualization, in close collaboration with the Statistics and Planning Unit (CPS), development and operationalization of the project M&E system to serve as model to develop the Ministry of Environment, Sanitation, and Sustainable Development (*Ministère de l'Environnement, de l'Assainissement et du Développement Durable*, MEADD)'s M&E system implemented by the CPS; (d) planning and dissemination workshops and M&E capacity-building workshops; and (e) impact/beneficiary assessment and midterm review (MTR), including undertaking an internal MTR assessment by the PMU and ensuring readiness for *Implementation Completion and Results Report* (ICR).

77. **M&E processes will take place in a participatory manner with inputs from beneficiaries and stakeholders to enable adaptive and results-oriented project management from project design through implementation and closure.** In this regard, a project M&E system will be established comprising an M&E manual and an M&E information system will be established and made operational. The project M&E information system will consist of tracking and reporting templates, which will help to meet the challenge of remote monitoring of project activities in crisis and conflict situations by leveraging the power of mobile data collection tools (such as *KoBo Collect Toolbox*) to create a portfolio of high-frequency surveys. Local M&E focal persons will be equipped with smartphones and trained to fill in pre-coded weekly questionnaires about the progress of the works, well-being of beneficiaries, and perceptions of communities. Data will then be uploaded to a secured server for remote access and analysis. The design and development of these tools will benefit from the tools developed under PREEFN and will be supported by the GEMS initiative.

Component 4: Contingent Emergency Response (US\$0)

78. **A CERC will be included under the project in accordance with World Bank IPF Policy paragraph 12 on 'Projects in Situations of Urgent Need of Assistance or Capacity Constraints'.** This will allow for rapid reallocation of project proceeds in the event of a natural or man-made disaster or crisis that has caused, or



is likely to imminently cause, a major adverse economic and/or social impact. A CERC operations manual will be prepared to support crisis management.

Budget Breakdown Per Component, Subcomponents, and Sources of Funds (US\$)

79. The total cost of the project is US\$150 million including taxes. The Government contribution relate mainly to the payment of per diems for civilian servants estimated at US\$3.5 million (table 6).

Table 6. Project Cost (US\$, millions)

Components and Subcomponents		IDA	%
Component 1	Institutional Support and Capacity Building	14.0	9.33
Subcomponent 1.1	Human and Institutional Capacity Strengthening	5.5	3.67
1.1.1	Capacity Development for Stakeholders Involved at the National, Regional and Communal Levels	2.0	1.33
1.1.2	<i>Enabling environment for mobilizing climate finance</i>	3.5	2.33
Subcomponent 1.2	Climate-improvement Territorial Planning and Development	7.0	4.67
1.2.1	Updating and Developing Cultural Environment and Social Development Programs at Communal Level	3.0	2.00
1.2.2	<i>Updating and developing forest and rangeland management plans</i>	4.0	2.67
Subcomponent 1.3	Conflict reduction strategy	1.5	1.00
Component 2	Investments in Landscapes Restoration and Communities' Resilience	122.0	81.33
Subcomponent 2.1	Restoring Landscapes and Ecosystem Services	60.0	40.00
2.1.1	<i>Restoration of the Niger Inner Delta (NID) landscapes</i>	30.0	20.00
2.1.2	<i>Restoration of other landscapes crossed by the GGW belt in Mali</i>	30.0	20.00
Subcomponent 2.2	Improving Local Livelihoods	62.0	41.33
2.2.1	<i>Community integrated agro-sylvo-pastoral farms (FACI)</i>	10.0	6.67
2.2.2	<i>Sustainable development of Non-Timber Forest Products (NTFPs)</i>	35.0	23.33
2.2.3	<i>Community fishery</i>	15.0	10.00
2.2.4	<i>Strengthening local social and non-tangible capital</i>	2.0	1.33
Component 3	Coordination, and Monitoring and Evaluation	14.0	9.33
Subcomponent 3.1	Coordination, Project Management and Communication	10.0	6.67
Subcomponent 3.2	Monitoring and Evaluation (M&E)	4.0	2.67
Component 4	Contingency and Emergency Response Component	0.0	0.0
Total		150.0	100

Note: GoM = Government of Mali.

C. Project Beneficiaries

80. The project will target 87 communes in the Kayes, Koulikoro, Segou, and Mopti Regions. Targeted communes have been selected based on the following criteria: consolidation of PREEFN and PGRNCC activities, GGW interventions area, commune poverty profile based on the 2018-report of the Malian Observatory for Sustainable Human Development and Fight Against Poverty (*l'Observatoire du Développement Humain Durable et de la Lutte Contre la Pauvreté*), ecosystem vulnerability, and complementarity with other projects.

81. The direct beneficiaries are estimated at between 2 and 2.3 million people. They include rural communities; vulnerable populations (climate impacted agricultural migrants, transhumant pastoralists, internally displaced persons, young men and women, and elders); communes; traditional/customary authorities; state's technical services at the central and deconcentrated levels; producer organizations;



MSMEs; private investors interested in sustainable NTFPs; and civil society and community-based groups that will be involved in landscape governance.

D. Results Chain

82. **The project's Theory of Change (Figure 3) is built on the problem statement that current landscape management practices, combined with severe and worsened climate conditions, are leading to poor livelihood outcomes for rural communities in Mali.** The project supports three areas of change: (a) developing stakeholders' capacities for landscape restoration and climate resilience; (b) restoring degraded landscapes to adapt and mitigate climate change; and (c) improving access to markets for some key NRM products. In parallel to these changes, the project will improve conflict prevention, management, and resolution mechanisms. Expected short-to-medium-term outcomes include improved integrated landscape governance and management, conflict prevention and peacebuilding, reducing emissions and increasing carbon sinks, and creation of new sources of income for local communities. Long-term outcomes include increased stability and conflict prevention linked to NRM, improved livelihoods of local communities, and effective and enhanced climate resilience and mitigation in rural areas. The expectation is that effective implementation of project activities should result in net reduction in GHG emissions and restored and resilient landscapes in targeted beneficiary communities.

E. Rationale for World Bank Involvement and Role of Partners

83. **Land degradation is a major problem in Mali, affecting agricultural, forest, and other rural land.** Land degradation causes both on-site effects (for example, reduced productivity) and off-site problems (for example, sediment flows, which affect water availability downstream, and carbon emissions). Farmers have a strong incentive to address on-site effects; however, insecure land tenure and weak access to credit and extension often act as a disincentive for them to do so. Moreover, the off-site effects are externalities from the perspective of the farmers, who have no incentive to address them without outside interventions. Therefore, using public sector funds to finance the project is crucial to addressing these problems.

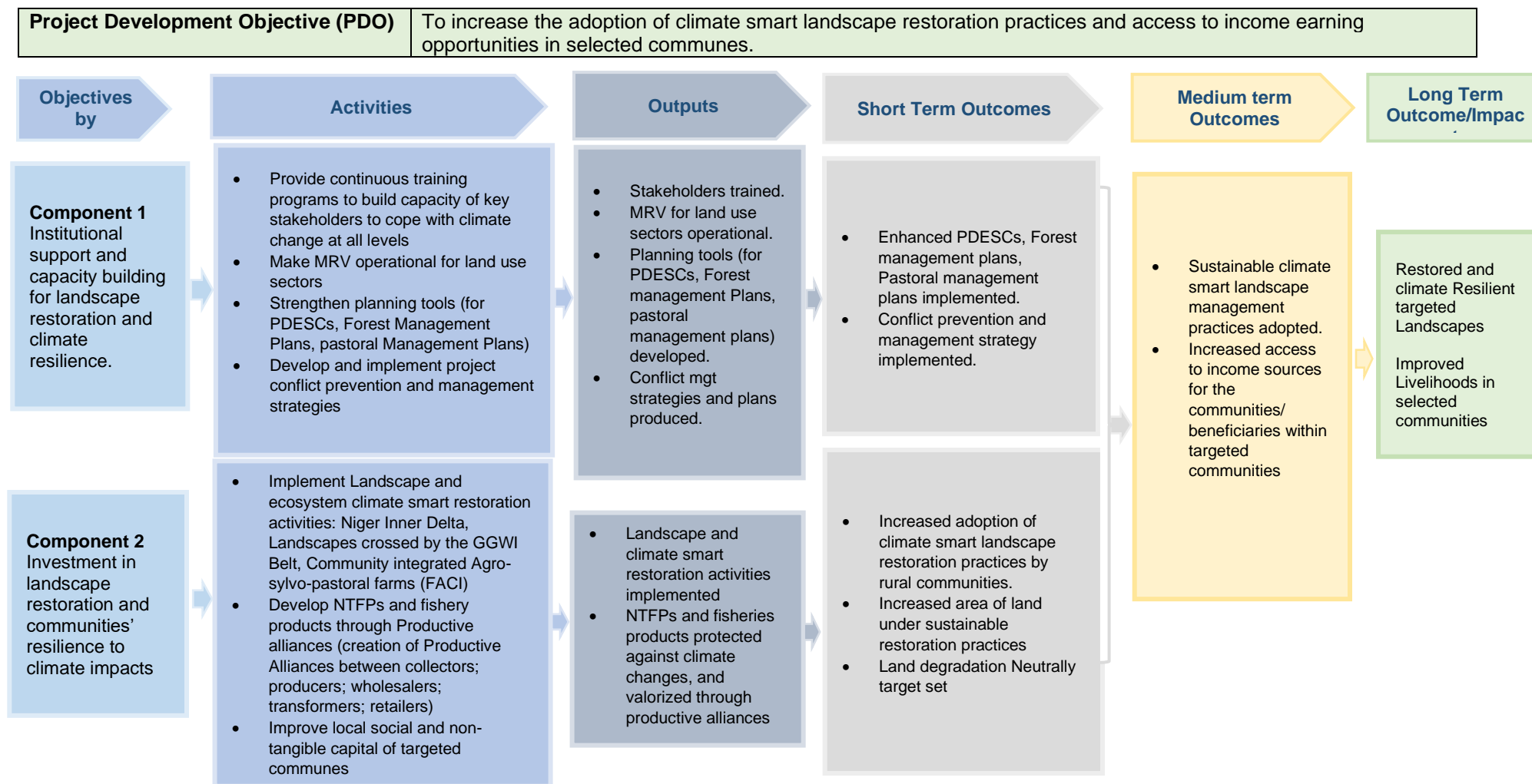
84. **Climate Change will be detrimental to Mali's development progress, but the World Bank is well-placed to work with partners on this issue.** The World Bank leads the climate change working group of the Sahel Alliance. In addition, the World Bank developed the CCDD for the G5 Sahel which includes Mali, and continues to engage with partners to increase their involvement in climate change in the country and region.

85. **The World Bank brings nearly two decades of expertise on addressing resilient livelihoods and sustainable landscapes in the Sahel.** The project will benefit from the lessons learned from the TerrAfrica coalition platform established in 2005, particularly concerning spatial prioritization schemes for restoration interventions, payment for environmental services, and guidelines for best gender practices in landscape management and from the Sahel and West Africa Program in support of the Great Green Wall (SAWAP) (2008–2020) which aimed at halting desertification and land degradation in Mali and other Sahel countries.

86. **Moreover, the project builds on the achievements of PGRNCC (P145799) and ongoing PREEFN (P151909), the participatory and decentralized land use planning tools to scale up investments,** the World Bank's sustainable agriculture landscape management methodology to capture the quantity of carbon sequestered by each land use, and new information and communication technologies to monitor the actual land use and field practices and calculate the carbon impact.



Figure 3. Results Chain and Theory of Change



PROBLEM STATEMENT

- Mali is trapped in recurrent cycles of conflict and violence
- Malian landscapes are threatened by the combined effects of human actions and climate change
- Land degradation affects the livelihoods of numerous households
- Security crises exacerbate the effects of climate change on local livelihoods and the conditions of access to and use of natural resources

CRITICAL ASSUMPTIONS

- New regulatory regimes for landscape restoration are working.
- Human and financial resources are effectively and efficiently deployed.
- Ready adoption of landscape resilience practices by beneficiary communities in the selected project areas.
- Project will not be mired in conflict situations



F. Lessons Learned and Reflected in the Project Design

87. **The proposed project will directly build on lessons learned from other past and ongoing projects,** mainly PGRNCC (P145799) and PREEFN (P151909). The project will strengthen and scale up these projects' activities and will be aligned and complement other project activities currently financed by the World Bank and other partners.

88. **Integrated approaches have succeeded in Mali.** The experiences of the PRRE (P144442) and Rural Mobility and Connectivity Project (PAAR) (P160505) show that infrastructure investments can be combined with social infrastructure based upon community-driven identification and selection processes. The proposed project will scale up the PRRE and PAAR experience in use of delegated contract management but will strengthen the contracts to improve staffing and incentive alignment and will support the PMU in its contract management with hands-on implementation support.

89. **Avoid duplication and seek complementarity with other projects.** By mapping all ongoing projects and those in pipeline and organizing several meetings with other project leads and teams, the proposed project limits its interventions to not overlap with those in the existing or pipeline operations.

90. **The project will place a stronger focus on NRM governance,** which has been identified as the major underlying driver of landscape degradation. In this regard, the project will include and involve local commissions (COFOs, CLOCSADs, and so on) and customary and religious authorities in all its steps. Project activities will also be synchronized and harmonized with the communal investments calendar and the communes' investment cycles (that is, the communal pluri-annual investment plans).

91. **Avoid delays during implementation by adopting phased approach.** The use of planning tools for the identification of NRM investments is key. One lesson learned from ongoing and closed projects is the importance of not rushing into investments without updating or developing NRM planning tools and reaching the agreement of all local stakeholders. The two-phased approach adopted by the project allowed the identification of first year investments based on the existing planning tools, while during the same period, the project will help update/develop planning tools and identify additional investments for the following years.

92. **Building on what works.** The experience piloted under PREEFN for remote monitoring of project activities in conflict areas will be used and scaled up by the project. The project will also draw on lessons learned from the (a) Mali Livestock Sector Development Support Project (P160641) in setting up a window to provide funds to communes and (b) Mali Drylands Development Project (P164052), which provides grants to finance productive investment projects in production, transformation, and marketing, based on business plans.

93. **Adapt project activities to the security environment.** Successful projects such as PAAR, PRRE, and PREEFN have accumulated rich experience in operating in fragile environments.⁴⁹ One key lesson to be repeated in this project is the positive effect on local communities' support and concurrent reduction in security risk thanks to the implementation of the developed conflict management strategy.

⁴⁹ The project will seek to manage its risk profile based on the Security Risk Assessment and Security Management Plan that will be prepared and will be regularly updated as the situation evolves.



94. **Citizens' engagement in the proposed project builds on good practices in the Mali portfolio.** Proposed partner institutions hired to undertake rural animation, support the update of PDESCs, and develop investment projects and their monitoring are required to have full-time staff based locally in project areas to facilitate continuous interactions with communities. As part of the inclusion analysis, the project will undertake evaluations of local, formal, informal, and traditional structures, their roles as well as the local power dynamics with various groups of the population including the vulnerable groups and those at risk of exclusion. Understanding the accountability structures within targeted communities before engaging with relevant social intermediaries will be key. This may entail looking beyond formal NGOs to also incorporate customary or traditional institutions. Finally, the project will support different channels, including information and communication technology, for citizen engagement and grievance reporting.

III. IMPLEMENTATION ARRANGEMENTS

A. Institutional and Implementation Arrangements

95. **The proposed implementation arrangements are kept simple** and are elaborated based on a comparative analysis of those under PGRNCC, PREEFN, PAAR, and PRRE.

96. **The implementing agency for the project is MEADD** which will ensure fiduciary management for overall project activities. Day-to-day implementation of the project's activities will be carried out through a PMU directly attached to the General Secretary of the Ministry. The PMU will be responsible for project implementation, management, coordination, and M&E.

97. **A Project Steering Committee (*Comité de Pilotage du Projet, COPIL*),** chaired by the Minister of MEADD, will comprise key stakeholders.⁵⁰ COPIL supervises and approves project activities. Also, it will approve updated versions of the PIM, annual work plans, budgets, and progress reports and will ensure that the project adheres to national strategies and policies and the requirements for government programs. It will meet at least twice a year and whenever deemed necessary by the Chair. Logistical costs of committee meetings will be covered by the project (Component 3). The COPIL will be created before project effectiveness by the Minister of MEADD.

98. **A Multisectoral Technical Committee,** comprising members of the PMU and a focal point at the level of the ministerial departments of MEADD, MTAD, the Ministry of Rural Development (*Ministère du Développement Durable*, MRD), the Ministry of Equipment and Transport (*Ministère de l'Équipement et de Transport*, MET), Ministry of Security and Civil Protection (*Ministère de Sécurité et de la Protection Civile*, MSCP), and the Ministry of Economy and Finance (*Ministère de l'Économie et de Finance*, MEF), will provide advisory services and support the PMU in implementation of the project, ensuring the adherence of each stakeholder to project activities and facilitating the regular exchange of information. The Multisectoral Technical Committee will meet each trimester and, if necessary, representatives of other institutions—including regional institutions—may be invited to participate in the work of this committee. The Multisectoral

⁵⁰ including from MEADD (the DGEF, National Directorate for Sanitation and Pollution Control [DNACPN], National Agency of the Great Green Wall Agency [ANGMV], and ABFN); the MTAD (the DGCT and National Agency for the Investment of Territorial Collectivities); the Ministry of Rural Development (MRD) (National Directorate of Agriculture [DNA] and DNPIA); the Ministry of Energy and Water (DNH); the Ministry of Equipment and Transport, MET (MALI-METEO); the Ministry of Security and Civil Protection (MSCP) (the Directorate General of Civil Protection [DGPC]); and the Ministry of Economy and Finance (MEF). COPIL will also include targeted regions' governors and representatives of NGOs and the private sector.



Technical Committee will act as a multisectoral technical ‘think tank’ and advisory body aimed at fostering concrete cooperation between the project team and different technical departments.

99. **PMU.** The PMU will be responsible for overall project management and coordination, as well as the M&E of project activities, including through delegating execution to “delegated contracting parties” (*Maître d’Ouvrage Délégué*, MODs) or contracting partner institutions such as NGOs, national agencies, private/local contractors, and United Nations agencies, and so on. The PMU will comprise qualified specialists, recruited based on terms of references (TORs) and qualifications acceptable to the World Bank. They will include a project coordinator; a procurement specialist; a financial management specialist; an accountant and an assistant accountant, an internal auditor, an environmental and social safeguard specialist and an M&E specialist (see Annex 1). Meanwhile, implementing partners will mobilize their environmental and social development specialists and fiduciary specialists to support the implementation of the activities they are leading. At the regional level, a **regional support team (RSU)** composed of three hired specialists (an environmental specialist, a paralegal specialist, and a social specialist) (see annex 1) recruited based on TORs agreed upon with the World Bank), will be established and housed under regional directions of the DGEF to strengthen field implementation capacity and institutional coordination. In addition, technical support firms and partner institutions will mobilize, on demand qualified experts such as gender, GBV, climate change experts. The number of Regional Units will be adapted proportionally to the new created regions.

100. **The project will provide the necessary support to each targeted commune** to (a) strengthen consultations with all stakeholders; (b) validate the eligible subprojects; and (c) monitor implementation of these subprojects. To this end, collaboration with CLOCSADs will be strengthened to promote ownership and synergy of activities between the various stakeholders at the local level.

101. **Project Implementation Manual.** A PIM, acceptable to the World Bank, will be completed before project effectiveness. It will describe all implementation and M&E arrangements, cash transfer management, FM procedures, GRM, and procurement procedures for the PMU and under MOD arrangements. The PIM will provide actors with clear guidelines and procedures for planning, budgeting, procurement, contract management, and FM arrangements.

B. Results Monitoring and Evaluation Arrangements

102. **The overall project M&E will be under the responsibility of the M&E officer/specialist of the PMU, who will be supported in this task by a technical assistance firm.** The PMU will coordinate with its decentralized staff/M&E focal persons and partner institutions on M&E activities. Under the guidance of the M&E officer, the PMU will track the implementation of activities and collect data on the project indicators. The PMU will prepare periodic reports on implementation progress and results. These reports will be shared with the World Bank during implementation support and supervision missions. Additionally, the reports should support project implementation and management by ensuring that decision-making and corrective measures by either the World Bank or the PMU are evidence based.

103. The M&E officer will be responsible for carrying out periodic studies such as internal MTR, beneficiary assessments, and ICR before the World Bank’s own assessments.

104. **The M&E system of the project will comprise both project implementation tracking/performance and end-of-project assessment or completion evaluation to establish progress toward the achievement of the PDO to support the overall outcome rating or efficacy.** Building on PGRNCC and PREEFN M&E systems, the project M&E system will be publicly accessible in terms of communicating results to project stakeholders



on the dedicated project website. To meet the challenge of remote monitoring in crisis and conflict situations, Remote supervision tools through GEMS will be embedded in the project's M&E system. These tools will also be used to create awareness among local communities by involving them in data collection and interpretation and dissemination of results. The Results Framework incorporates appropriate gender and citizen engagement indicators and climate change indicators that are consistent with IDA commitments on climate change. The incremental costs for the project M&E arrangements will be covered under Component 3 of the project.

105. **Overall, the PMU will carry out baseline, midterm, and completion assessments to evaluate the achievement of project outcomes and impacts, including biennial beneficiary satisfaction surveys and environmental and social impacts.** The MTR will also assess the overall implementation progress, identify and resolve any implementation challenges. A final assessment will be carried out at the end of the project to provide inputs for the ICR aimed at evaluating the results, assessing overall performance, and capturing key lessons.

C. Sustainability

106. **Sustainability is a core element of the project, especially as the project focuses on landscape restoration and fostering a sound management of natural resources in the long-term.** Based on the lessons learned from various initiatives in the previous decade on landscape management and restoration, the project was designed using the following approaches to increase sustainability:

- **Alignment with national procedures.** The project's approaches and processes are adapted to follow national procedures; paying attention to respecting the competences of each decentralized authority and its involvement, in particular the local governments. The project institutional arrangements are compliant with the current legal framework. For example, the conflict management strategy will be built on the national system for conflict resolution and local and traditional customs.
- **Securing land rights by providing legal security and legitimacy.** The project will work not only on the farmers' practices – which are the less sustainable outcome – but also on the clarification and security of land rights based on the land tenure law and the registration of land use regulations. By anchoring governance rules into both the national legal framework and the customary practices, the project will provide ground for both official enforcement and community voluntary compliance in the long-term.
- **Investing on governance and inclusive dialogue.** The project will make a significant effort to ensuring that investments are designed and selected after going through an inclusive consultation process. The expected outputs of the project are as much the actual investments as the processes by which those investment decisions are taken, especially as the inclusive dialogue set up by the project is sustainable and can be replicated after the lifetime of the project.
- **Combining governance and investments.** While improved governance is the key output sought by the project, former experiences have shown that governance structures need to be used in practice to become an agreed and effective decision-making instrument. Thus, the existing platforms will be reinforced to decide on actual investments for this project but also on other investment allocations from the Communal budget. By testing and using the inclusive decision-making approach with actual investments, it increases the chances that those governance processes will remain active after the end of the project.



- **Combining public and private funding.** By promoting the Maximum Financing for Development approach, the project ensures that it will serve the long-term interest of communities and private actors and include private investors in landscape governance. The private structures that will be developed or empowered by the project will continue operating beyond the project, especially if co-financing arrangements are established.
- **Using local knowledge for technical relevance.** Considering the difficult environment and the quick changes observed by the communities, the project will avoid providing external technical solutions but instead will build on local knowledge and will encourage knowledge sharing between the Communes from various climatic zones. Thus, most of the plants or technical solutions used in the project will be chosen by the communities, using species that are particularly resistant to disease and droughts, with good self-regenerating capacities and little replanting requirements, hence increasing sustainability.
- **Local empowerment as the basis for sustainability.** The project aims at empowering local institutions and private actors, and trains them with more inclusive governance arrangements and climate-friendly strategic orientations. The actors adopting those approaches will benefit more from the project and will acquire experience and benefits from this new governance of natural resources. It is therefore expected that they would be able to replicate those fundamental principles after the end of the project, and especially with other partners or other financing sources.

IV. PROJECT APPRAISAL SUMMARY

A. Technical, Economic, and Financial Analysis

107. **Economic Analysis.** A cost-benefit analysis (CBA) was conducted, using a discount rate of 6 and 10 percent and a project life of 20 years.⁵¹ The costs include investments, training, provision of inputs, operation, and maintenance costs (1 percent) starting in year 6. While the project generates a wide range of benefits, only the tangible ones, could be estimated in monetary terms: benefits resulted from the restoration of the NID, assessment of the ecosystem services resulting from land restoration interventions; benefits from sale and variorization of the selected NTFPs as incremental revenue; and assessment of the incremental income increases for the beneficiaries participating in FACI and fisheries. The activities proposed by the project are estimated to generate a conservative net present value (NPV) value of US\$236.4 million, an Economic Internal Rate of Return (EIRR) of 16 percent. Sensitivity analysis considered changes in prices as well as estimates for NPV and EIRR for different discount rates scenario. Several benefits could not be estimated in monetary terms, thus these results underestimate the real benefits expected from the project. The technical background document provides a detailed description of the analysis.

Table 7. CBA Results of NTFPs valorization (NPV, 6 percent, 20 years, US\$)

		Economic analysis (incremental ecosystem benefits included)
		6%
Arabic gum, Wholesale price, -10%	NPV, US\$	236,018,841
	B/C ratio	2.5
	IRR, %	16%
Arabic gum, Wholesale price, FCFA 1,300; Baobab	NPV, US\$	236,388,750

⁵¹ World Bank. 2016. *Discounting Costs and Benefits in Economic Analysis of World Bank Projects*. Washington DC: World Bank.



		Economic analysis (incremental ecosystem benefits included)
		6%
net revenue FCFA 120,000/ha [base price]		
	B/C ratio	2.5
	IRR, %	16%
Arabic gum, Wholesale price, +10%	NPV, US\$	236,758,660
	B/C ratio	2.5
	IRR, %	16%
Baobab Annual net revenue, -10%	NPV, US\$	232,748,650
	B/C ratio	2.5
	IRR, %	16%
Baobab Annual net revenue, +10%	NPV, US\$	240,028,851
	B/C ratio	2.6
	IRR, %	16%

Note: B/C = Benefit-cost.

108. In addition to the national benefits mentioned above, the project generates global benefits in terms of the reduced greenhouse gas (GHG) emissions. The EX-ACT model estimated the net GHG emission reductions at about 25.3 million tCO₂ over a 20-year period, or 1.3 million tCO₂ per year. The economic value of emissions reductions is calculated based on the World Bank (2017) guidance, which suggests a shadow price of carbon of US\$42/tCO₂ (low scenario) and US\$82/tCO₂ (high scenario) for 2022, with an annual increase of 2.25 percent. The market prices for carbon are lower. For instance, forest offset prices in California are around US\$14 t CO₂e, while in New Zealand they are US\$16 t CO₂e. For this analysis, US\$14 t CO₂e is used. Inclusion of carbon benefits in a global CBA generates an NPV ranging from US\$0.9 billion⁵² to US\$1.6 billion (based on high social cost of carbon) for the base analysis (Table 8). Details of the analysis and assumptions are described in the technical background document.

Table 8. CBA results, with carbon reduction benefits

		Economic analysis (incremental ecosystem and carbon reduction benefits included)
	Discount rate, %	6%
Social cost of carbon, low price	NPV, US\$	931,355,392
	B/C ratio	7.1
	IRR, %	>100
Carbon market price. US\$14/CO ₂ e	NPV, US\$	494,669,971
	B/C ratio	4.2
	IRR, %	48
Social cost of carbon, high price	NPV, US\$	1,623,975,833
	B/C ratio	11.6
	IRR, %	>100

⁵² Based on forest offset prices, 2021. Simon., at al



109. **Public sector financing is justified because of the expected positive externalities.** The proposed project will generate a wide range of important environmental benefits from protecting against soil and water erosion, promoting carbon sequestration, and providing habitats for plant and animal species. The project will develop improved technical models to promote multifunction landscape restoration and management (including forests and pastoral landscapes) and will potentially lead to restoration of cultural landscapes. The multiuse-orientated forest and pastoral management approach will also help balance the public and private benefits. This will improve the prospects for peace and sustainability and address the need to improve the quality and ecological functions of degraded lands and the need to provide farmers with income generation, including long-term value chains for important NTFPs.

110. **GHG Assessment.** Based on currently available data, project activities will lead to a total net emission reduction of 12.7 million tCO₂-eq over the 6-year project life (see Table 9). The activities that provide the highest carbon sequestration are landscape restoration of heavily degraded areas, which is estimated to contribute 7.87 million tCO₂-eq, while agroforestry and reforestation activities will also help sequester 3.08 million tCO₂-eq and 1.09 million tCO₂-eq respectively. The full assessment is detailed in the technical background document.

Table 9. Results of gross and net emissions in tCO₂-eq until the lifetime of the project

Project component	Gross flows		Equilibrium
	Without	With	
	Tous les GES en tCO ₂ eq		
Land use change	Positif = source / négatif = puits		
Boisement	0	-1 094 639	-1 094 639
Autres CAS	0	-665 772	-665 772
Agriculture			
Vivace	0	-3 089 900	-3 089 900
Prairies et bétail			
Prairie		-10 491	-10 491
Dégradation et gestion			
Dégradation des forêts	4 329 639	-3 546 828	-7 876 467
Total	4 329 639	-8 407 629	-12 737 268
par hectare	34,8	-67,5	-102,3
Par hectare par an	5.8	-11.3	-17,1

B. Fiduciary

(i) Financial Management (FM)

111. A financial management assessment of MEADD was conducted to determine whether the implementing entity has adequate FM arrangements in place to ensure that (a) the funds will be used efficiently and economically for the intended purposes, and that the entity is capable of correctly and completely recording all transactions and balances related to the Project; (b) the project's financial reports will be prepared in an accurate, reliable, and timely manner; (c) the entity's assets will be safely guarded; and (d) the project will be subjected to auditing arrangements acceptable to the World Bank. The assessment



complied with the World Bank Directive Financial Management Manual for World Investment Project Financing operation effective March 1, 2010 and as last revised on February 10, 2017.

112. The main findings arising from the assessment of the MEADD conducted in November 2021 are like those outlined in the Public Expenditure and Financial Accountability (PEFA) and other public financial management (PFM) assessment reports. Besides the apparent strong policy and legislative frameworks and systems including detailed procedures for procurement and financial management, the Government is still struggling with compliance and effective implementation. The compliance with internal control rules and the effectiveness of internal audit needs to be improved. Furthermore, accounting and reporting, as well as external scrutiny and audits, are reported to be weak. MEADD faces capacity shortages in the areas of FM human resources; and the computerized system in place for budget execution (PRED) and financial reporting (AICE) faces some challenges like those revealed in the PEFA and other PFM assessment reports.

113. Although the MEADD has no direct experience in implementing World Bank projects, two agencies (ABFN and AEDD) under the ministry's supervision have each implemented a World Bank project in recent years (PGRNCC and PREFEEN, respectively). Considering these weaknesses, the implementation of the project's activities will be carried out through a Project Management Unit (PMU) directly attached to the General Secretary of the Ministry. The PMU will be responsible for project implementation, management, coordination, and monitoring and evaluation under the oversight of the Steering Committee.

114. The overall FM residual risk for the project is rated Substantial considering the project design and the country context. The PMU could be in a position of managing World Bank's funds once the following measures are implemented prior and after the project effectiveness. The FM action plan will include the mitigation measures below:

- ***Elaboration of a Project Implementation Manual (PIM).*** Before the project becomes effective, the PIM will detail the roles and responsibilities of all involved stakeholders, as well as the project implementation mechanism. The PIM also will describe the governance and oversight arrangements, including FM procedures required for the project such as staffing, budgeting, accounting, reporting, funds flows, and disbursement arrangements.
- ***The recruitment of the Financial Management Officer (called RAF)*** familiar with World Bank FM procedures before effectiveness.
- ***The following actions have been set as dated covenants:*** (a) the recruitment of one accountant; (b) the installation of a computerized accounting software capable of correctly recording and consolidating financial information and automatic generation of financial statements (interim and annual); (c) the recruitment of an internal auditor to conduct ex-post reviews of the Project transactions no later than 3 months after effectiveness; and (d) the recruitment of an external auditor to audit annual financial statements no later than 6 months after effectiveness.

115. It is assessed that the financial management will satisfy the World Bank's minimum requirements under World Bank Policy and Bank Directive on Investment Project Financing once mitigation measures have been implemented. A detailed FM Action Plan to enhance the FM arrangements for the project is included in Annex 1.

(ii) Procurement

116. **The Recipient will carry out procurement for the proposed project in accordance with the World Bank's 'Procurement Regulations for IPF Borrowers' (Procurement Regulations) dated November 2020**



under the New Procurement Framework (NPF); the 'Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by the International Bank for Reconstruction and Development (IBRD) Loans and International Development Association (IDA) Credits and Grants', dated October 15, 2006, and revised in January 2011 and July 1, 2016; the Project Procurement Strategy for Development (PPSD); and Procurement Plan approved by the World Bank (see annex 1).

117. **Systematic Tracking of Exchanges in Procurement (STEP).** The Recipient shall use the World Bank's online STEP as a procurement planning and tracking tool to prepare, clear, and update its Procurement Plans and conduct all procurement transactions. Use of STEP is mandatory for all procurement transactions subject to post and prior review under the project. The contracts will thus be recorded in and processed through STEP. This arrangement ensures that comprehensive information—on procurement and implementation of all contracts for goods, works, non-consulting services, and consulting services awarded under the whole project—is automatically available. This tool will be used to manage the exchange of information (such as bidding documents, bid evaluation reports, no objections, and so on) between the implementing agencies and the World Bank.

118. **PPSD.** As part of the preparation of the project, the Recipient (with support from the World Bank) prepared the PPSP, which describes how fit-for-purpose procurement activities for the achievement of PDO and deliver value for money. The procurement strategy is linked to the project implementation strategy at the regional, country, and state levels ensuring proper sequencing of the activities. It will consider institutional arrangements for procurement; roles and responsibilities; thresholds, procurement methods, and prior review; and the requirements for carrying out procurement. The PPSP also includes a detailed assessment and description of the state government's capacity for carrying out procurement and managing contract implementation, within an acceptable governance structure and accountability framework. Other issues considered include behaviors, trends, and capabilities of the market (that is, market analysis) to inform the Procurement Plan. A key risk that the PPSP found is the potential for delays in procurement. The PPSP asserts that activities will require strong technical capability to prepare proper technical specifications to avert lack of, or inadequate, market response. This capability—or a plan to enhance—is considered in the strategy. Special arrangements such as direct contracting, use of Statement of Expenditures, United Nations agencies, third-party monitors, local NGOs, force accounts, civil servants needs, results-based arrangements, need for prequalification, or PPP contracts, if any, will be considered and addressed.

119. A detailed procurement description and institutional arrangements is provided in annex 1, Implementation Arrangements and Support Plan.

C. Legal Operational Policies

	Triggered?
Projects on International Waterways OP 7.50	Yes
Projects in Disputed Areas OP 7.60	No

120. OP 7.50 is applicable to this project because the project will finance activities that may use or risk polluting waters of the Niger River and the Senegal River and their tributaries, which are considered international waterways. The exception to the riparian notification requirement according to paragraph 7(a) of the Policy applies because activities are limited to small scale rehabilitation works. The project will not adversely change the quantity or quality of water flows to other riparians and will not be adversely



affected by the other riparians' possible water use. The exception to the notification requirement was approved by the Regional Vice President (RVP) on April 26, 2022.

D. Environmental and Social

121. **The environmental proposed risk classification is Substantial**, even if most risks and negative impacts which are likely to be generated by project activities can be mitigated by a range of measures identified in prepared ESF instruments. Most project activities are expected to have positive impacts on environmental ecosystems. The categories of subprojects under Component 2 are expected to positively benefit the environment and local livelihoods. However, those activities are also likely to generate some negative impacts on fragile and vulnerable ecosystem as well on biodiversity (for example on fish species and sub-species, migratory birds, and resident waterbirds in inner Delta of Niger river). Main environmental issues will be related to: (i) soil erosion by earthworks and runoff; (ii) health and safety of workers and communities; and (iii) nuisances related to atmospheric and noise emissions. Those negative impact will spread throughout the degraded areas covered by the Great Green Wall program and the Ramsar-protected Inner Delta Niger, within a context of climate change and security concerns. The project's social risk is rated **Substantial**, due to: (i) a sensitive social context, with insecurity and conflicts; (ii) impacts on economic activities and on land; (iii) challenges in risk mitigation and the management of Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH); (iv) the high vulnerability of implementation zones and forced and child labor; (v) local community health and safety in fragile areas during civil works and the implementation of project activities; and (vi) the risk of effects on displaced and vulnerable people in Kayes, Koulikoro, Ségou and Mopti and regions. Project related activities could negatively affect current patterns of access to and use of natural resources (land, water, grazing and fishing areas, forests) exacerbate conflicts and raise tension within and between communities. Conflicts between farmers and pastoralists (on sensitive issues such as the encroachment of agricultural lands on grazing areas, the disruption of the seasonal herd transhumance routes) have exacerbated in recent years by climate change, shrinking resources, breakdown of local leaderships, and poor environmental governance. The absence of the state and the insecurity linked to the presence of armed groups (jihadists and militia) is an aggravating factor. The large numbers of internally displaced people (IDPs) constitute another pressure point on natural resources, contributing to exacerbating conflicts. Some specific areas covered by the project are unlikely to be accessible for supervision during implementation and therefore a Third-Party Monitoring (TPM) will be needed for the effective supervision of project implementation, including on E&S aspects.

122. Specific adapted inclusive approach will be identified to allow effective participation of vulnerable groups, displaced people, particularly women and youth.

123. **Supported by the World Bank, the Recipient has the overall responsibility for assessing, managing and monitoring environmental and social risks and impacts throughout the project life cycle** to meet the requirements of the *Environmental and Social Standards (ESSs)* in a manner and within a timeframe acceptable to the World Bank.

Overview of the relevance of the Environmental and Social Standard for the Project

124. The following are the Environmental and Social Standards (ESSs) that apply to the activities being considered:

125. **ESS1: Assessment and Management of Environmental and Social Risks and Impacts.** The Recipient has prepared an ESMF inclusive of a GBV/SEA/SH Risk Mitigation and Response Action Plan. The



ESMF was disclosed on the World Bank website on March 21, 2022. As information and preliminary designs become available, the Recipient will prepare Specific Environmental Social Impact Assessments (ESIAs) for each subproject and site-specific Environmental and Social Management Plans (ESMPs), including specific GBV/SEA/SH Risk Mitigation and Response Action Plans. Primary stakeholders of activities are agriculturalist, agropastoralists, pastoralists, fishermen, including women and youth (who will particularly benefit from community labor-intensive works program). Will also benefit from project activities stakeholders involved in the NTFP sector, such as collectors; producers, wholesalers, transformers, retailers, NTFPs market-oriented producer groups, Producers Organizations (PO) (including women associations). Individual entrepreneurs and existing micro-small and medium enterprises (MSMEs) will also benefit from project activities. Finally, other stakeholders include members of civil society organizations (CSOs), and local traditional, customary, and religious leaders. The implementation of the Conflict Reduction Strategy will emphasize the engagement of all actors and the strengthening of their capacities. The main institutional stakeholders involved in the project are the following: DGEF, the National Directorate for Sanitation and Pollution Control (*Direction Nationale de l'Assainissement du Contrôle des Pollutions et des Nuisances*, DNACPN), ANGMV, the ABFN, DGCT, National Directorate of Agriculture (*Direction Nationale de l'Agriculture*, DNA), DNPIA, DNP, National Directorate of Hydraulics (*Direction Nationale de l'Hydraulique*, DNH) and MET. Finally, at the Commune level, key stakeholders will be the elected authorities and members of municipal councils.

126. **ESS2: Labor and Working Conditions.** This standard is relevant because project activities are expected to have some environmental / social risks and impacts related to labor and working conditions. Following a careful assessment of the labor requirements and types of employees engaged in the project, the Recipient has prepared the Labor Management Procedures (LMP) which was disclosed on the World Bank website on March 20, 2022. It addresses key issues, such as working conditions and the management of worker relationships, protecting the workforce, non-discrimination, minimum age of work, measures to prevent forced labor and child labor, occupational health and safety requirements, as well as relevant guidance for the employment of youth through the project's job placement activities. LMP include an effective labor specific workers' grievance mechanism that is SEA/SH sensitive, based on national laws and regulations and the provisions of ESS2 and management of labor issues. Finally, the LMP include a code of conduct to guide workers involved in project activities, and highlighting the prohibition of SEA/SH and sanctions in case of misconduct. The ESMF has also assessed related Occupational Health and Safety (OHS) risks/impacts and identified all mitigation measures to be incorporated into labor management procedure and contractors labor management plans. It addresses potential hazards to workers, provision of preventive and protective measures, training of projects workers and maintenance of training records, documentation and reporting of occupational accidents, diseases and incidents, emergency prevention and remedies for injuries, disability and disease. Project workers include (i) direct workers for the PMU, all staff (civil servants or consultants); (ii) indirect workers (contractors and subcontractors); and (iii) community workers. Regarding forced labor, the PMU and contracted firms will be required to monitor those risks and if forced labor cases are identified, the PMU will require the firms to take appropriate steps to remedy them. The bidding documents will require that firms to be contracted by the project will not engage or employ any forced labor among their work force. Firms will be required to provide two declarations: a Forced Labor Performance Declaration (which covers past performance), and a Forced Labor Declaration (which covers future commitments to prevent, monitor and report on any forced labor, cascading the requirements to their own sub-contractors and suppliers). In addition, enhanced language on forced labor will be included in the contracts.



127. **ESS3: Resource Efficiency and Pollution Prevention and Management.** This standard is relevant: the project may generate waste and air, water, and land pollution and consume finite resources that may threaten people, ecosystem services and the environment at the local level. Pollutants may be released to air, water and land due to routine, non-routine, and accidental circumstances. Risk of pollution of Niger River, international water, during rehabilitation/construction of fishing ports, quays, lateral canals and dredging of critical sandbanks exists. Aquatic ecosystem is also exposed to degradation risk during civil work. However, ecosystem restoration activities and related micro projects are not expected to generate significant environment and social impacts. Project activities will not include procurement or use of any agro-chemical product. The ESMF has assessed all these risks/impacts and identified mitigation measures. The cumulative impact will be identified as part of the screening process for the sub-projects and the ESIA/ESMPs to be prepared during project implementation, will include a range of mitigation measures to minimize and manage those risks and impacts. The Recipient will avoid activities releasing pollutants or, when avoidance is not feasible, will adopt measures to minimize and then mitigate these risks to ensure that pollutants have no or minimal impact according to measures specified in national law or the WBG's Environmental Health and Safety Guidelines (EHSGS). The generation of waste will be minimized and the reuse, recycle and recover of waste will be encouraged. The project has undertaken GHG assessment and will support country to develop capacities on GHG assessment under its subcomponent 1.1.2

128. **ESS4: Community Health and Safety.** This standard is pertinent, because health and safety issues of communities are closely linked to typical risks/impacts of construction sites such as impacts from vehicle traffic, dust, noise, vibrations, hazardous material, potential labor influx and specific hazards including structural and site access issues. The ESMF has assessed all these risks/impacts of the project on the health and safety of the affected communities (particularly their most vulnerable members) during the project life cycle and has proposed different mitigation solutions. ESIA/ESMPs will be prepared during project implementation. All COVID-19 requirements will be shared with contractors and monitored at local level to ensure workers and communities safety. The ESMF and other safeguard documents have also described GBV-related risks (mainly because of laborers working on infrastructure refurbishment and having close contact with female beneficiaries). Due to the presence of armed groups in some of the geographical areas to be covered by the project, a preliminary Security Risk Assessment (SRA) has already been prepared, together with a security management plan (SMP), which identifies, manages, and recommends mitigation measures to protect against risks posed by intensifying levels of conflict and violence in project areas. The SMP also examines issues such as the geographic spread of security incidents related to the presence of non-state armed groups or ongoing military operations, and the potential impact on project activities. Finally, the SMP describes how and by whom security will be managed and delivered; the resources required; how the PMU will deploy in insecure conditions; and the behavior that is expected of security personnel if armed forces, police, or gendarmerie are involved in any project-related activities. Presence of refugees and Internal displaced people (IDPs) in the project areas may pose a risk to the project in terms of increased pressure for resources, and lack of opportunities. The project will have transparent hiring criteria in place for instance to enable IDP/refugee population to also benefit from temporary work opportunities. Clear communication strategy will also be developed to share information about the project at the local levels in an understandable manner. The LMP, including code of conduct (embedding GBV requirements), will form part of procurement documentation for construction contractors and adherence to this shall form part of the contractual obligations. Contractors will be required to certify that all staff engaged on the project, incl. subcontractors, have completed training on safety/conduct prior to work commencement. The ESMF and other safeguard documents have also fully described the GBV risk, and appropriate mitigation measures. The SMP was disclosed on March 20, 2022 on the World Bank website. Furthermore, in accordance with the guidelines on *Health and Safety of Populations*, the Recipient is committed to



avoiding or minimizing all risks and negative effects, with particular attention to groups that, due to their particular situation, can be considered vulnerable.

129. **ESS5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement.** This standard is relevant because some activities may induce land acquisition, restrictions on land use and involuntary resettlement. In addition, temporary economic displacement (loss of land, assets, or access to assets and resources leading to loss of income sources or other means of livelihood) cannot be excluded during project implementation. However, feasible alternative project designs will be considered to avoid or minimize land acquisition or restrictions on land use, especially where this would result in physical or economic displacement, while balancing environmental, social, and financial costs and benefits, and paying particular attention to gender impacts and impacts on the poor and vulnerable. Quantity of land to be potentially affected, and likewise number of project affected persons (PAPs), cannot be estimated at this early stage. The RPF was disclosed on March 11, 2022 on the World Bank website. The RPF provides necessary guidance for preparing, if necessary, subsequent site-specific resettlement action plans (RAPs, which after approval by the World Bank will be published in-country and on the World Bank's external website, will be implemented prior to the start of civil works). The RPF outlines the principles and procedures for involuntary resettlement and/or compensation of project-affected people, and establishes standards for identifying, assessing and mitigating negative impacts of project supported activities. When land acquisition or restrictions on land use (whether permanent or temporary) cannot be avoided, the Recipient will offer affected persons compensation at replacement cost, and other assistance as may be necessary to help them improve or at least restore their standards of living or livelihoods.

130. **ESS6: Biodiversity Conservation and Sustainable Management of Living Natural Resources.** This standard, which aims, among others, to protect and conserve biodiversity and habitats, is relevant. On the one hand, landscape restoration activities promoted by the project will restore and return functionality to critical habitat, reintroduce species and increase genetic diversity to ensure that positive links between a restored, healthy and biodiverse landscape and other sectors of interest (especially those relating to human development) are well articulated to assure decisionmakers of the positive social return on investment provided by restoring biodiversity as part of the overall landscape restoration process. On the other hand, some work will have some risks and negative environmental impacts, namely those related construction, rehabilitation of quays and fishing ports, which are likely to disrupt the soil structure at the sites concerned), soil compaction (because of the movements of vehicles, trucks and machinery), soil pollution (linked to the solid and liquid waste), noise pollution (linked to the use of earthmoving machinery, such as bulldozers, trucks, mechanical shovels, graders), air pollution (dust and exhaust from vehicles, trucks and machinery), water pollution, selective destruction of plant cover and disruption of photosynthesis. In line with the ESMF principles, ESIs will be prepared during implementation to identify risks and impacts as well as a number of adequate measures that will be applied to promote biodiversity and prevent, mitigate or eliminate potential risks before the start of the work.

131. **ESS7: Indigenous Peoples/Local Traditional Communities of Historically Underserved Sub-Saharan Africa.** ESS7 is not considered relevant. There are no historically underserved traditional Sub-Saharan indigenous peoples/local communities in the project area. However, the project will particularly respond to the needs of the most economically marginalized and vulnerable segments of the population, who could potentially be affected by certain activities. Appropriate measures will ensure that they have equitable access to project benefits and that these benefits are designed or delivered in a culturally appropriate form.



132. **ESS8: Cultural heritage.** The standard, which aims to protect cultural heritage from the adverse impacts of project activities and support its preservation, is relevant. While the ESMF includes already find chances procedures, ESIA's (to be prepared during implementation) will assess potential risks and negative impacts of project activities on cultural heritage. If deemed appropriate, a Cultural Heritage Management Plan will be prepared, which will include mitigation measures (for instance, relocating or modifying the physical footprint of the project; conservation and rehabilitation in situ; relocation of cultural heritage; documentation; strengthening the capacity of national and subnational institutions responsible for managing cultural heritage affected by the project; establishment of a monitoring system to track the progress and efficacy of these activities; establishment of an implementation schedule and required budget for the identified mitigation measures; and cataloguing of finds). As part of the culture heritage assessment, the Recipient will carry out meaningful consultations by identifying, in accordance with ESS10, stakeholders that are relevant for the cultural heritage that is known to exist or is likely to be encountered during the project life cycle.

133. **ESS10: Stakeholder Engagement and Information Disclosure.** The Recipient has prepared an inclusive Stakeholder Engagement Plan (SEP) which was disclosed on March 21, 2022. The SEP is consistent with the requirements of ESS10 and proportional to the nature and scale of the project and associated risks and impacts. The SEP includes consideration of other interested parties (OIPs), various beneficiaries and directly impacted project affected persons (PAPs). The SEP also identifies vulnerable groups, outlines the characteristics and interests of identified stakeholder groups and timing and methods of engagement throughout the project lifecycle. The SEP includes a project level GBV-sensitive Grievance Mechanism (GM), that assures safe and confidential documentation, response and management of SEA/SH complaints and targeted and regular involvement of women and other groups at-risk in stakeholder engagement. Awareness raising activities on project-related risks of SEA/SH and mitigation strategies is included in the SEP and targeted communities and project workers. If major changes occur in the scope of activities during implementation, a revised SEP will be prepared and publicly disclosed. Primary stakeholders of activities are agriculturalist, agropastoralists, pastoralists, fishermen, including women and youth (who will particularly benefit from community labor-intensive works program). Stakeholders involved in the NTFP sector will also benefit from project activities, such as collectors; producers, wholesalers, transformers, retailers, NTFPs market-oriented producer groups, Producers Organizations (PO) (including women associations). Individual entrepreneurs and existing micro-small and medium enterprises (MSMEs) will be additional beneficiaries of project activities. Finally, other stakeholders include members of civil society organizations (CSOs), and local traditional, customary, and religious leaders. The implementation of the conflict reduction strategy emphasizes the engagement of all actors and the strengthening of their capacities. The main institutional stakeholders involved in the project are the following: DGEF, DNACPN, ANGMV, ABFN, DGCT, DNA, DNPIA, DNP, DNH and MET. Finally, at the Commune level, key stakeholders will be the elected authorities and members of municipal councils.

134. The Recipient has prepared, with the support of the World Bank, an **Environmental and Social Commitment Plan** (ESCP), setting out the necessary actions to ensure that the project complies with the ESSs. The ESCP identifies the material measures and actions that are required as well as their timeframe and dates of completion and defines the responsibilities of different institutional partners. The ESCP has been prepared and disclosed on March 21, 2022 by the Recipient on MEADD's website and March 22, 2022 by the World Bank.



E. Gender

135. Women face stark inequalities that can enhance their vulnerability in an FCV and climate-vulnerable context. Mali ranks very low on the Gender Inequality Index which measures three important aspects of human development—reproductive health, empowerment, and economic status. According to the *Female Economic Participation at a Glance*⁵³ report the female labor force participation rate in Mali is 57.84 percent, being 95.4 percent informal employment and 62.58 percent agricultural related. Furthermore, women are not able to work in the same industries as men, being severely under-represented in the Malian business environment, particularly outside of Bamako. In the agro-sylvo-pastoral system, women and men work together, but they typically cultivate separate crops or care for different livestock. In the agro-sylvo-pastoral system, women and men work together, but they typically cultivate separate crops or care for different livestock. As they are more likely to experience poverty and have less socioeconomic power than men, women are disproportionately vulnerable to the impacts of climate change and face greater difficulty recovering from disasters and adapting to shifting climatic conditions. Compared to men, women have fewer economic opportunities and skills especially in forestry and conservation activities. They are more likely to experience poverty and their income sources are often more dependent on climate-sensitive natural resources or exposed to shocks often as a result of patriarchal gender norms that limit their ownership of land and access to resources that support coping and adaptation.

136. The main occupations of women in rural areas are household chores, field work, processing of agricultural products, breeding of small ruminants, and small trade, which are practiced informally. They work in very difficult conditions without any formal social assistance and 27 percent of women are not likely to be paid for their work in rural communities. Therefore, rural women who are important economic players can find themselves without assets. Seventy-seven percent of working women in agriculture say they receive no form of remuneration or compensated for most of their efforts.⁵³ Malian women also deal with other constraints, such as non-access to financial services (less than 1 percent of women in rural areas have a classic bank accounts) and GBV exposition.⁵⁴ In Mali, 89 percent of women aged 15-49 are circumcised. For most circumcised girls, circumcision was carried out between the ages of 0–5. Furthermore, more than two in five women aged 15-49 (43 percent) have ever experienced physical violence since the age of 15; and one woman in eight (13 percent) have ever experienced sexual violence. Overall, 49 percent of married or separated women have experienced spousal violence, whether physical, sexual, or emotional.⁵⁵

137. In Mali, women are responsible for the harvesting and use of NTFPs. Women are generally well represented in sectors related to NTFPs, however, they are more clustered in the lower value chain. Women perform a variety of functions at different stages of the NTFPs value chains, but their roles tend to be poorly visible and inadequately acknowledged, largely because they are either operating in the informal sector, are part-time employees, or carry out their activities at home between family responsibilities. The collection methods and processing of NTFPs have become obsolete and unsustainable, resulting in loss of forest cover, higher CO2 emissions and reduced income potential with greater health risks in particular for women. Women are often restricted to collecting and processing NTFPs and do not optimally market their products which is done by men. Women have inadequate access to finance, information, (on agroforestry techniques, sustainable forest management practices etc.) less access to natural resource management trainings due to household chores, social norms, mobility restrictions, lack of business development skills,

⁵³ World Bank, "Gender in Agriculture: Closing the Knowledge Gap," 2011

⁵⁴ World Bank, Mali Gender Profile, 2019

⁵⁵ Mali Demographic and Health Survey (DHS), 2018, <https://www.dhsprogram.com/pubs/pdf/FR358/FR358.pdf>



less linkages to markets etc. In addition, women's rights to access and collect the resource are not secure, which hinders investments. Low-income opportunities for women who are engaged in unsustainable collection and processing of NTFPs for their livelihoods is thus seen as a significant barrier for greater women empowerment.

138. The project will increase women's participation in the NTFP and fishery products to ensure access to income-earning opportunities and enable access to productive assets by providing technical and financial support to women led income generating initiatives such as forestry and pastoral management, beekeeping, arabic gum, baobab extract, balanites syrup, jujube tree fruit tamarind fruit, gardening, fish farming, setting up community shops etc. based on market assessment. Project will give extra attention to ensure initiatives led by women have proper financial (access to matching grants etc.) and technical support (vocational training, capacity building activities, training in adoption of technologies, help with business licenses, etc.). To monitor the progress of closing the gender gap in women's access to income opportunities, an indicator "Percentage of associations receiving grants for NTFP development that are women-led" has been included the Results Framework. In addition, the project will adopt several measures and mechanisms to support women's active participation more broadly, including selecting service providers with proven capacity in working with women; separate sessions with women to ascertain their opinions and needs; access to childcare during training hours; preferential access for women to appropriate activities on a demand-driven basis etc.

139. A gender action plan, including specific indicators to feed into the project design, was developed in line with the Government National priorities as well as World Bank Gender Strategy pillars (endowment, jobs, assets, agency), in particular Pillar 2: removing barriers to more and better jobs. See technical background document for preliminary assessment of Gender Gap, action, and indicators. As specific objectives, the activities aim to: (i) map and fortify initiatives led by women and women entrepreneurship in 87 targeted communes in the Kayes, Koulikoro, Segou, and Mopti Regions; (ii) provide technical and financial support to women in Malian rural communities; (iii) promote women's ownership of the land in Malian rural communities; (iv) reduce vulnerability and exposure to GBV; and (v) promote gender equity as a core dimension for tackling climate change issues and Sustainable Land Management/Restoration. Strengthening of women's local associations, cooperatives, and other organizations and groups will enable connections with transnational gender networks, fortifying civil society organizations (CSOs) and non-government organization (NGOs) operations; as well as cultural environment and social development programs (PDESCs) at communal level. On the other hand, offering targeted technical training based on local women's needs, such as business plan and product design training, while strengthening women's access to financial resources, promoting digital inclusion for women and girls and women's access to natural resources and land are main strategies for achieving women's engagement in community labor-intensive activities women's autonomy in a sustainable economy. Technical packages/tools may also include basic consumption support; coaching for associations/cooperatives formation and savings groups; workshops on aspirations and social norms, micro-entrepreneurship training, and cash grants. Other relevant actions involve providing circumstances for including women in economic activities, such as: curative nutrition interventions for pregnant/lactating women; mobile and community-based daycares; basic early childhood development services to young children; interventions targeting school-aged girls for improving educational outcomes; etc. In addition, since women tend to be concentrated in small businesses, gender neutral policies aimed at assisting small firms will have a positive impact for women in business. The financial institutions to which rural women have access through relevant stakeholders and women's groups (loans granted by savings and credit funds) must be fortified. Also, in face of financial inequalities, mobile banking represents a promising opportunity to reach unbanked women, particularly in rural areas that have mobile



phone connectivity. In order to enable these activities, it is important to incorporate a GBV approach to the Conflict Reduction Strategy and to provide technical training both to the project's team and local stakeholders. The abandonment of female genital mutilation/cutting and all forms of GBV should be embedded in the Strategy.

F. Citizen Engagement

140. The project will integrate three citizen engagement mechanisms: (i) community consultations, participatory needs assessments, and participatory planning through the landscape approach; (ii) multi-level arrangements for registering and addressing grievances and complaints; and (iii) a community monitoring mechanism that will be embedded at the local level and associated to remote-supervision tools through the Geo-Enabled Initiative for Monitoring and Supervision (GEMS). These mechanisms will help build transparent two-way communication channels between government and citizens, provide channels for citizens' voice and effective participation in project implementation and supervision, and strengthen social cohesion and resilience while improving service delivery and development outcomes. Access to information on the project interventions will be an important feature allowing community members, authorities, and other relevant stakeholders to be informed throughout the project implementation.

141. The project has prepared and disclosed a Stakeholder Engagement Plan (SEP). Stakeholders targeted under the project include smallholder farmers, men and women's associations involved in the production of targeted forests and fishery products, pastoralists, private foresters, communal and village bodies representatives, decentralized agriculture and forest services and private investors/entrepreneurs among others. It also targets vulnerable groups such as internally displaced persons, young men and women, transhumant pastoralists, agricultural migrants, elders and traditional/customary authorities. The landscape approach facilitates community members' participation through identifying issues that affect them and in making decisions regarding interventions that address these problems with support from local governments.

142. A results indicator on the degree of beneficiary satisfaction (disaggregated by sex) has been included in the project's Results Framework to capture the extent to which men and women are engaged and benefiting from project activities. Additionally, monitoring of grievances received and addressed through the grievance redress services (GRS) will help monitor the integration and effectiveness of the GRS.

V. GRIEVANCE REDRESS SERVICES

143. **The project will set up a project-specific Grievance Redress Mechanism at all target communes that will be specially designed to collect, review and address stakeholders' complaints and grievances.** Local level grievance redress committees will include both female and male participants. The GRM will have multiple uptake locations and methods (verbally, through an intermediary, in writing, by telephone), to ensure accessibility for all stakeholders to report concerns or complaints if they feel affected by any of the sub-project's interventions. It will include specific procedures to address SEA/SH related complaints with multiple accessible entry points, referral to GBV service providers and confidential, survivor centered complaint management protocols

144. **Grievance Redress.** Communities and individuals who believe that they are adversely affected by a project supported by the World Bank may submit complaints to existing project-level grievance mechanisms or the Bank's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and



individuals may submit their complaint to the Bank's independent Accountability Mechanism (AM). The AM houses the Inspection Panel, which determines whether harm occurred, or could occur, as a result of Bank non-compliance with its policies and procedures, and the Dispute Resolution Service, which provides communities and borrowers with the opportunity to address complaints through dispute resolution. Complaints may be submitted to the AM at any time after concerns have been brought directly to the attention of the Bank management and after Management has been given an opportunity to respond. For information on how to submit complaints to the Bank's Grievance Redress Service (GRS), please visit <http://www.worldbank.org/GRS>. For information on how to submit complaints to the Bank's Accountability Mechanism, please visit <https://accountability.worldbank.org>.

VI. KEY RISKS

145. **The overall risk of the proposed project is rated High.** This is due to: (a) high political and governance risks; (b) substantial macroeconomic risk; (c) substantial risk on institutional capacity for implementation and sustainability; (d) substantial fiduciary risk; (e) substantial environment and social risks; (f) substantial risks regarding stakeholders; and (f) potentially significant security risks. Mitigation measures commensurate with some of these risks will be incorporated into the project design and implementation arrangements, but some of the risks such as those related to potential insecurity and opportunistic crime are beyond the control of this project. and may not be fully mitigated. In addition, the project involves many activities in relatively insecure and fragile contexts over a large geographical space, which makes implementation support more difficult.

146. **Political and governance risk is High.** This is due to the national political situation that remains complex and uncertain with a coup in August 2020 and another in May 2021 followed by sanctions between January and July 2022 by the Economic Community of West African States (ECOWAS) which activated its standby military force following the failure of transitional authorities in the country to organize elections according to the agreed timetable. In response, the transitional government of Mali condemned the sanctions and imposed its own countermeasures. The project is aligned with the Prevention and Resilience Allocation strategy but must take the national political situation and related factors as exogenous. The decentralization program has progressed unevenly, and the project will mitigate some of the risks by engaging a regional institution to support dialogue with regional and sub-regional actors and by supporting the capacity of targeted communes and regions. However, changes in government are likely to result in changes in stakeholders which could adversely affect this operation.

147. **Macroeconomic risk is Substantial** as the country is facing a challenging macroeconomic environment and outlook due to a poor cotton campaign, increased security-related spending, COVID-19-related spending, supply and demand disruptions, and the recent ECOWAS sanctions. Macroeconomic instability is aggravated by the pressures exerted by weak budgetary management and the reduction in agricultural (example of Ségou) and mining production linked to the risk of insecurity. These represent immediate risks to the project to fund compensation for project affected people. The government may request an exception to be able to fund compensation from IDA as a short-term mitigation measure.

148. **Fiduciary risk is rated Substantial** considering the project design and the country context. Proposed mitigation measures include the recruitment of experienced fiduciary experts familiar with World Bank fiduciary procedures (FM, Procurement, internal and external auditor, and M&E), the installation of an accounting software for the project and training of users and the elaboration of the project implementation manual including financial, administrative, and accounting procedures.



149. **Environment and Social risk is rated Substantial.** Increased pressures on land and water, as well as insecurity and displacement, drive not only landscape degradation, but also social conflict-- and rivalry between communities. Though the project is expected to deliver significantly positive environmental and social outcomes, the components to address the sustainable management and landscapes restoration could lead to a restriction of people's access to land use and/or natural resources, as well as to the loss or the disruption of income or livelihood activities on individuals and groups of people. To mitigate these risks, project activities are supported by specialized partners institutions and implemented following a well thought conflict mitigation strategy. In addition, the project includes activities that allow people deprived of access to natural resources to benefit from productive investments, all of which are designed and agreed upon by the affected people through a highly participatory and inclusive approach that contributes to limiting its social risks.

150. **GBV** is highly prevalent, and it is estimated that 38.5 percent of women nationwide have experienced physical and/or sexual intimate partner violence at some point in their lives. Conflict, militarization, and insecurity in some areas of the country have further exacerbated preexisting risks of GBV in multiple ways: the collapse of social safety nets and protective relationships, the growing challenges associated to accessing life-saving services leaving survivors isolated and unable to seek care, the weakened rule of law and state presence failing to provide protection, the widening of levels and severity of gender inequality, and different manifestations of GBV, from intimate partner violence to sexual exploitation of women and girls. In addition, 53 percent of girls are married before the age of 18, and 36 percent of women gave birth before the age of 18.⁵⁶ This situation may be exacerbated in situations of high insecurity as families may see marrying their young daughters to older men to protect them and to improve access to natural and financial resources. In Mali, 89 percent of women have undergone female circumcision, higher than the regional average of 46 percent.⁵⁷ Proxy indicators in Mali for social norms appear to legitimize, condone, and promote GBV, with wife beating justified by 79.4 percent of women, considerably higher than the Sub-Saharan African regional average of 14 percent, which is the highest in the world. Only 19.4 percent of respondents sought help to stop violence, with a large majority seeking help from their own family (64 percent) or from the perpetrator's family (41.6 percent), and only 0.7 percent seeking help from security actors/police.⁵⁸ There are no laws on domestic violence, marital rape, or sexual harassment in Mali. SEA/SH requirements are reflected in the Environmental and Social Commitment Plan (ESCP), and will be in contracts, and in the contractor ESCP. The Recipient has developed a budgeted SEA/SH Action Plan annexed to the ESMF, which outlines the project's mitigation strategies, response protocols, and accountability mechanisms. The Recipient will map GBV services in areas of implementation and will develop a referral protocol for the timely, safe, and ethical referral of all survivors who may disclose GBV/SEA/SH incidents to the project. In addition, the Recipient will design and implement an SEA/SH-sensitive grievance mechanism for safe and confidential documentation, response, and management of SEA/SH complaints and will include targeted, enabling, and regular involvement of women and other groups at-risk in stakeholder engagement. The Recipient's supervision capacity will be strengthened by integrating a GBV specialist as part of the implementing agency and a supervision consultant/supervising engineer. Awareness-raising activities on project-related risks of SEA/SH and mitigation strategies are included in the Stakeholder Engagement Plan and will target communities and project workers, while contractual obligations in terms of SEA/SH mitigation will be enforced through the

⁵⁶ Mali, Demographic and Health Survey, 2018.

⁵⁷ Mali, Demographic and Health Survey, 2018.



integration of specific provisions and sanctions in codes of conduct addressing SEA/SH and training of workers.

151. **Among the 87 targeted communes, 53 are in prevention zones (39 of them are at risk-of-conflict and 10 at medium intensity, while the remaining four are in the white areas).** The remaining 34 communes are in the consolidation and resilience area, which are zones under pressure with increasing security risk. The proposed project approach and activities (landscape restoration approach with participatory and co-management principles; conflict reduction strategy, inclusion of local authorities, religious leaders, and communities' representatives; valorization and strengthening of local social and non-tangible capital; and proposed investments to improve local livelihood conditions) are appropriate for these zones and constitute important measures to mitigate the security risk in targeted communes. The project's participatory approach is expected to build a safe operating environment through the consent, approval, and cooperation of individuals and local communities, especially the most vulnerable (referred to as the 'acceptance approach'). In addition to coordination with local authorities, activities in project areas, including supervision, will be supported by a partner institution with representative in any project location. Remote supervision through the Geo-Enabled Initiative for Monitoring and Supervision (GEMS) will be embedded in the project M&E framework, including a community monitoring mechanism to enhance transparency, accountability, and the voice of citizens. A security specialist recruited by the Project Implementation Unit will enable the constant update of security risk information and the application of risk mitigation measures, to be reported monthly to the World Bank.

152. **Other (Security risk) is rated Substantial.** The project will be intervening in prevention areas and areas under pressure through localized small-scale investments and interventions in natural resource management through local operators and high intensity public works. However, the country's security situation is constantly evolving and heightened security risks in these areas may negatively affect the implementation of the project and the achievement of the intended outcomes and results. A deterioration of the security situation may also impact the capacity to deploy technical staff in regions. The Security Risk Assessment was prepared as a mitigation measure and the recommendations will be implemented in the project. A Security Management Specialist recruited by the PMU will help update security information and propose appropriate mitigation measures. The project's phased approach and the developed conflict mitigation strategy also allow for some flexibility and adaptability in selecting the project communes as the security situation evolves.



VII. RESULTS FRAMEWORK AND MONITORING

Results Framework

COUNTRY: Mali

Mali Landscape Restoration Project

Project Development Objectives(s)

To increase adoption of climate smart landscape restoration practices and access to income earning opportunities

Project Development Objective Indicators

Indicator Name	PBC	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
Increase adoption of landscape restoration practices and income earning opportunities									
Land area under sustainable landscape management practices (CRI, Hectare(Ha))		10,000.00	25,000.00	55,000.00	100,000.00	150,000.00	250,000.00	350,000.00	400,000.00
Net greenhouse gas (GHG) emissions (CRI, Metric tons/year)		0.00	25,000.00	100,000.00	1,000,000.00	2,500,000.00	4,000,000.00	4,500,000.00	5,000,000.00
Target beneficiaries with rating “Satisfied” with project interventions (disaggregated by gender) (Percentage)		0.00	5.00	10.00	15.00	40.00	55.00	60.00	65.00
Percentage of which women (Percentage)		0.00							45.00



Indicator Name	PBC	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
People with increased access to income earning opportunities (disaggregated by gender) (Number)		0.00	0.00	800.00	2,000.00	4,000.00	7,500.00	8,500.00	10,000.00
Percentage of which women (Percentage)		0.00							45.00

Intermediate Results Indicators by Components

Indicator Name	PBC	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
Component 1: Institutional Support and Capacity Building for Landscape Restoration and Resilience									
Certificate / diploma delivered through capacity development trainings (disaggregated by gender) (Number)		0.00	0.00	100.00	400.00	700.00	900.00	1,100.00	1,200.00
Percentage of which to women (Percentage)		0.00							45.00
Forest area brought under management plans (CRI, Hectare(Ha))		0.00	10,000.00	30,000.00	50,000.00	80,000.00	120,000.00	150,000.00	150,000.00
Pastoral zones brought under management plans (Number)		0.00	5.00	10.00	15.00	25.00	30.00	30.00	30.00
Conflict management		0.00	5.00	15.00	30.00	50.00	75.00	80.00	80.00



Indicator Name	PBC	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
agreements signed (Number)									
Mali MRV and National forest information system (SIFOR) operational (Text)		SIFOR TORs	SIFOR key equipment and software purchased and MRV conceptualized	SIFOR data updated and MRV key equipment and software purchased	SIFOR operational and information integrated into MRV system	MRV operational	MRV operational	MRV operational	MRV operational
PDESCs developed (Number)		0.00	15.00	40.00	60.00	70.00	87.00	87.00	87.00
Investments in Landscapes Restoration and communities' resilience									
Restored areas in Niger Inner Delta (different types of activities) (Number)		0.00	0.00	5.00	15.00	25.00	45.00	50.00	50.00
Restored landscapes crossed by the GGWI belt in Mali (Number)		0.00	0.00	10.00	15.00	25.00	40.00	50.00	50.00
Number of FACI created (Number)		5.00	5.00	7.00	10.00	14.00	18.00	20.00	20.00
Business plans supported by the project (NTFPs and fisheries products) (Number)		0.00	0.00	10.00	30.00	60.00	90.00	100.00	100.00
Percentage of women-led associations receiving financial grants and technical support (Percentage)		0.00	0.00	10.00	20.00	25.00	30.00	40.00	40.00
Area of non-forested land under agroforestry/afforestation		0.00	0.00	500.00	5,000.00	8,000.00	9,000.00	9,500.00	10,000.00



Indicator Name	PBC	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
n (Hectare(Ha))									
Forest area managed by local community groups using sustainable forest management practices (Hectare(Ha))		0.00	500.00	2,500.00	5,000.00	15,000.00	18,000.00	19,000.00	20,000.00
Area restored/developed through opening of water channels to mitigate the impact of climate-induced floods (Hectare(Ha))		0.00	100.00	500.00	1,000.00	1,500.00	1,800.00	2,000.00	2,000.00
Area of pastures rehabilitated through climate adaptation strategies (Hectare(Ha))		0.00	0.00	1,000.00	5,000.00	25,000.00	40,000.00	45,000.00	50,000.00
Number of women-led business supported with registration of their businesses (Number)		0.00	0.00	0.00	2.00	5.00	15.00	20.00	25.00

Monitoring & Evaluation Plan: PDO Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Land area under sustainable landscape management practices	The indicator measures, in hectares, the land area for which new and/or improved	Annual	PMU at national and regional	Review of quarterly and annual project implementation reports	PMU



	<p>sustainable landscape management practices have been introduced. Land is the terrestrial biologically productive system comprising soil, vegetation, and the associated ecological and hydrological processes; Adoption refers to change of practice or change in the use of a technology promoted or introduced by the project; Sustainable landscape management (SLM) practices refers to a combination of at least two technologies and approaches to increase land quality and restore degraded lands for example, agronomic, vegetative, structural, and management measures that, applied as a combination, increase the connectivity between protected areas, forest land, rangeland, and agriculture land.</p>		<p>levels; local stakeholders This indicator accumulates areas under Sub-components 1.2.2 (Updating and developing forest and pastoral management plans), 2.1.1 (Restoration of the Niger Inner Delta landscapes) and 2.1.2 (Restoration of other landscapes crossed by the GGW belt).</p>		
Net greenhouse gas (GHG) emissions	Project net greenhouse gas (GHG) emissions are calculated as an annual	Annual	Review of quarterly and annual	Net greenhouse gas (GHG) emissions are calculated as an annual	PMU



	average of the difference between project gross (absolute) emissions aggregated over the economic lifetime of the project and the emissions of a baseline (counterfactual) scenario aggregated over the same time horizon. They are reported in metric tons of carbon dioxide equivalent per year.		project implementation reports	average of the difference between project gross (absolute) emissions aggregated over the economic lifetime of the project and the emissions of a baseline (counterfactual) scenario aggregated over the same time horizon.	
Target beneficiaries with rating “Satisfied” with project interventions (disaggregated by gender)	Measures the extent to which project beneficiaries believe the interventions of the project are to their benefit in terms of improving their livelihoods	Annual	Survey data	Analysis of survey data/findings	PMU
Percentage of which women					
People with increased access to income earning opportunities (disaggregated by gender)	Measures the number of target beneficiaries that have secured jobs or additional revenues in project funded interventions	Annual	Survey	Survey analysis	PMU
Percentage of which women					



Monitoring & Evaluation Plan: Intermediate Results Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Certificate / diploma delivered through capacity development trainings (disaggregated by gender)	Measures successful completion of various training program aimed at enhancing participants' ability to adopt climate smart practices to support sustainable landscape management	Annual	Workshop evaluation and reports	Analysis of workshop evaluations and reports	PMU
Percentage of which to women					
Forest area brought under management plans		Annual	Quarterly and annual reports	Review of Quarterly and annual reports	
Pastoral zones brought under management plans	Measures hectares of pastoral areas brought under management plans validated by local commissions. Valid pastoral management plan takes into account the interests, positions and needs of all rangeland users in pastoral areas and offers opportunities for negotiations to be carried out between these different stakeholders to come to agreement over the	Annual	Quarterly and annual reports		Review of quarterly and annual reports



	future of pastoral land use taking into account climate change impacts. It provides a suitable and legitimizing process of communal land and resource tenure that fits with both the priorities of pastoralists as well as government bodies.				
Conflict management agreements signed	Determines mitigating measures adopted to resolve real and potential conflict situations	Annual	Quarterly and annual reports	Analysis of reports on real and potential conflict situations	PMU
Mali MRV and National forest information system (SIFOR) operational	Determines the extent to which Mali's MRV and SIFOR have been conceptualized and operationalized	Annual	Project implementation reports	Review of project implementation reports	PMU
PDESCs developed	Measures quantity of PDESCs finalized	Annual	Quarterly and annual reports	Review of quarterly and annual reports	PMU
Restored areas in Niger Inner Delta (different types of activities)	Measures degraded areas that have been restored due to the project interventions	Annual	Quarterly and annual reports	Analysis of reports	PMU
Restored landscapes crossed by the GGWI belt in Mali	Measures areas with improved landscapes resulting from the interventions of the project	Annual	Quarterly and annual reports	Analysis of reports	PMU
Number of FACI created	Measures quantity of FACIs supported or created by the projects	Annual	Quarterly and annual reports	Analysis of reports	PMU



Business plans supported by the project (NTFPs and fisheries products)	Measures quantity of business plans supported by the project that have been approved	Annual	Quarterly and annual reports	Analysis of reports	PMU
Percentage of women-led associations receiving financial grants and technical support	Measures the quantum of women benefitting from the PAs sub projects	Annual	Quarterly and annual reports	Analysis of reports	PMU
Area of non-forested land under agroforestry/afforestation	Measures areas of non-forested land where forests have been planted or agroforestry promoted	Annual	Quarterly and annual implementation reports	Analysis of the reports	PMU
Forest area managed by local community groups using sustainable forest management practices	Measure forest areas that are directly managed by local communities groups using climate smart SLM practices	Annual	Quarterly and annual reports	Review of quarterly and annual reports	PMU
Area restored/developed through opening of water channels to mitigate the impact of climate-induced floods	This indicator measure areas restored thanks to the improvement of channel flows to convey drainage.	Annual	Improved Open Channel means a creek or area of concentrated drainage modified as a feature to convey drainage.	Quarterly and annual reports	Review of quarterly and annual reports



Area of pastures rehabilitated through climate adaptation strategies	Measure area of pastures rehabilitated through climate adaptation strategies	Annual	Quarterly and annual reports	Review of quarterly and annual reports	PMU
Number of women-led business supported with registration of their businesses					



ANNEX 1: Implementation Arrangements and Support Plan

COUNTRY: Mali

Landscape Restoration and Resilience Project - Mali

A. Institutional Context

1. **The project will be steered by COPIL**, to be created before project effectiveness. COPIL will be chaired by the Minister of MEADD and will comprise different stakeholders. It will meet twice a year and whenever deemed necessary by the Chair; provide strategic guidance and oversight; and approve the project's annual work plans and budgets, Procurement Plan, and progress reports. According to the agenda, occasional participants will be invited to attend meetings. It will provide validation of the updated versions of the PIM, annual work plans, budgets, and progress reports and will ensure that the project adheres to national strategies and policies and the requirements for government programs. The costs of the committee meetings will be covered by the project (Component 3).

2. **A Multi Sectoral Committee** will provide advisory services and support the PMU in the implementation of the project, ensuring the adherence of each stakeholder to project activities and facilitating the regular exchange of information. The Multi Sectoral Committee will comprise a focal point at the level of the ministerial departments of MEADD, the MTAD, MRD, MET, MSCP, and MEF, and members of the PMU. It will meet each trimester and, if necessary, representatives of other institutions—including regional institutions—may be invited to participate in the work of this committee. The Multi Sector Committee will act as a multisectoral technical 'think tank' and advisory body aimed at fostering concrete cooperation between the project team and different technical departments

B. Implementation Arrangements

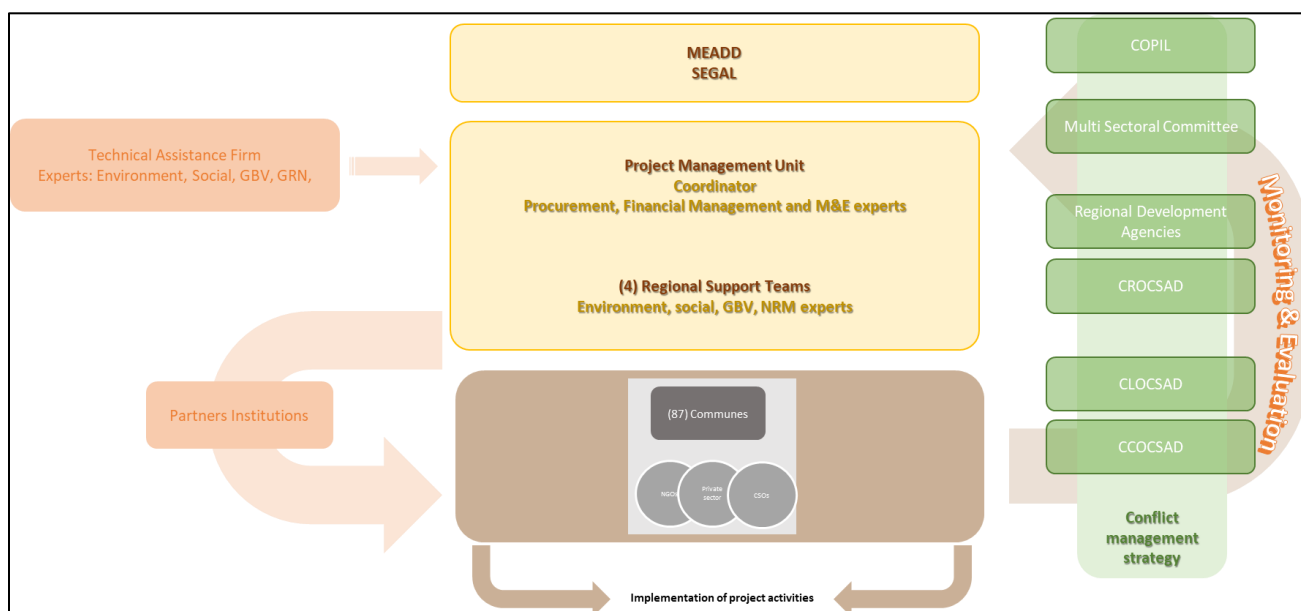
3. The project is designed in line with a decentralized approach empowering communes in implementation and using, as much as possible, the existing government structures at the national, subnational, and local levels to build in-country capacity and reduce the risk of limited absorption. Several activities will be implemented through governmental or nongovernmental institutions at the central and local levels, whereby the PMU will primarily monitor and provide guidance to project implementation and ensure quality control and fiduciary management. The Conflict reduction strategy will be applied upstream (preparation of activities), during (implementation of activities), and after (M&E) the implementation of activities. Figure 1.1 shows the project's institutional arrangements.

4. The project intervention areas will be updated every six months in a two-step process. In a first step, the project PMU with support from the MST will review available information and identify cercles for interventions. The identified cercles will be notified through the governors. Governors will organize CROCSAD meetings with the presence of the regional development agency and deconcentrated technical services to identify communes for intervention based upon their more granular local knowledge. At the commune and local levels, PDESC will form the basis for the prioritization and selection of eligible interventions. Decisions made by the CLOCSAD (local) or CCOCSAD (commune), as shown in Figure 1.1, will be communicated to the regional decision structure for confirmation through the regional support teams and PMU.



5. Should the security situation in a particular locality evolve substantially between update cycles, the priority assigned to an administrative entity may rise, remain the same, or fall, based on adjustments proposed by the regional level. Falling includes being removed as an intervention area, generally because the security situation no longer allows project interventions. The regional support teams and PMU will be empowered to modify the content, location, or timing of interventions up to a threshold specified in the Project Implementation Manual and in consultation with the beneficiary communities. Conversely, if the situation evolves favorably, an area may see its priority rise and it will once again benefit from project interventions.

Figure 1.1. Institutional Arrangements



6. **A Memorandum of Understanding** will be signed with the different national institutions involved in the different activities. Firm contracts will be established with partners for the implementation of specific project activities.

Project Management Unit

7. The PMU will be responsible for overall project management and coordination, as well as the M&E of project activities, including through delegating execution to MODs or contracting partner institutions such as NGOs, national agencies, private/local contractors, and United Nations agencies, and so on. Specifically, the PMU would (a) carry out procurement procedures as needed at the national level; (b) manage the project's special accounts; (c) manage the M&E system at the national level, including environmental and social risks management; (d) prepare consolidated annual work programs and budgets; (e) coordinate and consolidate procurement and FM reporting; and (f) coordinate and consolidate periodic progress reports on project activities.

8. The PMU will comprise the following experts:

- (a) **A project coordinator** in charge of (i) coordinating and supervising all the activities of the project, by strengthening concertation and collaboration with the different state and non-state institutional actors and other on-going projects and (ii) managing the project, by organizing regular technical meetings with



the different institutions involved in the implementation of the project (including ministerial departments and consulting and public work firms), and so on. The coordinator will report directly to the General Secretary of MEADD.

- (b) **A procurement specialist** responsible for all project procurement operations; preparing the Procurement Plan and updating it periodically, preparing progress reports on all the contracts concluded, and so on.
- (c) **A fiduciary specialist** in charge of ensuring the FM of the project, preparing unaudited interim financial reports and project financial statements, coordinating the preparation of all tender documents, and so on.
- (d) **An M&E specialist** in charge of supervising the implementation of project activities, organizing and supervising the process of preparing the work plan, coordinating the design and implementation of the project M&E system and ensuring its effectiveness, ensuring the monitoring of the collection and analysis of all information concerning the activities of the project. This expert profile will also involve confirmed skill on GEMS that will be embedded in the project M&E framework.
- (e) **An environmental safeguards specialist and a social safeguards specialist.** These two experts will be responsible for coordinating the environmental and social aspects of the project respectively and will be supported by the regional experts.

9. The PMU will also hire an accountant and his assistant, and internal and external auditors hired on the basis of TORs agreed upon with the World Bank. Additional experts will be mobilized by the technical support firm including gender, GBV, FCV experts.

Regional Support Unit

10. At the regional level, an **RSU** will strengthen field implementation capacity and institutional coordination. Hosted by the regional direction of the DGEF, the RSU will comprise three specialists, hired based on TORs agreed upon with the World Bank. Additional expert will be mobilized at request by the technical support firm, including GBV, Gender and FCV experts. RSU will comprise:

- **A project regional coordinator in charge also of the environmental**
- **A paralegal specialist** (in charge of supervising and assisting all administrative aspects related conventions with local communities and subproject investments by eligible promoters)
- **A social specialist** (in charge of dealing with GBV, SEA, SH, and grievance management).

11. The RSU will establish specific protocols with the regional development agency to assume well-defined responsibilities for the implementation of activities. Periodic meetings will be held between the RSU, the regional development agency, and CROCSADs to (a) review annual work plans and budgets, including results and progress reports; (b) evaluate progress achieved with respect to expected outcomes and specific objectives; and (c) facilitate execution of the project by coordinating activities and mobilizing appropriate specialists and partners. The number of RSUs will be updated to the new regional division while keeping a principle of proportionality with the number of municipalities per region.



Technical support

12. A **technical assistance firm** will provide necessary support to the PMU in areas related to procurement, technical, fiduciary, and environmental and social risk activities, including support to the design and implementation of a participatory and inclusive M&E system, communication and knowledge sharing, preparation of TOR of consultants for safeguard instruments or technical activities, and reporting.

13. **Partner institutions** will be responsible for supporting the PMU/RSU and participating communes in the design and implementation of community micro-projects. These institutions, to be identified by the PMU on a competitive basis and hired under MOD arrangements, will provide technical coordination and support for the preparation and implementation of community micro-projects in close collaboration with CSOs, private sector, and commune representatives including CLOCSAD, religious authorities, and villages headers. Other activities include (a) mobilizing all stakeholders; (b) supporting the elaboration of PDESCs and other planning tools; (c) developing annual programs; and (d) gathering essential data for the M&E of project-related activities and subprojects implementation.

Support Plan

14. Implementation support missions will be carried out twice a year during the life of the project by the World Bank and MEADD, with the participation of representatives of AEDD and AFBN and development partners. An MTR will be carried out to assess the project progress, achievement of the key indicators, risks and mitigation measures, and relevance of activities. MEADD will undertake an independent midterm review and a completion evaluation at closing. Implementation support funds will continue to be, provided by IDA.

15. The main areas of focus and skills requirements for implementation support to be provided by or through the World Bank are summarized in table 1.1.

Table 1.1. Main Areas of Focus and Skills Requirements for Implementation Support

Time	Focus
First 12 months	<ul style="list-style-type: none">• Initiating critical procurements• Strengthening M&E and reporting systems• Strengthening FM systems• Gender mainstreaming• Landscape-related investments• Spatial planning and coordination with stakeholders• Communication and outreach• GRM
From 13–84 months	<ul style="list-style-type: none">• Continuing critical procurements• Maintaining M&E and reporting systems• Continuing coordination with stakeholders• Gender• FM, procurement• Safeguards and GRM• Landscape-related investments• Spatial planning and coordination with stakeholders• Systematic training programs• Communication, knowledge generation, and dissemination



Time	Focus
	<ul style="list-style-type: none">• GRM• Project reporting

Financial Management

Financial management assessment report

16. A financial management assessment of MEADD was conducted to determine whether the implementing entity has adequate FM arrangements in place to ensure that (a) the funds will be used efficiently and economically for the intended purposes, and that the entity is capable of correctly and completely recording all transactions and balances related to the Project; (b) the project's financial reports will be prepared in an accurate, reliable, and timely manner; (c) the entity's assets will be safely guarded; and (d) the project will be subjected to auditing arrangements acceptable to the World Bank. The assessment complied with the World Bank Directive Financial Management Manual for World Investment Project Financing operation effective March 1, 2010 and as last revised on February 10, 2017.

17. The main findings arising from the assessment of the MEADD conducted in November 2021 are like those outlined in the Public Expenditure and Financial Accountability (PEFA) and other public financial management (PFM) assessment reports. Besides the apparent strong policy and legislative frameworks and systems including detailed procedures for procurement and financial management, the Government is still struggling with compliance and effective implementation. The compliance with internal control rules and the effectiveness of internal audit needs to be improved. Furthermore, accounting and reporting, as well as external scrutiny and audits, are reported to be weak. MEADD faces capacity shortages in the areas of FM human resources; and the computerized system in place for budget execution (PRED) and financial reporting (AICE) faces some challenges like those revealed in the PEFA and other PFM assessment reports.

18. Although the MEADD has no direct experience in implementing World Bank projects, two agencies (ABFN and AEDD) under the ministry's supervision have implemented two World Bank projects in recent years (PGRNCC/PREFEEN). Considering these weaknesses, the implementation of the project's activities will be carried out through a Project Management Unit (PMU) directly attached to the General Secretary of the Ministry. The PMU will be responsible for project implementation, management, coordination, and monitoring and evaluation under the oversight of the Steering Committee.

Risk assessment and mitigation

19. Financial management assessments of the implementing entity MEADD have been conducted during 2021 by the World Bank FM team. The World Bank's principal concern is to ensure that project funds are used economically and efficiently for the intended purposes. Assessment of the risks that the project funds will not be so used is an important part of the FM assessment work.

20. The assessment revealed that the MEADD does not have sufficient FM capacity in place to meet World Bank requirements. The overall FM residual risk for the project is rated Substantial considering the project design and the country context. The PMU could be in a position of managing World Bank's funds once the following measures are implemented prior and after the project effectiveness.



21. The content of these risks is described in table below.

Table 1.2. Major weaknesses and FM action plan to reinforce the control environment

Topic	Major weaknesses	FM action plan to reinforce the control environment
Staffing	The MEADD assessment shows that this team does not have the experience required for the accounting and financial management of the project financed under external resources.	- Recruitment one FM Officer and accountant familiar with World Bank FM procedures - Recruitment of one internal auditor (FM, Procurement and M&E).
Internal control	The MEADD does not have a specific manual of procedures and the control system in place to manage external funds.	- Installation of an accounting software for the project and training of users - Elaboration of the PIM including financial, administrative, accounting procedures
External control	MEADD finance are managed through public accountants who produced annually accounts submitted to the supreme court. The audit of these accounts faced significant delay.	Appointment of the external auditor

FM actions plan

22. The action plan below indicates the actions to be taken for the Project to strengthen the Project financial management system.

Table 1.3. Financial management action plan

Issue/Topic	Remedial Action Recommended	Responsible Body/Person	Completion Date	FM Effectiveness Conditions
Staffing	Recruitment of project FM Officer familiar with Bank FM procedures	MEADD	Before effectiveness	Yes
	Recruitment of one internal auditor and one accountant		Three months after effectiveness	NO
Information system accounting software	Installation of an accounting software for the Project			
Internal control	Elaboration of the PIM including financial, administrative, accounting procedures		Before effectiveness	Yes
External auditing	Appointment of the external auditor completed, and contract signed		6 months after effectiveness	NO

Planning and Budgeting Arrangements

23. Planning and budgeting processes of the project will follow the guidance detailed in the Instruction No. 14-2628/MEF-SG signed by the MEF on August 12, 2014. For this project, the PMU will coordinate preparation of a consolidated Annual Work Plan and Budget (AWPB) to implement project activities, considering the project's components. The work plan and budgets will identify the activities to be undertaken and the roles of the respective parties involved in the implementation including all the implementing entities. The AWPB will provide detailed information on the amount allocated to each implementing entity per activity showing unit costs and



quantities. Annual work plans and budgets will be consolidated into a single document by the PMU. The AWPB will be submitted for approval to the Project Technical Committee, and thereafter to the World Bank. There should be no objection later than 30 November of the year preceding the year that the work plan should be implemented.

Key Accounting Policies and Accounting Software

24. An integrated financial and accounting system will be put in place and used by the FM unit of the PMU. The project code and chart of accounts will be developed to meet the specific needs of the Project and documented in the manual of procedures being drafted. The prevailing accounting policies and procedures in line with the West African Francophone countries accounting standards—SYSCOHADA—currently in use in ongoing World Bank-financed operations in Mali will apply. The accounting systems, policies, and financial procedures used by the project will be documented in the project's administrative, accounting, and financial manual.

25. For the project to deliver on its objectives, a computerized financial management system will be purchased and customized. This software should be capable of recording transactions and reporting project operations in a timely manner, including preparing withdrawal applications and periodic financial reports (IFR and annual financial statements). In a nutshell, the system should integrate budgeting, operating, and cost accounting systems to facilitate monitoring, evaluation, and reporting.

Internal Control and Internal Auditing

26. The internal control system is intended to ensure the (i) effectiveness and efficiency of operations; (ii) reliability of financial reporting; and (iii) compliance with applicable laws and regulations. For this project, the accounting, financial and administrative procedures manual to be developed will document, explain, and describe work processes, information flow, authorization and delegation of authority, timing, job segregations, automatic and sequential controls, compliance with Project objectives, and micro and macro rules and regulations. Applying the procedures set up in the manual will be mandatory for all staff at all levels.

27. In addition, the internal auditor (individual consultant) located at the PMU will conduct the monthly reviews of the Project expenditures including physical verifications of acquisition of works, goods, and services. All deficiencies or circumvented practices identified will be communicated by the Coordinator, for immediate corrective action as appropriate. One copy of such report also will be communicated to the World Bank and the Steering committee.

Disbursements and Funds Flow

28. The disbursement schedule, according to disbursement category is shown in table 1.4 below.

**Table 1.4. Disbursement Schedule**

Category	Amount of the Credit Allocated (expressed in EUR)	Percentage of Expenditures to be Financed (Inclusive of Taxes) (%)
(1) Goods, works, non-consulting services, consulting services, Operating Costs and Training for the Project (except for Categories (2), (3) and (4) below)	69,050,000	100
(2) Goods, works, non-consulting services, consulting services, Operating Costs and Training for LER Matching Grants under Part 2.1 of the Project	23,016,700	100
(3) Goods, works, non-consulting services, consulting services, Operating Costs and Training for LLR Matching Grants under Part 2.2 of the Project	46,033,300	100
(4) Emergency Expenditures, under Part 4 of the Project	0	100
TOTAL		100

29. Disbursements under the project will be carried out in accordance with the provisions of the Disbursement Guidelines for Investment Project Financing dated in May 2017, the Disbursement and Financial Information Letter and the Financing Agreement.

30. The Designated Account" (DA) in XOF will be opened at commercial bank on terms and conditions acceptable to IDA to facilitate payment for eligible expenditures. The DA will be managed by the PMU according to the disbursement procedures described in the Project Implementation Manual (PIM) and the Disbursement Letter. Monthly replenishment will be required accompanied by the disbursement and procurement plans and the relevant supporting documents. The DA will be managed by the FM Specialist of the PMU.

31. These accounts will be managed according to the disbursement procedures described in the PIM and fiduciary arrangements included agreed in the Subsidiary Agreement. An initial deposit will be released by IDA at the request of the project implementation units upon effectiveness. Payments to Implementing Partner organizations (for example firms, contractors, NGO, government specialized entities), services providers and suppliers will be made in accordance with the payment's modalities, as specified in the respective contracts and MoU. In the case of payments to UN agencies, the special World Bank disbursement procedures will be used to establish a "Blanket Commitment." The "Blanket Commitment" will be set up for the UN agency for the full amount to be transferred to the UN agency as an Advance. The credit will finance 100 percent of eligible expenditures of the project inclusive of tax.

32. Upon project effectiveness, transaction-based disbursements will be used. An initial advance up to the ceiling of the DA will be made into the designated account and subsequent disbursements will be made monthly against submission of Statements of Expenditures (SOE) or records as specified in the DL reporting on the use of the initial/previous advance. Thereafter, the option to disburse against submission of quarterly unaudited IFR (also known as the Report-based disbursements) could be considered subject to the quality and timeliness of the IFRs submitted to the Bank and the overall FM performance and arrangements as assessed in due course. In addition to the "advance" method, for contracts above a predetermined threshold for eligible expenditures (for example,



20 percent of the DAs ceiling), the option of disbursing the funds through direct payments to a third party also will be available. Another acceptable method of withdrawing proceeds from the IDA credit is the special commitment method, whereby IDA may pay amounts to a third party for eligible expenditures to be paid by the Recipient under an irrevocable Letter of Credit.

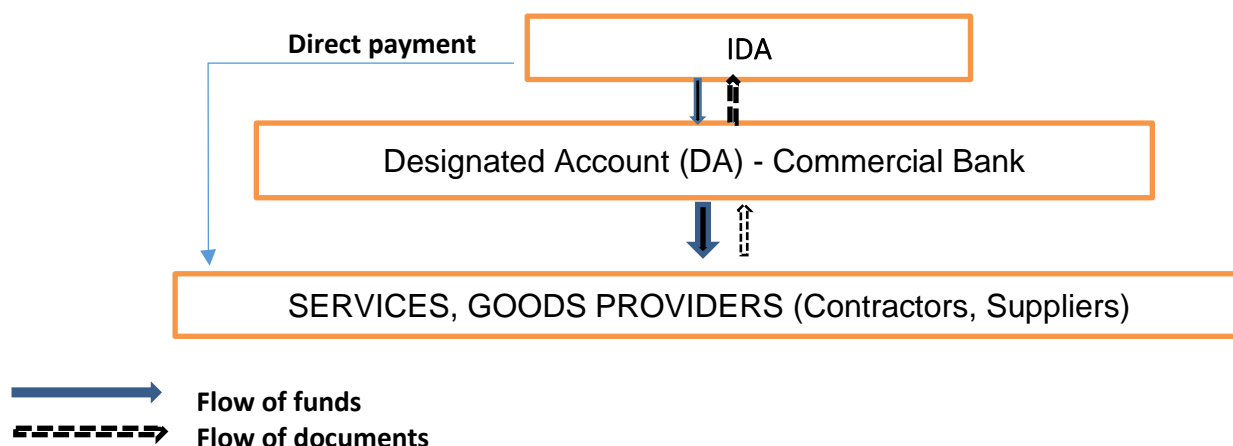
Disbursement of funds to beneficiaries, contractors, suppliers and Implementing Partners

33. PMU will make payments to Implementing Agencies, contractors, and suppliers, in regard to the specified activities in the components of the project. Payments will be made in accordance with the payment modalities specified in the respective contracts/conventions or MoU. The criteria for payment, reimbursement, and evidence for services delivered will be detailed in the PIM. The project Internal Auditor and the project FM team will reserve the right to verify the expenditures ex-post, and refunds might be requested for non-respect of contractual/convention, such as MOD (Delegated Management Agency) clauses. Misappropriated activities could result in the suspension of financing for a given entity.

Flow of Funds

34. Fund's flow will be from the DAs to suppliers, contractors' accounts.

Figure 1.2. Flow of Funds



Local taxes

35. Funds will be disbursed in accordance with project categories of expenditures and components, as shown in the Financing Agreement. Financing of each category of expenditure/ component will be authorized at 100 percent inclusive of taxes as per the current Country Financing Parameters approved for Mali.

Financial Reports

36. Financial reports will be designed to provide quality and timely information on project performance to project management, World Bank, and other relevant stakeholders. The PMU will submit quarterly IFRs which should include the following financial statements: (i) statement of sources of funds and project revenues and uses of funds; (ii) statement of expenditures classified by project components and or disbursement category (with additional information on expenditure types and implementing agencies as appropriate), showing comparisons with budgets for the reporting quarter, the year, and cumulatively for the Project life; (iii) cash forecast; (iv) explanatory notes; and (v) Designated Account activity statements. The quarterly IFR will be prepared and



submitted to the World Bank within 45 days after the end of each calendar quarter and will reflect the activities implemented directly by PMU as well as any UN agency and other implementing entities.

37. In compliance with International Accounting Standards and IDA requirements, the project will produce annual consolidated financial statements under responsibility of PMU. These include: (i) a Balance Sheet that shows Assets and Liabilities; (ii) a Statement of Sources and Uses of Funds showing all the sources of Project funds, expenditures analyzed by project component and or category; (iii) a Designated Account Activity Statement; (iv) a Summary of Withdrawals using SOEs (Statements of Expenses), listing individual withdrawal applications by reference number, date, and amount; and (v) Notes related to significant accounting policies and accounting standards adopted by management and underlying the preparation of financial statements. The financial statements will constitute the entry point of the external auditor's annual diligences.

Auditing Arrangements

38. Due to the capacity issues (HR, Financial Resources etc.) of the Supreme Audit Institution, (Section of Accounts of the Supreme Court) a qualified external audit firm will be recruited under terms of reference and procedures acceptable to the World Bank. This firm will audit annually the project's financial statements. PMU will prepare the terms of reference for the audit, and the selection process will be launched, and the external auditor recruited not later than six (6) months after project effectiveness. The scope of the audit will cover the activities implemented at central and decentralized levels by the implementation agencies and any partner implementing agencies.

39. The annual audited financial statements together with the auditor's report and management letter covering identified internal control weaknesses will be submitted to the World Bank no later than six (6) months after the end of each fiscal year. A single audit opinion will be issued that covers project income and expenditures, designated accounts, and the IFR. The report also will include specific controls such as compliance with procurement procedures and financial reporting requirements and consistency among financial statements, management reports, and field visits (such as physical control). The audit report thus will refer to any incidence of noncompliance, ineligible expenditures, and misuse identified during the audit mission.

Table 1.5. Audit Reports

Audit Report	Due Date
The Project audit reports (audit report and management letter)	Not later than June 30 (Year N) if effectiveness occurred before June 30 (Year N-1). • Not later than June 30 (N+1) if effectiveness has occurred after June 30, (N-1)

Implementation Support Plan

40. Based on the outcome of the FM risk assessment, the following implementation support plan is proposed. The objective of the implementation support plan is to ensure the project maintains a satisfactory FM system throughout its life.

Table 1.6. FM Implementation Support Plan

FM Activity	Frequency
Desk reviews	
Interim financial reports review	Quarterly
Audit reports review of the program	Annually



Review of relevant information such as interim internal control systems reports	Continuous as they become available
On-site visits	
Review of overall operation of the FM system (Support Missions)	Twice in the year
Monitoring of actions taken on issues highlighted in audit reports	As needed
Transaction reviews	As needed
Capacity-building support	
FM training sessions	During implementation, as needed

Governance Anticorruption measures.

41. The risk of irregularities and corruption within the project activities is substantial given the country context and health sector performance. In addition, the lack of appropriate or effective oversight mechanisms could jeopardize Project implementation. A strong fiduciary arrangement has been designed and put in place to mitigate these risks. Some measures to improve transparency include publishing project audited financial statements online, and the recruitment of a dedicated FM Officer and an internal auditor familiar with World Bank FM procedures.

Procurement

42. The Recipient will carry out procurement for the proposed project in accordance with the World Bank's 'Procurement Regulations for IPF Borrowers' (Procurement Regulations) November 2020 under the NPF; the 'Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by the International Bank for Reconstruction and Development (IBRD) Loans and International Development Association (IDA) Credits and Grants', dated October 15, 2006, and revised in January 2011 and July 1, 2016; and other provisions stipulated in the Financing Agreements.

43. All procuring entities and bidders and service providers, that is suppliers, contractors, and consultants shall observe the highest standard of ethics during the procurement and execution of contracts financed under the project in accordance with paragraph 3.32 and Annex IV of the Procurement Regulations.

44. The Recipient shall prepare and submit to the World Bank a General Procurement Notice (GPN) and the World Bank will arrange for publication of GPN in United Nations Development Business (UNDB) online and on the World Bank's external website. The Recipient may also publish it in at least one national newspaper with a large circulation.

45. The Recipient shall publish the Specific Procurement Notices (SPNs) for all goods, works, non-consulting services and consulting services, and the Requests for Expressions of Interest on its free-access websites, if available, and in at least one newspaper of national circulation in the borrower's country. For open international procurement selection of consultants using an international shortlist, the recipient shall also publish the SPN in UNDB online and, if possible, in an international newspaper of wide circulation; and the World Bank arranges for the simultaneous publication of the SPN on its external website.

46. The PMU will be responsible for the project planning and procurement management and day-to-day management of the project. The coordinator will be responsible for decision-making during the procurement process. The PMU will update the PIM (including the section on procurement procedures) that will describe in detail the processes and procedures related to the implementation of the proposed activities.



47. **Filing and record keeping.** The procurement procedures manual will set out detailed procedures for maintaining and providing readily available access to project procurement records, in compliance with the Financing Agreement.
48. The recruitment of civil servants as individual consultants or as part of the team of consulting firms will abide by the provisions of paragraph 3.23 (d) of the Procurement Regulations.
49. **Procurement Plan.** The Recipient prepared a detailed 18-month Procurement Plan. The Procurement Plan specifies, for each contract (a) a brief description of the activities/contracts; (b) the selection methods to be applied; (c) the estimated cost; (d) time schedules; (e) the World Bank's review requirements; and (f) any other relevant procurement information. Through the course of project implementation, it will be updated at least annually or as required to reflect implementation needs and improvements in institutional capacity. The Recipient shall submit to the World Bank, for its review and approval, any updates of the Procurement Plan.
50. The scope of procurement described in the PPSD and the Procurement Plan agreed on with the World Bank is summarized below.
51. The Recipient shall use the World Bank's online procurement planning and tracking tool (STEP) to prepare, clear, and update its Procurements Plan and conduct all procurement transactions.
52. **Training, workshops, study tours, and conferences.** These activities would comprise workshops and training, based on individual needs, as well as group requirements; on-the-job training; and hiring of consultants for developing training materials and conducting training. Selection of consultants for training services follows the requirements for selection of consultants mentioned above. All training and workshop activities (other than consulting services) would be carried out on the basis of approved annual work plans/training plans that would identify the general framework of training activities for the year, including (a) the type of training or workshop; (b) the personnel to be trained; (c) the institutions that would conduct the training and reason for selection of that particular institution; (d) the justification for the training, how it would lead to effective performance, and implementation of the project and/or sector; (e) the duration of the proposed training; and (f) the cost estimate of the training. Report by the trainee(s), including completion certificate/diploma upon completion of training, shall be provided to the project coordinator and will be kept as parts of the records, and will be shared with the World Bank, if required.
53. A detailed training and workshops' plan providing the nature of training/workshop, number of trainees/participants, duration, staff months, timing, and estimated cost will be submitted to the World Bank for review and approval before initiating the process. The selection methods will derive from the activity requirement, schedule, and circumstance. After the training, the beneficiaries will be requested to submit a brief report indicating what skills have been acquired and how these skills will contribute to enhance their performance and contribute to the attainment of the project objective.
54. **Operational costs.** Operational costs financed by the project would be incremental expenses incurred by the PMU on account of the project implementation, including in-country travel; office materials and supplies (stationary and other consumables, but not limited to the purchase of equipment); office rentals and maintenance; utilities (including electricity and water); communication costs (including telephone and internet charges); equipment rental, operation maintenance and repair; and transport costs of the staff related to



supervision activities in the field (including per diem). Such services' needs will be procured using the procurement procedures specified in the Operations Manual accepted and approved by the World Bank.

55. **Procurement manual.** Procurement arrangements, roles and responsibilities, methods, and requirements for carrying out procurement shall be elaborated in detail in the procurement manual, which may be a section of the PIM. The adoption of the PIM by the Recipient is an effectiveness condition of the Financing Agreement.

56. **Procurement methods.** The Recipient will use the procurement methods and market approach in accordance with the Procurement Regulations. Procurement will therefore follow (a) Direct Selection; (b) use of Framework Agreements including existing ones; (c) procurement from United Nations agencies; and (d) increased thresholds for Requests for Quotations (RfQs) and national procurement. Open National Market Approach is a competitive bidding procedure normally used for public procurement in the country of the recipient and may be used to procure goods, works, or non-consultant services provided it meets the requirements of paragraphs 5.3 to 5.6 of the Procurement Regulations.

57. The World Bank has assessed the country procurement regulation and found that the principles and most of the procedures are in compliance with World Bank standards for procurement. In general, the country's new procurement procedures do not conflict with the World Bank Guidelines, but in cases of conflict, the provisions of the World Bank prevail. However, for National Competitive Bidding procedures for goods and works to become acceptable to the World Bank, some special provisions will be required regarding advertisement, access for foreign bidders to participate, limitation of domestic preference, deadlines for submission of bids, the evaluation and contract award process, standard bidding documents, fraud and corruption clauses in bidding documents, inspection by the World Bank, and obstructive practices and debarment under the national system.

58. The thresholds for particular market approaches and procurement methods and the World Bank's prior review requirements are indicated in table 1.7.

Table 1.7. Thresholds for Procurement Methods and Prior Review

No.	Expenditure Category	Contract (C) Value Threshold* (US\$ equivalent)	Procurement Method	Contracts Subject to Prior Review/(US\$ equivalent)
1	Works	$C \geq 15,000,000$	Open Competition International Market Approach and Direct Contracting	$\geq 5,000,000$
		$200,000 < C < 15,000,000$	Open Competition National Market Approach	
		$C \leq 200,000$	RfQ	None
2	Goods, IT, and non-consulting services	$C \geq 3,000,000$	Open Competition International Market Approach and Direct Contracting	$\geq 1,500,000$
		$100,000 < C < 3,000,000$	Open Competition National Market Approach	
		$C \leq 100,000$	RfQ	None
3	National short list for selection of consultant firms	$C < 200,000$	For consulting services	None
		$C \leq 400,000$	For engineering and construction	None



No.	Expenditure Category	Contract (C) Value Threshold* (US\$ equivalent)	Procurement Method	Contracts Subject to Prior Review/(US\$ equivalent)
			supervision	
4	International short list for selection of consultant firms	C ≥ 200,000	For consulting services	≥500,000
		C ≥ 400,000	For engineering and construction supervision	≥500,000
5	Selection of individual consultants	All values	All approaches	≥200,000
6	Direct contracting	All values	—	As agreed in the Procurement Plan
7	Training, workshops and study tours	All values	Based on approved annual work plan and budgets	Annual work plan and budgets

59. **Thresholds for procurement methods and prior review.**

60. **Procurement risk rating.** An in-depth assessment was carried out during the preparation of the PPSD. The overall procurement risk for the proposed project is considered Substantial. An action plan to mitigate the risks identified in the procurement assessment has been prepared, in consultation with the borrower (table 1.8). With the implementation of the proposed measures of the action plan and the support of the World Bank team, the overall procurement risk will be rated Moderate.

61. The risks and mitigation measures are provided in table 1.8.

Table 1.8. Action Plan for Strengthening Procurement Capacity (to be completed after finalization of PPSD)

No.	Key Risks	Mitigation Actions	Responsible Entity	Timeline
1.	The procurement team and technical staff involved in procurement processes have not mastered the World Bank's NPF and its tools	Train the procurement team (procurement specialist and two procurement assistants), technical experts, DFM staff, and the tender committee members in the World Bank's NPF	PMU	No later than 3 months after credit effectiveness
2	Timeouts in the implementation of some activities, mainly evaluation committee management and awarding of contracts	Closely monitor and exercise quality/ control on all aspects of the procurement process, including evaluation, selection, and contract award in line with the provisions of the procurement manual	PMU	Throughout project implementation

62. **Procurement supervision.** In addition to the prior review and implementation support mission carried out by the World Bank, it is recommended that at least two missions be carried out each year, with one visit to the field to carry out post review of procurement actions.

63. **Procurement post review.** Post reviews can be done either by World Bank staff or consultants hired by the World Bank. They may also be carried out by third parties such as supreme audit institutions, procurement



regulatory authorities, consultancy firms, NGOs, and others, according to procedures acceptable to the World Bank to ascertain compliance with procurement procedures as defined in the legal documents. The sampling is risk based and considers (a) the project procurement risk rating, with the riskier projects having a larger sample and (b) the contract risk rating to ensure that riskier contracts constitute a higher proportion of the sample. Post reviews contribute to the overall procurement performance rating of the project and provide a basis for updating the project procurement risk and the risk mitigation plan.

64. **Oversight and monitoring arrangements for procurement.** A Project Implementation Manual will be prepared and submitted to the World Bank for review. It will define the project's internal organization and its implementation procedures. It will include, among other things, all relevant procedures for calling for bids, selecting consultants, and awarding contracts. The project monitoring arrangements for procurement will be specified. The detailed 18-month Procurement Plan, agreed with the Recipient, will be uploaded on the World Bank's website.

65. **Contract management and expenditure reports.** As part of the Procurement Management Reports, the PMU will submit contract management and expenditure information in quarterly reports to the World Bank for the project. The procurement management report will consist of information on procurement of goods, works, and consultants' services and compliance with agreed procurement methods. The report will compare procurement performance against the plan agreed at negotiations and as appropriately updated at the end of each quarter. The report will also provide any information on complaints by bidders, unsatisfactory performance by contractors, and any information on contractual disputes if any. These contract management reports will also provide details on payments under each contract and will be used to ensure that no contract overpayments are made, or no payments are made to sanctioned entities.