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Report No: PAD4235

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED CREDIT

IN THE AMOUNT OF EUR 49.8 MILLION
(US\$56.5 MILLION EQUIVALENT)

AND

A PROPOSED GRANT

IN THE AMOUNT OF SDR 40.4 MILLION
(US\$56.5 MILLION EQUIVALENT)

AND

A GRANT

IN THE AMOUNT OF US\$12 MILLION

FROM THE GLOBAL PARTNERSHIP FOR SUSTAINABLE AND RESILIENT LANDSCAPES
MULTI-DONOR TRUST FUND ("PROGREEN")

TO

BURKINA FASO

FOR A

COMMUNAL CLIMATE ACTION AND LANDSCAPE MANAGEMENT PROJECT

MAY 24, 2022

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

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CURRENCY EQUIVALENTS

Exchange Rate Effective November 30, 2021

Currency Unit= West African CFA Franc (XOF)

EUR 1 = SDR 0.8112

EUR 1 = US\$0.88

1 XOF = 0.00172660 USD

FISCAL YEAR

January 1 – December 31

ABBREVIATIONS AND ACRONYMS

ANEVE	National Environmental Assessment Agency (<i>Agence Nationale des Evaluations Environnementales</i>)
ASCE-LC	High Authority for State Control and Fight Against Corruption (<i>Autorité Supérieure de Contrôle de l'Etat et de Lutte contre la Corruption</i>)
BCEAO	Central Bank (<i>Banque Centrale des Etats de l'Afrique de l'Ouest</i>)
BUFACAP	Burkina Faso Agricultural Carbon Project
CBA	Cost-Benefit Analysis
CPF	Country Partnership Framework
CRI	Corporate Results Indicator
CVD	Village Council for Development (<i>Conseil Villageois pour le Développement</i>)
DA	Designated Account
DCPM	Department of Communication and Ministerial Press (<i>Direction de la Communication et de la Presse Ministérielle</i>)
DFIL	Disbursement and Financial Information Letter
DGCOOP	General Directorate for Cooperation (<i>Direction Générale de la Coopération</i>)
DGCT	General Directorate of Territorial Collectivities (<i>Direction Générale des Collectivités Territoriales</i>)
DGDT	General Directorate of Territorial Development (<i>Direction Générale du Développement Territorial</i>)
DGFOMR	General Directorate of Land, Training, and Organization of Rural Areas (<i>Direction Générale du Foncier, de la Formation et de l'Organisation du Monde Rural</i>)
DFWMP	Decentralized Forest and Woodland Management Project
DGB	General Directorate for Budget (<i>Direction Générale du Budget</i>)
DGEP	Directorate General for Economy and Planning (<i>Direction Générale de l'Economie et de la Planification</i>)
DGI	General Directorate of Taxes (<i>Direction Générale des Impôts</i>)
DGTCP	General Directorate of Public Accounts (<i>Direction Générale du Trésor et de la Comptabilité Publique</i>)
DGUTF	General Directorate of Urban Planning and Land Works (<i>Direction Générale de l'Urbanisme et des Travaux Fonciers</i>)
DIME	Development Impact Evaluation



DRH	Human Resources Department (<i>Direction des Ressources Humaines</i>)
EIF	Environmental Intervention Fund
ER-Program	Emissions Reduction Program
ESMF	Environmental and Social Management Framework
EX-ACT	EX-Ante Carbon Balance Tool
FCPF	Forest Carbon Partnership Facility
FCV	Fragility, Conflict, and Violence
FIP	Forest Investment Program
FIP-BF	FIP-Burkina Faso
FIP-CU	FIP Coordination Unit
FM	Financial Management
FMS	Financial Management Specialist
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEMS	Geo-Enabled Initiative for Monitoring and Supervision
GGW	Great Green Wall
GHG	Greenhouse Gas
GP	Global Practice
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
INERA	Institute for Environmental and Agricultural Research (<i>Institut de l'Environnement et de Recherches Agricoles</i>)
IRR	Internal Rate of Return
IRSAT	Institute for Research in Applied Science and Technologies (<i>Institut de Recherche en Sciences Appliquées et Technologies</i>)
IUCN	International Union for Conservation of Nature
LFCSP	Local Forest Communities Support Project (<i>Projet d'Appui aux Populations dépendantes de la Forêt</i>)
LLC	Local Land Charter
LOADDT	Law on the Planning and Sustainable Development of the Territory (<i>Loi d'Orientation sur l'Aménagement et le Développement Durable du Territoire</i>)
M&E	Monitoring and Evaluation
MINEFP	Ministry of Finance, Economy and Forecasting (<i>Ministère de l'Economie, des Finances et de la Prospective</i>)
MEEEA	Ministry of Environment, Energy, Water and Sanitation (<i>Ministère de l'Environnement, de l'Energie, de l'Eau et de l'Assainissement</i>)
MoU	Memorandum of Understanding
MPSR	Patriotic Movement for Safeguard and Restoration (<i>Mouvement Patriotique pour la Sauvegarde et la Restauration</i>)
NDC	Nationally Determined Contribution
ND-GAIN	Notre Dame Global Adaptation Initiative
NGO	Nongovernmental Organization
NPF	New Procurement Framework
NPV	Net Present Value
NTFP	Non-Timber Forest Product



PACT	Local Government Support Program (<i>Programme d'Appui aux Collectivités Territoriales</i>)
PAD	Project Appraisal Document
PCD	Communal Development Plan (<i>Plan Communal de Développement</i>)
PDIC/REDD+	Integrated Community Development Project for REDD+ (<i>Projet de Développement Communautaire Intégrés pour la REDD+</i>)
PDO	Project Development Objective
PF	Process Framework
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PNAT	National Spatial Planning Policy (<i>Politique Nationale d'Aménagement du Territoire</i>)
PNGT	Community-Based Rural Development Project (<i>Programme National de Gestion des Terroirs</i>)
PNIASP	National Strategic Agro-Sylvo-Pastoral Investment Plan (<i>Plan stratégique national d'investissement agro-sylvo-pastoral</i>)
PPA	Project Preparation Advance
PPSD	Project Procurement Strategy for Development
PRA	Prevention and Resilience Allocation
PReCA	Agriculture Resilience and Competitiveness Project (<i>Projet de Résilience et de Compétitivité Agricole</i>)
REDD+	Reduced Emission from Deforestation and Forest Degradation including sustainable forest management, conservation and enhancement of forest carbon stocks
SDADD	Strategic Land Use and Communal Sustainable Development Plan (<i>Schéma Directeur d'Aménagement et de Développement Durable de la Commune</i>)
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
SEP	Stakeholder Engagement Plan
SLM	Sustainable Landscape Management
SMEs	Small and Medium Enterprises
SNADDT	National Plan for Planning and Sustainable Development of the Territory (<i>Schéma National d'Aménagement et de Développement Durable du Territoire</i>)
SoE	Statement of Expenditures
SP/CPSA	Permanent Secretariat for the Coordination of Agricultural Sector Policies (<i>Secrétariat Permanent de Coordination des Politiques Sectorielles Agricoles</i>)
SP/CNDD	Permanent Secretariat of the National Council for Sustainable Development (<i>Secrétariat Permanent du Conseil National pour le Développement Durable</i>)
SP/CONAD	Permanent Secretariat of the National Conference on Decentralization (<i>Secrétariat Permanent de la Conférence Nationale sur la Décentralisation</i>)
STEP	Systematic Tracking of Exchanges in Procurement
STN-REDD+	National REDD+ Technical Secretariat (<i>Secrétariat Technique National REDD+</i>)
SUPERMUN	Municipal Performance Monitoring System (<i>Suivi de la Performance Municipale</i>)
ToR	Terms of Reference
UNFCCC	United Nations Framework Convention on Climate Change
WB	World Bank



The World Bank

Communal Climate Action and Landscape Management Project (P170482)

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**Table of Contents**

DATASHEET.....	1
I. STRATEGIC CONTEXT	8
A. Country Context.....	8
B. Sectoral and Institutional Context	10
C. Relevance to Higher Level Objectives.....	15
II. PROJECT DESCRIPTION	16
A. Project Development Objective.....	16
B. Project Design	16
C. Description of Project Components.....	19
D. Project Beneficiaries	26
E. Results Chain.....	26
F. Rationale for World Bank Involvement and Role of Partners.....	27
G. Lessons Learned and Reflected in the Project Design	28
III. IMPLEMENTATION ARRANGEMENTS	29
A. Institutional and Implementation Arrangements.....	29
B. Results Monitoring and Evaluation Arrangements.....	30
C. Sustainability.....	31
IV. PROJECT APPRAISAL SUMMARY	32
A. Technical and Economic Analysis.....	32
B. Fiduciary.....	34
C. Legal Operational Policies.....	37
D. Environmental and Social	38
V. GRIEVANCE REDRESS SERVICES.....	42
VI. KEY RISKS	43
VII. RESULTS FRAMEWORK AND MONITORING	45
ANNEX 1: Implementation Arrangements and Support Plan	59
ANNEX 2: Procurement.....	66
ANNEX 3: FM and Disbursement	70
ANNEX 4: Greenhouse Gas Accounting	75
ANNEX 5: Economic Analysis	76
ANNEX 6: The TerriStories Approach.....	82
ANNEX 7: Approach for Selecting the Project's Municipalities of Intervention.....	84
ANNEX 8: Elaboration of Land Charters.....	86
ANNEX 9: Land Tenure Security Procedure	87
ANNEX 10: Methodology for Establishing SDADDs	89
ANNEX 11: Gender Action Plan.....	90



DATASHEET

BASIC INFORMATION

Country(ies)	Project Name	
Burkina Faso	Communal Climate Action and Landscape Management Project	
Project ID	Financing Instrument	Environmental and Social Risk Classification
P170482	Investment Project Financing	Substantial

Financing & Implementation Modalities

<input type="checkbox"/> Multiphase Programmatic Approach (MPA)	<input 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 checked="" 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
15-Jun-2022	30-Jun-2028

Bank/IFC Collaboration

No

Proposed Development Objective(s)

To strengthen sustainable landscape management and improve income generation in targeted forest areas in Burkina Faso.



Components

Component Name	Cost (US\$, millions)
Component 1: Decentralized management of forests and natural resources	72.20
Component 2: Institutional strengthening for integrated landscape management, environmental and social risk management, and mobilization of climate finance	14.20
Component 3: Entrepreneurship and sustainable development of value chains	20.00
Component 4: Project coordination, monitoring and evaluation	18.60

Organizations

Borrower: Burkina Faso
 Implementing Agency: Ministry of Environment, Energy, Water and Sanitation

PROJECT FINANCING DATA (US\$, Millions)

SUMMARY

Total Project Cost	125.00
Total Financing	125.00
of which IBRD/IDA	113.00
Financing Gap	0.00

DETAILS

World Bank Group Financing

International Development Association (IDA)	113.00
IDA Credit	56.50
IDA Grant	56.50

Non-World Bank Group Financing

Trust Funds	12.00
Integrated Landscape & Forest Management MDTF	12.00

**IDA Resources (in US\$, Millions)**

	Credit Amount	Grant Amount	Guarantee Amount	Total Amount
Burkina Faso	56.50	56.50	0.00	113.00
National PBA	56.50	56.50	0.00	113.00
Total	56.50	56.50	0.00	113.00

INSTITUTIONAL DATA**Practice Area (Lead)**

Environment, Natural Resources & the Blue Economy

Contributing Practice Areas

Agriculture and Food, Governance, Social Sustainability and Inclusion, Urban, Resilience and Land

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	● Moderate
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	● Moderate
9. Other	● High
10. Overall	● Substantial



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

Section I.A.1(a). The Recipient shall maintain at all times during Project implementation, a Project review



committee (“Review Committee”) for the Project, with a composition, mandate and resources satisfactory to the Association.

Sections and Description

Section I.A.2. The Recipient shall maintain at all times during Project implementation, the Director General of the Green Economy and Climate Change under the MTEE, acting as National Project Coordinator and responsible for Project oversight.

Sections and Description

Section I.A.3. (a) The Recipient shall maintain throughout Project implementation a Project implementation unit within the Ministry in charge of environment (“Project Implementation Unit” or “PIU”) with a composition, mandate and resources satisfactory to the Association.

Sections and Description

Section I.A.3(d). Not later than thirty (30) days from the Effective Date, or any later date agreed by the Association, the Recipient shall establish and thereafter maintain four (4) regional Project implementation regional branches to support the implementation and coordination of Project activities in the regions and municipalities selected to participate in the Project, all with qualifications, experience and terms of reference satisfactory to the Association.

Sections and Description

Section I.C.1. The Recipient shall prepare and thereafter adopt, not later three (3) months after the Effective Date, or any later date as agreed by the Association, a project implementation manual in form and substance satisfactory to the Association.

Sections and Description

Section I.G. The Recipient shall, and shall cause the Project Implementing Entity to, ensure that the Project is implemented in accordance with the Environmental and Social Commitment Plan (“ESCP”), in a manner acceptable to the Association.

Sections and Description

Within six months of project approval, the Recipient shall carry out a risk assessment of SEA/SH and shall develop, if necessary, a response action plan in line with the national provisions and conventions ratified by Burkina Faso.

Sections and Description

Section I.I. Without limitations to Section 5.03 of the General Conditions, the Recipient shall provide, or cause to be provided, promptly as needed, the funds, facilities, services and other resources: (a) required for the Project; and (b) necessary or appropriate to enable the PIU to perform its obligations under the Project.

Sections and Description

Section IV. The Recipient shall, not later three (3) months after the Effective Date, or such later date as agreed by the Association, customize the accounting software in form and substance satisfactory to the Association.

Conditions



Type Effectiveness	Financing source Trust Funds, IBRD/IDA	Description <p>The Recipient has recruited and assigned to the Project: an environmental safeguards specialist, a social development specialist, a financial management specialist, a senior accountant and an external auditor, all with qualifications, experience and terms of reference satisfactory to the Association.</p>
Type Effectiveness	Financing source Trust Funds, IBRD/IDA	Description <p>The Recipient has entered into a Memorandum of Understanding with ASCE-LC, in form and substance satisfactory to the Association.</p>
Type Effectiveness	Financing source IBRD/IDA	Description <p>The PROGREEN Grant Agreement has been executed and delivered and all conditions precedent to the effectiveness of said agreement (except for the execution and effectiveness of this Agreement) have been fulfilled.</p>
Type Effectiveness	Financing source Trust Funds	Description <p>The Financing Agreement has been executed and delivered and all conditions precedent to its effectiveness or to the right of the Recipient to make withdrawals under it (other than the effectiveness of this Agreement) have been fulfilled.</p>
Type Disbursement	Financing source IBRD/IDA	Description <p>No withdrawal shall be made under Category (3) until and unless the Association has received evidence that: (i) the Recipient has appointed the TPM Agency in accordance with the provisions of Section I.H of this Schedule 2; (ii) the Recipient has adopted aspects of the Project Implementation Manual pursuant to Section I.C.1(g) of Schedule 2 to this Agreement; and (iii) two (2) Performance-Based Grant Agreements have been signed; all in form and substance satisfactory to the Association.</p>
Type Disbursement	Financing source IBRD/IDA	Description <p>No withdrawal shall be made under Category (4) until and unless the Association has received evidence that: (i) the Subsidiary Agreement has been executed on behalf of the Recipient and the Project Implementing Entity; and (ii) the Subsidiary Agreement has been duly authorized or ratified by the Recipient and the Project Implementing Entity and is legally binding upon the Recipient and the Project Implementing Entity in accordance with its terms.</p>
Type Disbursement	Financing source IBRD/IDA	Description <p>No withdrawal shall be made under Category (5) until and unless the Association has received evidence that: (i) the Subsidiary</p>



		<p>Agreement has been executed on behalf of the Recipient and the Project Implementing Entity; (ii) the Subsidiary Agreement has been duly authorized or ratified by the Recipient and the Project Implementing Entity and is legally binding upon the Recipient and the Project Implementing Entity in accordance with its terms; (iii) the Recipient has adopted aspects of the Project Implementation Manual pursuant to Section I.C.1(h) of Schedule 2 to this Agreement; and (iv) two (2) Sub-project Agreements have been signed; all in form and substance satisfactory to the Association.</p>
Type Disbursement	Financing source Trust Funds	Description <p>No withdrawal shall be made under Category (2) until and unless the Bank has received evidence that: (i) the Recipient has appointed the TPM Agency in accordance with the provisions of Section I.H of this Schedule 2; (ii) the Recipient has adopted aspects of the Project Implementation Manual pursuant to Section I.C.1(g) of Schedule 2 to this Agreement; and (iii) two (2) Performance-Based Grant Agreements have been signed; all in form and substance satisfactory to the Bank.</p>
Type Disbursement	Financing source Trust Funds	Description <p>No withdrawal shall be made under Category (3) until and unless the Bank has received evidence that: (i) the Subsidiary Agreement has been executed on behalf of the Recipient and the Project Implementing Entity; (ii) the Subsidiary Agreement has been duly authorized or ratified by the Recipient and the Project Implementing Entity and is legally binding upon the Recipient and the Project Implementing Entity in accordance with its terms; (iii) the Recipient has adopted aspects of the Project Implementation Manual pursuant to Section I.C.1(h) of Schedule 2 to this Agreement; and (iv) two (2) Sub-project Agreements have been signed; all in form and substance satisfactory to the Bank.</p>
Type Signing	Financing source Trust Funds, IBRD/IDA	Description <p>Criteria set out in paragraph 5 of OP/BP 7.30 (Dealings with De facto Governments) are assessed to be satisfied.</p>



I. STRATEGIC CONTEXT

A. Country Context

1. **Burkina Faso, a landlocked country in West Africa, is faced with an increasingly fragile security and sociopolitical situation, unfolding against the backdrop of severe climate conditions, a food security crisis and the economic impacts of the COVID-19 pandemic.** The security situation has been deteriorating significantly since 2015, and the country is experiencing one of the world's fastest growing internally displaced crises. Burkina Faso continues to be at the bottom of the World Bank's human capital index (144 out of 157 countries).¹ Poverty is widespread, with about 40 percent of the population (8.5 million people) living below the national poverty line, particularly in rural areas. Population growth is one of the highest in the world. With an annual growth rate of 3.1 percent, the number of inhabitants is estimated to reach 42 million by 2050 from 20.3 million in 2019, potentially increasing the number of people living below the poverty line. Significant population growth is putting pressure on natural capital assets (land, water, and forests), which have been degrading over the last few decades, and climate change and conflict are leading to a deterioration in food security for millions.
2. **With the COVID-19 pandemic, real gross domestic product (GDP) growth slowed to 1.9 percent in 2020 compared to 6.0 percent pre-pandemic.**² GDP per capita in 2020 was estimated at US\$830,³ one of the lowest in the world. Headline inflation rose due to food price increases and fears of food rationing and supply chain disruptions. Similarly, public debt increased to 46.5 percent of GDP in 2020 as a consequence of the pandemic and the slowdown in GDP growth. However, by mid-2021, the economy was back to its pre-pandemic growth level, encouraged by higher levels of consumption as well as mitigation and recovery measures from the COVID-19 Emergency Recovery Plan. In 2021, the economy was estimated to grow at around 5.3 percent,⁴ mostly driven by the services sector. Nonetheless, the war in Ukraine is resulting in higher global food (grains and fertilizer) and energy prices as well as supply chain disruptions. Increased inflation could slow down the pace of poverty reduction. In addition, the COVID-19-induced slowdown and the limited decrease in public deficit could further exacerbate already fragile social conditions in the medium term and aggravate poverty challenges.
3. **Since 2015, Burkina Faso has experienced a deteriorating security situation.** After a series of attacks from 2015 in the north of the country, the number of violent events has grown dramatically since 2017, affecting roughly one-third of the country, with persistent armed conflict in nine of the country's thirteen regions. Today, insecurity is mostly present in parts of the north, east, and west of the country and is spreading to new areas including the southwest. Initially a spillover of the conflict that started in neighboring Mali and Niger, through groups affiliated with Al Qaeda in the Islamic Maghreb and the Islamic State's West Africa Province, conflict has now taken root in the country and violent extremism is increasingly intertwined with community and self-defense dynamics. Violence has created an unprecedented humanitarian crisis in the country, and 1.85 million people have been internally displaced

¹ https://pubdocs.worldbank.org/en/547721572967488345/ses-BFA.pdf?cid=GGH_e_hcpexternal_en_ext (data retrieved November 17, 2021, Human Capital Project Burkina Faso, October 2, 2019).

² World Bank. 2021. *Burkina Faso Macro-economic Framework*.

³ World Bank Open Data. <https://data.worldbank.org>, data refer to 2019, current prices.

⁴ World Bank. 2021. *Burkina Faso Macro-economic Framework*.



as of March 2022,⁵ with most being women and children. On the political front, the country saw significant changes in its political situation in the last eight years. Following widespread protests, former President Blaise Compaoré was ousted in October 2014. After a political transition, presidential elections were successfully held in November 2015. In November 2020, Roch Marc Christian Kabore was reelected as President of Burkina Faso with the promise to improve stability and security in the country. However, he faced strong protests due to the increase in civilian and military casualties from attacks by armed groups and the weak results obtained by the authorities in dealing with the insecurity. These were among the key drivers that led, on January 24, 2022, to a *coup d'état*, the resignation of the President under military pressure and the advent of the Patriotic Movement for Safeguard and Restoration ("MPSR") led by Lieutenant-Colonel Paul Henri Sandago Damiba. The new authorities have enacted a Transition Charter and put in place the transition organs and an agenda for the transition. In accordance with the OP 7.30 policy for dealing with de facto governments, the World Bank undertook an assessment of the criteria set under paragraphs 3, 4 and 5 of the policy and found that the criteria to continue with existing operations and proceeding with new operations have been met.

4. **According to the World Bank's Risks and Resilience Assessment in the Sahel region (2020), extremist acts in Burkina Faso increasingly stem from various endogenous factors, including competition for land and natural resources.** Other factors include inequalities and rivalries between and within communities, increasing frustration over intercommunal self-defense strategies, or long-standing political marginalization of certain groups/provinces who lack trust in state authority. Violent extremists and armed groups are indeed exploiting long-standing fragilities and vulnerabilities in local communities. Fragile and minority groups (nomadic and pastoralist populations, women, marginalized youth, community or religious minorities, as well as forcibly displaced persons and their hosts) become particularly exposed to exclusionary dynamics which in turn create a crisis of confidence in relation to state institutions struggling to protect citizens, guarantee justice, and provide for equitable management of shared natural resources. Conflicts erupting due to competition over natural resources are fueled by poor governance rules and unsustainable landscape management practices.
5. **Burkina Faso's rural communities are particularly vulnerable to climate shocks, which threaten their food security and livelihoods.** Burkina Faso ranks 156 on the ND-GAIN Country Vulnerability Index and according to the ND-GAIN Project, it is the 25th most vulnerable country in the world to climate impacts and the 39th country least ready to improve resilience compared to other countries.⁶ Located in the dry Sahel region, nearly all-arable land in Burkina Faso is rainfed with less than 1 percent being irrigated. Since 1975, mean annual temperatures and extreme temperatures have increased across the country. Rainfall trends have been variable, with an overall decline between 1950 and mid-1980, followed by an increase during the 1990s, and again a decrease in the 2000s.⁷ With limited and unreliable rainfall, flash floods and droughts are expected to become more pronounced and frequent due to climate change. Temperatures across the country are projected to increase by 3 to 4°C by the end of the century, which is substantially higher than the global average.⁸ Climate change projections indicate a continued reduction in water

⁵ National Committee for Emergency and Rehabilitation Assistance, *Conseil National de Secours d'Urgence et de Réhabilitation (CONASUR)*.

⁶ Data retrieved on 11/11/2021 from <https://gain-new.crc.nd.edu/country/burkina-faso>. The ND-GAIN Country Index summarizes a country's vulnerability to climate change in combination with its readiness to improve resilience.

⁷ International Development Research Center. 2016. "Review of Current and Planned Adaptation Action in Burkina Faso." Collaborative Research Initiative on Adaptation in Africa and Asia (CARIAA) Working Paper 17.

⁸ World Bank. 2020. Climate Change Portal - Burkina Faso.



availability and further land degradation, leading to decreased productivity in the country's socioeconomic sectors.⁹ Resulting land degradation will pose serious threats to Burkina Faso's agricultural production and food security. This is a significant challenge given that Burkina Faso remains a food deficit country, importing about 18 percent of its food needs. The country ranked 91 in the 2021 Global Hunger Index, with a score of 24.5 indicating serious hunger. Around 3.5 million people are periodically food-insecure, with great seasonal variability¹⁰. In November 2021, Burkina Faso officially breached IDA's Crisis Response Window food security trigger based on actual and forecasted food security conditions reported by the Famine Early Warning Systems Network.¹¹

6. **Vulnerability to climate change and demographic pressures compound conflict and fragility risks related to the access to land and natural resources.** Fragility drivers, vulnerability to climate-related risks, and demographics (population growth and migration) have reinforced and amplified each other in recent years, undermining the resilience of communities to manage these risks. The impact of climate variability on the natural resource base has been further exacerbated by scarce employment and income-generating opportunities, which has intensified environmental degradation and competition over dwindling natural resources. These dynamics often reinforce one another and are both the byproduct and a leading cause of fragility, as they result in a weakened social contract between citizens and the state. Farmers, pastoralists, and neighboring communities are often at odds, competing over land and water for their livelihoods, compounding conflicts and fragility risks. Climate change-induced migration and variations in pastoralists' migration patterns also intensify competition and create new tensions and conflicts over natural resources. Marginalized groups, including women, youth, and people with disabilities, are disproportionately more vulnerable to climate change impacts due to their relatively higher rates of poverty, limited access to productive resources and exclusion from decision-making processes.
7. **A national strategy to mitigate risks associated with violence and conflict was adopted in 2020.** The strategy includes measures geared at improving the management of land, agropastoral, and natural resources in response to increased competition for—and insufficiently inclusive management of—natural resources. Three overarching principles guide the strategy: equitable access to natural resources by communities, inclusion of all stakeholders in land and natural resources management, and the use of alternative conflict management mechanisms. The promotion of citizen engagement and social inclusion, the development of income-generating activities such as non-timber forest products (NTFPs) value chains, the clarification and securing of land tenure rights, the establishment of local land management and reconciliation structures, and the improvement of landscape governance and management practices contribute toward achieving lasting peace and security.

B. Sectoral and Institutional Context

8. **Forests cover 8.6 million ha, or 32 percent of Burkina Faso's territory.** Forests are divided between state-owned classified forests and protected areas (3.9 million ha) and forests locally managed by villages and

⁹ Burkina Faso National Adaptation Program of Action (NAPA), Ministry of Environment, November 2007.

¹⁰ Lain, J. et al (2022), "Anticipating Large and Widespread Seasonal Deprivation in the Sahel", Sahel Adaptive Social Protection Program Operational & Policy Note Series, Note 3, November 2021.

¹¹ The food security trigger is breached if two conditions are met: (1) the percentage of a country's population living in districts which are or are expected to be in crisis or worse food security conditions (IPC3+) is greater than or equal to 20 percent or 5 million people; and (2) the percentage increase of a country's population living in districts which are or are expected to be in crisis or worse food security conditions (IPC3+) is greater than or equal to 5 percent (arithmetic increase).



municipalities (4.7 million ha). Agroforestry represents an additional 3.3 million ha, or 12 percent of the country's land area.¹² Nearly 96 percent of the country's energy consumption comes from fuelwood.¹³ Protecting key assets such as land, water, forests and livestock are thus crucial elements for the country to carve a pathway out of poverty.

9. **Forests and woodlands contribute significantly to GDP and provide a wide range of critical ecosystems services, but the sector is chronically underfunded.** The forestry sector contributes around 9.6 percent of Burkina Faso's GDP, with fuelwood reaching 5.3 percent of GDP, but less than 1 percent of the national budget is allocated to forest conservation. Forests provide ecosystem services such as regulating climate through carbon sequestration, adjusting water levels, protecting against floods and storms, maintaining water quality, hosting key habitats for biodiversity, controlling soil degradation, and combating desertification, among others. Forest conservation is an effective climate mitigation and adaptation strategy. Forested areas also provide goods and a source of income for communities through fuelwood and charcoal energy, timber, fodder for animal husbandry, and hunting. Forest-based economic activities, such as making charcoal and selling forest products, contribute to alleviating poverty by providing 25 percent of the rural household income and representing a source of income for more than 40 percent of households.¹⁴ Forested landscapes are considered a safety net against climate shocks and a critical source of food and energy for local populations, particularly in times of severe droughts.
10. **Trends observed in the last decades show increased deforestation and forest degradation with significant impacts on land productivity.** The forestry sector records an annual degradation of 247,145 ha and deforestation is estimated at 0.9 percent per year.¹⁵ Forest depletion accounts for 8 percent of the country's gross national income, which is more than three times the average for the Sub-Saharan African region (2.3 percent).¹⁶ Given that forests and woodlands play an important role in maintaining soil quality (through erosion prevention, water retention, and nutrient enrichment), forest degradation and deforestation accelerate land degradation. Today, more than 30 percent of Burkina Faso's land area is severely degraded and less than 18 percent is cultivable due to depleted soils, droughts, and desertification. This trend will be amplified as the protection offered by forests and woodland decreases. Estimates show that 15 percent of Burkina Faso's agricultural land may be lost in 10 years, posing higher food insecurity risks.¹⁷
11. **Expansion of agriculture, small scale mining, overexploitation of wood for energy, and overgrazing are the main direct drivers of deforestation and forest degradation.**¹⁸ In 20 years, the share of agriculture land increased from 27 to 42 percent. Concomitantly, forest cover dropped by close to one-third,¹⁹ from 68,470 km² in 1990 to 52,902 km² in 2017. Deforestation and degradation of the forest cover leads to soil erosion, loss of biodiversity, diminished grazing for livestock, and loss of biomass causing a decrease in fuelwood and forest-related products essential for communities. For the period 1995 to 2017, the average greenhouse gas (GHG) emissions due to deforestation and forest degradation amounted to 10.22 million

¹² FIP. 2020. *Niveau d'Émissions de Référence pour les Forêts du Burkina Faso*.

¹³ African energy efficiency database for residential sector, AFREC Energy, 2018.

¹⁴ World Bank. 2021. *Burkina Faso, Country Forest Note, Deep Dive into Forest Smart Investments*.

¹⁵ Drivers of deforestation and Forest Degradation report, Burkina Faso (2019), MEEVCC, Burkina Faso.

¹⁶ World Bank. 2021. *Burkina Faso, Country Forest Note*.

¹⁷ National REDD+ Strategy (draft), Burkina Faso, May 2020.

¹⁸ Drivers of deforestation and Forest Degradation report, Burkina Faso (2019), MEEVCC, Burkina Faso.

¹⁹ Climate Smart Agriculture Investment Plan, Burkina Faso, 2020.



tCO₂eq.²⁰ Other drivers of deforestation include small-scale mining, bush fire, overgrazing and unsustainable management of NTFPs. Small-scale mining for gold exploration has witnessed a major boom in recent years and is increasingly receiving attention from the Government not only because of its contribution to forest loss and GHG emissions but also due to the contamination of soil and water by poor extraction practices. In addition, insufficient technical capacity in the Ministry of Environment, Energy, Water and Sanitation (*Ministère de l'Environnement, de l'Energie, de l'Eau et de l'Assainissement*, MEEEA) is a major hurdle to the sustainable management of natural resources.²¹

12. **NTFPs make a significant contribution to the economy of Burkina Faso; however, the sector faces significant challenges and its potential remains untapped.** Overall, NTFPs represent 23 percent of rural household income and employment.²² In 2015, the collection and processing of NTFPs accounted for approximately 566,000 jobs, of which 69 percent were held by women.²³ With 280 million trees and a shea almond production potential of more than 1.25 million tons, Burkina Faso is among the world's top three shea butter producers. In 2011, the shea sector ranked fourth in terms of agricultural exports, behind gold, cotton, and cattle, and more recently represented 3.85 percent of GDP.²⁴ Shea butter also contributes significantly to the food security of 88 percent of rural households and 25 percent of urban residents through its nutritive value. The lack of secured shea parks and the destruction of shea trees for fuelwood and agricultural expansion pose serious threats to the availability and sustainability of the resource. Shea production also contributes to deforestation, as the process requires roughly 20 kg of wood per kg of butter at farm. Moringa is another high-value NTFP that is essential for rural communities as it is used for food and traditional medicine. The cultivation of moringa—demand for which is increasingly globally—remains underdeveloped with relatively small production and no real structure bringing producers and processors together under one umbrella. The private sector can contribute to the emergence of a green economy and the promotion of productive value chains in forested areas. However, the absence of traceability, standardization, and quality control of NTFPs represents barriers for their development. Fostering an enabling environment and improving market access and certification for forestry products would incentivize greater private sector participation and turn the NTFP sector into a more productive, de-carbonized, and sustainable industry.

(a) Landscape Management in a Fragility Context

13. **Deforestation is exacerbated by weak landscape governance, rapid population growth, poor land tenure security, weak conflict resolution mechanisms, and climate shocks.** Tensions between different local communities over land use, particularly in productive agricultural regions, are a major cause of violence. Tensions occur between communities, either among farmers or between farmers and pastoralists, as a result of illegal wood cutting practices, unclear collection rights on certain fruits like shea, uncontrolled animal roaming and grazing, encroachment on transhumance pathways, and illegal bush fires. Rural communities in predominantly forest areas witness high demographic growth and unprecedented climatic variability that put pressure on limited natural resources. This in turn leads to

²⁰ World Bank. 2021. *Burkina Faso, Country Forest Note*.

²¹ World Bank. 2021. *Burkina Faso, Country Forest Note*.

²² *Stratégie nationale de développement de l'accès des produits forestiers non ligneux (PFLN) aux marchés*, Ministère de l'Environnement, de l'Economie Verte, et du Changement Climatique, 2018.

²³ World Bank. 2021. *Burkina Faso, Country Forest Note*.

²⁴ Forest Investment Program. 2018. *Analysis of Exploitative Practices of NTFPs in Burkina Faso: Impact on Forests and GHG Emissions*.



overuse and degradation of assets, which, in a context of scarce economic opportunities and high poverty, causes greater and unsustainable exploitation and thus more frequent and intense conflicts.

14. **At the core of landscape governance in Burkina Faso is the complex issue of land tenure security.** The majority of rural communities have to grapple with weak land tenure systems and unclear rights including a general lack of information and awareness about natural resources management regulations. The current land tenure situation in Burkina Faso is characterized by weak local institutions; lack of forest classification and registry to protect and regulate forest use; poor implementation of approved local management plans; and overlap between different land use permits, notably mining. Typically, traditional or customary mechanisms have been used to resolve conflicts related to land tenure through dialogue and consensus, but they have recently become less effective due to profound social changes (high population growth and migration), increased pressure on land, and a reduced asset base.

(b) From Landscape Management to the Mobilization of Climate Finance

15. **Since the 1980s, Burkina Faso has pioneered a diversified landscape management framework based on local participatory management.** The country has prepared and adopted multiple national regulations and codes supporting a sustainable landscape management (SLM) approach, including the forestry code, environmental code, mining code, land tenure and agrarian reform, along with multisector strategies and plans such as the national forestry strategy, national biodiversity plan, and national strategy for the promotion and enhancement of NTFPs. Cross-sector coordination to promote an integrated approach to rural development is also encouraged. One of the key policies for rural development is the National Strategic Agro-Sylvo-Pastoral Investment Plan (*Plan stratégique national d'investissement agro-sylvopastoral*, PNIASP), which is a joint road map for all the rural sector line ministries (agriculture, livestock, water, and environment/forests). However, additional work is needed to continue the convergence of the sectoral policies; better include resilience to climate change; and ensure coherence with other sectors, notably infrastructure and mining. In addition, new decrees are needed to operationalize and implement the forestry code in line with other sectoral codes or policies.
16. **At the international level, Burkina Faso has demonstrated leadership and commitment to addressing deforestation and forest degradation.** Since 2013, the country is committed to the international framework for REDD+²⁵. Burkina Faso was selected as a pilot country under the Forest Investment Program (FIP) of the Climate Investment Funds to develop and test concrete REDD+ policies and investments programs. To maximize the synergies, Burkina Faso integrated all resources related to REDD+ under a single national program, the FIP-Burkina Faso (FIP-BF). The FIP-BF was launched in 2014 and consisted of five complementary investment projects, from multiple financing sources, supervised by the African Development Bank and the World Bank. Projects supervised by the World Bank included (a) the Decentralized Forest and Woodland Management Project (DFWMP) (P143993), which piloted the country's REDD+ strategy in 32 municipalities in five regions, implemented by the MEEEA, and (b) the Local Forest Communities Support Project (*Projet d'Appui aux Populations dépendantes de la Forêt*, LFCSP) (P149434), implemented by the International Union for Conservation of Nature (IUCN). In addition, Burkina Faso participates in the Readiness Program of the Forest Carbon Partnership Facility (FCPF) through the REDD+ Readiness Preparation Project (P149827).

²⁵ REDD+ = Reduced Emission from Deforestation and Forest Degradation including sustainable forest management, conservation and enhancement of forest carbon stocks.



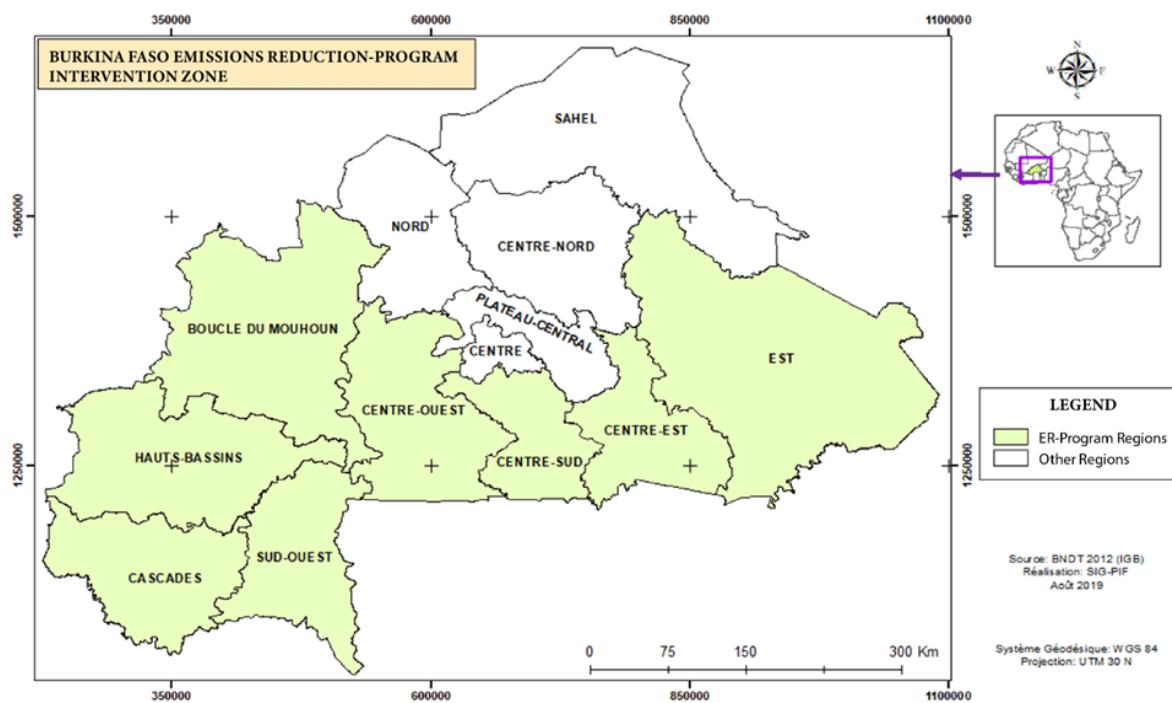
17. The DFWMP pioneered an innovative participatory planning approach that incentivized an inclusive management of natural resources by municipalities and local communities. This has proven to strengthen social ties among community members and local authorities and lead to greater ownership and sustainability of investments. Together with the LFCSP, the DFWMP also worked with local small and medium enterprises (SMEs) to develop revenue-generating activities and achieve greater impact. In turn, the REDD+ Readiness Preparation Project has increased the capacity of the country to design initiatives that reduce GHG emissions from agriculture, forestry, and land use and has also strengthened the enabling environment to mobilize climate finance, prompting the design of a jurisdictional Emissions Reduction Program (ER-Program) based on an integrated landscape management approach (see box 1).

Box 1. Burkina Faso's Jurisdictional ER-Program

A first-of-its kind initiative in the Sahel region, Burkina Faso is developing a jurisdictional ER-Program, which will incorporate local-scale activities that generate emissions reductions avoiding at least 15 million tCO₂eq over the next 10 years. The Program aims to mobilize climate financing (US\$400 million over the next 20 years) to generate emission reductions and monetize them through international carbon markets. It includes will include:

- a. **Burkina Faso Agricultural Carbon Project (BUFACAP)**, focusing on sustainable agricultural land management.²⁹ Its objective is to (i) sustainably increase smallholders' agricultural productivity, income, and welfare; (ii) build resilience/adaptation of agrarian landscapes to climate change; (iii) reduce forest loss and degradation; and (iv) increase net forest cover.
- b. **Improvement and decarbonization of the shea butter value chain**, a public-private partnership between the Government, value chain actors, and international companies. It aims to (i) sustainably secure the production of regenerative organic shea butter; (ii) promote women entrepreneurship; (iii) regenerate and secure shea parks; and (iv) reduce emissions from firewood in processing of shea nuts.
- c. **Forest-smart mining**, aiming to reduce the impact of artisanal and semi-mechanized mines on forests.

Figure 1. Map of the Jurisdictional ER-Program





C. Relevance to Higher Level Objectives

18. **The project supports the achievement of the World Bank's twin goals to end extreme poverty and promote shared prosperity.** It is aligned with the World Bank Group's Country Partnership Framework (CPF) for Burkina Faso FY18–FY23 (Report No. 123712-BF), particularly (i) CPF Objective 1.5, which addresses the management of extractives and natural resource sustainability, where security of land tenure and forest management are highlighted, and (ii) CPF Objective 1.1, which aims to increase sustainable agricultural productivity. Specifically, it contributes to the following progress indicators: (i) land area under sustainable landscape management practices (CPF Objective 1.1); (ii) reduced emissions from land use and forestry (CPF Objective 1.5); and (iii) municipalities with improved management of natural resources by enforcing land use zoning and planning tools (CPF Objective 1.5). As a result of the World Bank's assessment of the criteria under paragraph 5 of OP 7.30 following the *coup d'état* of January 24, 2022, the Regional Vice President decided to proceed with a gradual resumption of new lending operations based on the evolution of the relevant risks and prioritizing people-focused interventions such as this project. New engagements would prioritize critical areas addressing social fractures, such as access of most vulnerable groups to basic services, food security, and prevention of conflict escalation and resilience building.
19. **The project is aligned with the principles of Burkina Faso's IDA-19 Prevention and Resilience Allocation (PRA).** The PRA recognizes that competition over natural resources and poor land management generates significant conflict risk. The project will support Burkina Faso's national strategy for the mitigation of conflict and violence risks, which adopted equitable access to natural resources by communities through good governance at the local level as one of its three principles. Particularly, the project will help establish inclusive land and natural resource management practices, support local structures in preventing and managing conflict, and provide economic opportunities for rural populations which is key for resilience and greater inclusion of women in the economy.
20. **The project contributes to corporate climate change strategies and plans, Burkina Faso's NDC, and the Great Green Wall (GGW) Initiative.** World Bank strategies include the Climate Change Action Plan 2021–2025, which aims to support transformative investments in key sectors, including forestry and land use; 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's Action Plan on Climate Resilience and Adaptation (2019), which aims to scale up support to climate resilience. In addition, the project contributes to implementing Burkina Faso's NDC (2021), which commits the country to reduce up to 11 percent GHG emissions from agriculture, forestry, and other land use by 2025 from a 2007 baseline and recognizes the important role of these sectors to climate adaptation.²⁶ Finally, it contributes to the GGW Initiative which aims to restore 100 million hectares of degraded and create 10 million jobs in rural areas across the Sahel.
21. **Finally, the project contributes to the food security crisis response and COVID-19 Crisis Response (2020),**²⁷ particularly Pillar 3 (Ensuring sustainable Business Growth and Job Creation) and Pillar 4

²⁶ Burkina Faso Second Nationally Determined Contribution (2021) submitted to UNFCCC.

²⁷ World Bank. 2020. "Saving Lives, Scaling-up Impact and Getting Back on Track: WBG COVID-19 Crisis Response Approach Paper."



(Strengthening Policies, Institutions and Investments for Rebuilding Better), for enhancing livelihoods, creating economic opportunities for poor rural communities, and supporting a resilient recovery.

II. PROJECT DESCRIPTION

A. Project Development Objective

PDO Statement

22. The Project Development Objective (PDO) is to strengthen sustainable landscape management and improve income generation in targeted forest areas in Burkina Faso.

PDO Level Indicators

- Land area under sustainable landscape management practices (CRI, hectare [ha])
- Citizens providing feedback through consultations that is integrated into project interventions (Number), of which citizens of vulnerable groups (Number)
- Net greenhouse gas emissions sequestered (tons/year)
- People in targeted forest and adjacent communities with increased monetary or non-monetary benefits from natural resources (Number)
- Land charters established on conservation areas (Number)
- Municipalities with functional local land management and land reconciliation structures (Number)

B. Project Design

23. **The project will address some of the country's fragility, conflict, and violence (FCV) drivers and climate risks by scaling up the successful community-driven approach to SLM piloted by the DFWMP.** The project's entry point will be the identification of forests and other common land in need of conservation and better management. Activities will support the sustainable use of these areas by (a) defining land use zoning plans at the municipal level; (b) establishing rules for accessing and using natural resources in common land; and (c) designing accompanying investments to help increase the productivity of natural assets, reduce pressure on common resources, and create economic opportunities for rural populations. This will reduce the competition over natural resources and create a more peaceful living environment, particularly in a context of increased climate variability and food insecurity. The project will also contribute to both climate mitigation and adaptation objectives by avoiding emissions and sequestering carbon from the preservation and enhancement of forests and other natural assets and by increasing resilience to climate shocks (floods, storms, and droughts) from the protection and restoration of ecosystem services.
24. **The project places a significant focus on governance and land tenure, major underlying drivers of landscape degradation and conflict.** The key instrument supporting the decentralized management of natural resources in common land are the land use charters (see annex 8), established and enforced by local communities. After clarifying rights through consensus, the project will also register conservation areas and the project's physical investments in the land cadaster as property of the municipality (see annex 9), helping ease tensions related to land tenure and building social cohesion. In addition, the project will support the establishment and the strengthening of local land management and reconciliation structures to address land tenure issues. Finally, decisions will be integrated into territorial planning tools



and development plans to guarantee the land's vocation: the Strategic Land Use and Sustainable Development Communal Plan (*Schéma Directeur d'Aménagement et de Développement Durable de la Commune*, SDADDC) (see annex 10) and the Communal Development Plan (*Plan Communal de Développement*, PCD).

25. **The project relies on a strong citizen engagement approach and empowers local municipalities to execute investments with the active engagement of beneficiaries.** This will support the ongoing decentralization process, improve community engagement in local planning and help restore the interface between local government and citizens. In addition, the project will set up a transparent and accessible grievance redress mechanism (GRM) across the targeted municipalities to ensure citizens' demand for accountability. Over time, this should enable municipalities to continue delivering benefits beyond the project life, particularly if long-term funding from the state is mobilized for natural resource management in line with the decentralization process.
26. Table 1 provides an overview of how the project aims to address FCV drivers.

Table 1. Overview of FCV Drivers and Risks, Which the Project Aims to Address

FCV Drivers	Proposed Key Project Activities
<ul style="list-style-type: none">• Increasing pressure on natural resources due to (a) unsustainable practices and overexploitation, (b) demographic pressure (population growth and migration), and (c) climate change and variability• Lack of land use zoning plans at the communal level• Lack of clear rules for accessing and managing natural resources in common land• Unclear and/or overlapping land tenure• 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 intra-community conflict due to increased natural resource stress and competition• Local land management structures and conflict resolution mechanisms are not effective in conciliating	<ul style="list-style-type: none">• Participatory and inclusive land and social diagnostics through role-play, promoting dialogue and understanding between different land users (including transhumant pastoralists and other vulnerable groups) and local authorities.• Participatory development of land use zoning and investment plans based on solutions identified through consensus.• 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, reduce pressure on common natural resources, and create economic opportunities.• Local municipalities empowered to execute the identified investments, with the active engagement of beneficiaries.• Project investments registered in the land cadaster as property of the municipality, following the clarification of rights based on consensus.• Local committees created representative of 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 GRM to these structures.• Territorial planning tool developed building on agreed land use zoning plans and upon which communal development plans and other future investments will be based.• National regulatory and policy framework strengthened to (a) improve intersectoral coordination and avoid conflicting overlaps between sectors related to landscape management and (b) enable



FCV Drivers	Proposed Key Project Activities
<p>conflicts related to land and perceived as treating parties unfairly.</p> <ul style="list-style-type: none"> • Local administration is seen as weak and corrupt, alongside limited civic participation, voice, and agency 	<p>the transfer of competences to municipalities on the management of natural resources.</p> <ul style="list-style-type: none"> • Access to shea parks secured, helping clarify rules for accessing and managing the resource. • Establishing a grievance redress system across targeted municipalities with standardized, transparent, and accessible procedures.

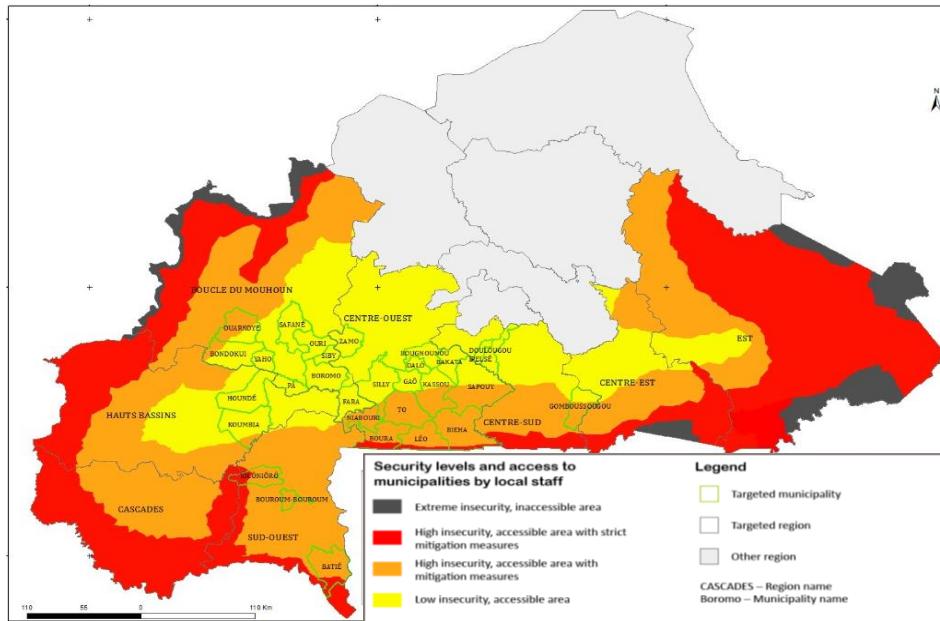
27. **The project will target approximately 96 municipalities in eight regions of the country²⁸ and will be implemented in phases.** To build readiness for implementation, the Project Preparation Advance (PPA) is funding the participatory land and social diagnostics in a first batch of 30 municipalities. Once these are completed, investments will start in this first batch while the diagnostics will be launched in the subsequent batches. Given that participatory local planning, improved governance, and land tenure security take time, the project implementation period is estimated at six years. Municipalities will be selected based on multiple criteria related to socioeconomic, natural resource management, and institutional issues (see annex 7), as well as security considerations. Municipalities in subsequent batches have been pre-identified but will be confirmed based on the most updated security risk information.
28. **The project will intervene in prevention ‘yellow zones’ which are at risk of conflict and ‘orange zones’ under pressure with increasing security risk (figure 2).** It will seek geographic synergies with the Emergency Local Development and Resilience Project (P175382) for greater impact. The Security Risk Assessment confirmed that project activities (participatory land use planning, natural resource management, and small community investments implemented through high labor intensity works and local operators) are appropriate for these zones. The project’s participatory planning approach is expected to build a safe operating environment through the consent, approval, and cooperation of local communities, especially the most vulnerable (the ‘acceptance approach’). In ‘orange zones’, activities are recommended to have a greater focus on high labor intensity works and provide basic supplies and production kits. Direct supervision by the Project Implementation Unit (PIU) is possible in these areas; however, it may need to rely on supervision by its regional branches, as necessary. A security specialist embedded within the PIU will enable the constant update of security risk information and the application of risk mitigation measures.
29. **Proposed security mitigation measures include** (i) regular information sharing and coordination with security actors; (ii) regular coordination and communication between the PIU, local authorities, and traditional community leaders; (iii) protocols for missions and incident response and regular training; (iv) third-party supervision by a nongovernmental organization (NGO), if necessary; (v) remote supervision through the Geo-Enabled Initiative for Monitoring and Supervision (GEMS), including a community monitoring mechanism; and (vi) temporary or partial suspension of project activities where the security situation deteriorates, with an openness to re-engage if conditions improve. The project will not intervene in unstable ‘red/black zone’ given that the project’s activities are not deemed appropriate for these zones. It is worth noting, however, that through the DFWMP, the PIU successfully implemented project activities in areas whose security profile evolved into what are now ‘red zones’. Given that there is an engagement to build on, the project will assess whether and how it could continue supporting these municipalities with

²⁸ Boucle de Mouhoun, Cascades, Centre-Ouest, Centre-Est, Centre-Sud, Est, Hauts-Bassins, and Sud-Ouest.



investments that respond to the current needs and help consolidate the previous interventions, if appropriate.

Figure 2. Security Levels in the Project's Eight Regions of Intervention and the First Batch of 30 Municipalities



Source: Security Risk Assessment (September 2021).

C. Description of Project Components

Component 1: Decentralized management of natural resources (US\$72.2 million, including IDA US\$65.2 million equivalent, PROGREEN US\$7.0 million)

30. This component will strengthen the decentralized management of natural resources and fund investments aimed at increasing the productivity of natural assets and creating economic opportunities for rural populations. The project will conduct participatory land and social diagnostics in each participating municipality (*TerriStories*) to identify the main areas in need of conservation, the anticipated impacts from climate change on natural resources, and the risks of conflict related to their management. On that basis, communal investment plans (referred to as PDIC/REDD+) will be elaborated, defining a suite of integrated investments related to enhancing the climate resilience and economic viability of conservation and production areas, strengthening the governance of natural resources and land tenure security, and providing alternative economic activities for local populations to diversify their livelihoods away from unsustainable activities. Local municipalities will be empowered to execute the investments defined in each PDIC/REDD+, with active engagement from beneficiaries.
31. The component will be implemented in collaboration with the General Directorate of Territorial Collectivities (*Direction Générale des Collectivités Territoriales*, DGCT), to monitor the performance and provide training to municipalities and establish local land management structures, in collaboration with the General Directorate of Land, Training, and Organization of Rural Areas (*Direction Générale du Foncier, de la Formation et de l'Organisation du Monde Rural*, DGFOMR); the General Directorate of Taxes (*Direction Générale des Impôts*, DGI) for land tenure security; the General Directorate of Territorial



Development (*Direction Générale du Développement Territorial*, DGDT; the General Directorate of Urban Planning and Land Works (DGUTF); the Permanent Secretariat of the National Conference on Decentralization (SP/CONAD) for land spatial planning; and the Environmental Intervention Fund (EIF) to support implementation of PDIC/REDD+. The project will coordinate with the Regional Sahel Pastoralism Support Project II (P173197) on issues related to pastoralism, and will share experiences with the Community-Based Recovery and Stabilization Project for the Sahel (P173830) on local natural resource management.

Subcomponent 1.1: Strategic land use planning and management (IDA US\$11.7 million)

32. The subcomponent will finance (a) the development of participatory land and social diagnostics including through workshops and consultation at the communal level; (b) the elaboration of communal land use zoning plans, territorial planning tools, and development strategies; (c) capacity building to municipalities to strengthen the execution of their PDIC/REDD+; (d) capacity building to local land management offices and village land management commissions to strengthen their ability to address land tenure issues; and (e) the development of a grievance redress system.
33. The land and social diagnostics will include participatory workshops and consultations with various land users at the communal level, using role-play, to identify the major cultural, social, or environmental issues which need specific conservation or management measures. This will lead to the preparation of simplified municipal land use plans that will indicate the uses of land as defined by each municipality²⁹ and identify a few priority areas for investments. The conservation areas can be village or communal forests, sacred forests, grazing areas, agroforestry parks, or any other common use area whose management must be regulated. To guarantee the land's vocation, the results of these activities will be integrated into territorial planning tools and development plans at the communal level (such as the SDADD and PCD). Support will be provided to ensure that the SDADD, PCD, and investments of Subcomponent 1.2 are harmonized. On this basis, the project will finance the participatory elaboration and implementation of PDIC/REDD+ through Subcomponent 1.2.
34. Drawing on experience of the Local Government Support Program (PACT) (P120517), the subcomponent will finance capacity building to support municipalities implement their PDIC/REDD+, with a focus on strengthening fiduciary aspects (financial management [FM] and procurement). Activities will be carried out in partnership with the DGCT and the EIF. Capacity-building needs will be assessed through Burkina Faso's annual municipal performance monitoring system (*Suivi de la Performance Municipale*, SUPERMUN) (see box 2), comprising 16 indicators assessing basic service delivery and municipal administrative capacity. In addition, the project will help define a new SUPERMUN indicator related to natural resources management to assess and monitor the municipalities' performance in this area.
35. Finally, the subcomponent will finance the establishment and/or capacity strengthening of local land management and land reconciliation structures³⁰ responsible for addressing land tenure issues. Coordination will be sought with the Support to Land and Mining Management Strengthening Project (P169267). In addition, based on Decree No. 2019-0237 of March 2019, the project will design and implement a GRM with common standardized and transparent procedures across targeted municipalities.

²⁹ Such as residential areas, agro-sylvo-pastoral production areas, conservation areas, infrastructure, tourist sites, and so on.

³⁰ Local land management offices (Rural Land Services) and village land management commissions (Village Land Conciliation Commissions and Village Land Commissions).



The GRM will aim to strengthen the municipalities' governance, transparency, and demand for accountability and will build on the local land management structures with a view of being permanently managed by the villages and municipalities concerned upon project completion.

Box 2. SUPERMUN - Burkina Faso's Annual Municipal Performance Monitoring System

The World Bank-financed PACT supported the ongoing decentralization process and accountability of local governments toward their citizens. Among its activities, it developed metrics to define municipal performance in a way that reflected Burkina Faso's diverse landscape through a year-long consultative process. The resulting initiative, named SUPERMUN, comprises 16 indicators covering (a) basic service delivery (health, education, water and sanitation, and civil services) and (b) municipal administrative capacity. SUPERMUN has become Burkina Faso's annual municipal performance monitoring survey and, as of 2017, covers the entire country. SUPERMUN is designed as a living system with existing indicators modified or new indicators added as needed. The project offers the opportunity to define and include a specific indicator on natural resources management to rigorously test additional SUPERMUN applications to improve local governance and development outcomes in Burkina Faso.

Subcomponent 1.2: Investments in agro-sylvo-pastoral communal landscapes (US\$60.5 million, including IDA US\$53.5 million, PROGREEN US\$7.0 million)

36. This subcomponent will finance investments in priority sites in each municipality, as identified through the participatory planning activities of Subcomponent 1.1.³¹ Specific activities to be financed include (a) the elaboration of PDIC/REDD+, including through participatory workshops and validation meetings with key stakeholders; (b) the provision of Performance-Based Grants to municipalities for the implementation of the PDIC/REDD+; (c) carrying out environmental and social studies required under the Project; and (d) missions and workshops related to the process for securing the land tenure of investments made. Upon approval of the PDIC/REDD+ by the municipality, a results-based contract is signed between MEEEA and the municipality, engaging it as the entity responsible for executing the activities. Payments to municipalities will be made in tranches as reimbursements for results achieved. Investments identified by local communities will be unique to each municipality (see example in annex 6); however, they would typically include three types of interdependent activities:

- **Conservation area management activities**, which contribute to increasing the viability and economic return of conservation areas while improving their carbon sequestration potential and increasing their resilience to climate change. These include reforestation, assisted natural regeneration, rehabilitation of degraded lands, bush fire protection, production of sustainable firewood, and NTFPs and other conservation area management activities.
- **Governance and land tenure security activities** to improve governance of shared natural resources, including forest management. These include setting up consensus-based land use charters to establish rules for accessing and managing natural resources in common land, clarifying and securing land rights through the delimitation and registration of conservation areas in the land cadaster to provide the legal protection to avoid their conversion to other land use, setting up local management committees, and other activities to support peace-building mechanisms and land use conflict resolution.

³¹ The number of actual sites to be supported will be based on the needs of the site, which vary across different municipalities, and the funding envelope available per municipality. Sites are prioritized through the participatory planning activities and based on consensus.



- **Alternative economic activities**, which offer opportunities to communities concerned by strengthened land use regulations to diversify their livelihoods away from unsustainable activities and generate income. They include rural development investments that increase the economic potential and climate resilience of agro-sylvo-pastoral production, reduce pressure on conservation areas, and promote a peaceful living environment.
37. PDIC/REDD+ activities will be screened for climate risks. Activities will be implemented in collaboration with the technical services of the ministries in charge of agriculture, animal resources, water, infrastructure, and the environment. The emission reductions from agroecological practices promoted by the project will be monetized in the carbon market through the Jurisdictional ER-Program (box 1).

Component 2: Institutional strengthening for integrated landscape management, environmental and social risk management, and mobilization of climate finance (IDA US\$14.2 million equivalent)

38. This component will address the underlying drivers of deforestation and landscape degradation by promoting sustainable and climate-smart approaches at the national level focusing on the policy and legal framework, intersectoral coordination, and capacity building. It will also support the institutional development of the National Environmental Assessment Agency (*Agence Nationale des Evaluations Environnementales*, ANEVE) and the creation of an enabling environment for mobilizing climate finance.

Subcomponent 2.1. Intersectoral harmonization, coordination and capacity building for integrated landscape management (IDA US\$5.4 million)

39. The subcomponent will finance (a) the review of legal, regulatory and policy documents to better integrate sustainable forest and land-use management and climate change considerations; (b) the operationalization of the PNIASP; (c) the strengthening of regulatory documents related to the transfer of competences and funding to municipalities for the management of natural resources; (d) the strengthening of technical skills and capacity of forest management staff in MEEEA; and (e) the capacity building of other governmental partners' structures for improved inter-sectoral coordination, climate resilience and sustainable landscape management. Texts will be harmonized to avoid conflicting overlaps between forestry and other sectors of the economy such as agriculture, mining, and energy. The operationalization of the PNIASP should improve intersectoral coordination between the rural sector line ministries, which is expected to help facilitate dialogue with local authorities on a forward-looking vision for integrated landscape management.
40. Finally, the project will strengthen the technical capacity of the MEEEA's forest management staff through the design and implementation of a capacity-building plan. The project will also strengthen the capacities of other partner structures such as the Permanent Secretariat for the Coordination of Agricultural Sector Policies (SP/CPSA), the Directorate General for Cooperation (*Direction Générale de la Coopération*, DGCOOP), the Directorate General for Economy and Planning (*Direction Générale de l'Economie et de la Planification*, DGEP), the General Directorate of Public Accounts (*Direction Générale du Trésor et de la Comptabilité Publique*, DGTCP), and the General Directorate for Budget (*Direction Générale du Budget*, DGB) in terms of intersectoral coordination, climate resilience, and Sustainable Landscape Management (SLM).



Subcomponent 2.2: Strengthening country systems for environmental and social risk management (IDA US\$2.5 million)

41. The subcomponent will strengthen country systems for improved environmental and social risk management, through: (a) providing operational support and institutional strengthening to ANEVE, including *inter alia*: (i) updating national texts, laws and regulations related to environmental and social risk management, (ii) institutional strengthening and standardization of business procedures, (iii) capacity building and training to environmental and social staff, and (iv) providing logistics equipment and materials; and (b) strengthening the national socio-professional capacity for environmental and social risk management through the provision of training. ANEVE is the national agency responsible for conducting the environmental and social assessment of planned investments, validating and monitoring the implementation of risk mitigation measures, and delivering feasibility certificates, granting the beginning of construction works. The agency's capacity will be strengthened to ensure that environmental and social risks and impacts associated with development projects, including climate change considerations, are fully assessed, and appropriate mitigation measures are proposed and effectively monitored.

Subcomponent 2.3: Enabling environment for mobilizing climate finance (IDA US\$6.3 million)

42. Building on the REDD+ Readiness Preparation Project (P149827), this subcomponent will finance the operationalization of Burkina Faso's ER-Program and the creation of an enabling environment to mobilize climate finance. Activities will include (a) the development of initiatives of the ER-Program (sustainable agricultural land management and decarbonization of the shea butter value chain, among others), including the design of a benefit sharing plan for carbon revenues; (b) the operationalization of the measurement, reporting, and verification system for carbon credits, including a national forest monitoring system; and (c) the establishment of institutional arrangements and capacity building of relevant stakeholders, including the REDD+ National Technical Secretariat (*Secrétariat Technique National REDD+*, STN-REDD+) and the REDD+ governance bodies. These activities will support the implementation of Burkina Faso's NDC in the forest and land use sector (climate mitigative and adaptive measures).

Component 3: Entrepreneurship and sustainable development of value chains (US\$20.0 million, including IDA US\$17.0 million equivalent, PROGREEN US\$3.0 million)

43. The objective of this component is to strengthen and facilitate the development of selected value chains and foster private sector initiatives that would contribute to reducing deforestation and promoting tree planting ('green economy'). Subcomponent 3.1 will focus on improving the enabling environment for entrepreneurship and investments in selected 'green economy' value chains. Subcomponent 3.2 will directly support producer organizations in strengthening their capacities to exploit, transform, and market their products through subprojects funding the provision of inputs, kits, and equipment. The products from the value chains selected come from trees (shea, moringa, baobab, néré, medicinal plants) and they were selected as their sustainable development would create a financial incentive to keep trees standing and promote tree planting. In addition, compost produced from biodigesters was selected as another value chain to be targeted due to its potential to sequester carbon emissions and improve soil productivity.



Subcomponent 3.1: Sustainable development of shea, moringa and other green economy value chains (IDA US\$5.2 million)

44. This subcomponent will improve the enabling environment for the sustainable development of selected value chains. In addition, it will support actors in the value chain elaborate business development plans and facilitate access to grants to fund production (tree planting, agroforestry) and processing activities using compliant technologies and climate-friendly practices, including through the grants provided for subprojects through Subcomponent 3.2. Activities will be implemented with the active engagement of interprofessional associations and other local stakeholders and will include the following:
- **Promoting tree planting and reducing deforestation through securing, sustaining, and improving access to raw materials.** For shea parks, the focus will be on securing and better managing the parks (forest management), including through promoting plant renewal (planting), managing the threat of parasites, and certification. This will help ensure high-quality and long-term profitable shea butter production for local women-based cooperatives, while reducing deforestation and conflicts related to access and exploitation of the resource. For other targeted value chains, the focus would be on providing technical assistance for the certification of products (incentivizing better management to reduce deforestation). In complement to these activities, subprojects financed under Subcomponent 3.2 will support production kits for eligible SMEs to promote restoration of plant cover, renewal of shea and néré parks, agro-forestry practices, and transplantation from nutritional gardens, , in partnership with Institute for Environmental and Agricultural Research (*Institut de l'Environnement et de Recherches Agricoles*, INERA).
 - **Promoting climate-friendly, compliant, and locally adapted technology.** The project will mobilize expertise from local technical institutions (IRSAT³² and the National Program of Biogesters of Burkina Faso) and international actors to define and promote climate-friendly technologies for the production, transformation, and commercialization of NTFPs. This would include low carbon shea processing units, firewood alternatives through biogesters and use of by-products as fuel, and chemical fertilizer alternatives through the use of bio-compost. Building on these activities, subprojects financed under Subcomponent 3.2 will provide grant financing to eligible SMEs for the acquisition of this technology. For shea butter, the project will ensure coordination in accessing funds with the Agriculture Resilience and Competitiveness Project (PReCA) (P167945).
 - **Professionalizing selected value chains,** including entrepreneurship skills training, particularly for youth and women; standardization of value chain products; and support to cooperatives and SMEs on business management to promote the sustainable development of these value chains as a means of reducing deforestation and promoting tree planting.
45. In addition, support will be provided to improve market access and profitability of selected value chains, including traceability, control, and labeling as well as access to market information systems and management of products based on market analysis. The project will also facilitate dialogue between rural entrepreneurs and financial institutions on access to finance.

³² IRSAT = Institute for Research in Applied Science and Technologies (*Institut de Recherche en Sciences Appliquées et Technologies*).



Subcomponent 3.2: Support for cooperatives and SMEs in targeted municipalities (US\$14.8 million including IDA US\$11.8 million, PROGREEN US\$3.0 million)

46. This subcomponent will directly support cooperatives and SMEs in strengthening their capacities to exploit, transform, and market their products through the provision of training and the acquisition of inputs and equipment (such as production kits, modern irrigation systems, transformation and commercialization technology, storage capacity, clean energy solutions, and so on). Most of the funds (80 percent) are expected to be allocated to production (tree planting, agro-forestry), transformation (low-carbon processing units) and clean energy solutions (firewood alternatives). Implementation will be through subprojects subject to a call for proposals. Activities will complement the improvement of the enabling environment for selected value chains through Subcomponent 3.1 and the long-term investments in natural resources management funded by the communal PDIC/REDD+ through Subcomponent 1.2. Building on the successful model of the LFCSP, IUCN will implement this subcomponent and be responsible for the fiduciary supervision of subprojects. The call for proposals will be based on a list of eligible activities defined in the Project Implementation Manual (PIM), screened for environmental and social impacts and climate risks. The subprojects will be selected in collaboration with the municipality and the umbrella organizations of the targeted value chains. The implementation of the subprojects will follow the Public-Private-Producer Partnership approach to mobilize necessary services from the private and public sectors.

Component 4: Project coordination, monitoring and evaluation (US\$18.6 million, including IDA US\$16.6 million equivalent, PROGREEN US\$2.0 million)

47. This component will support day-to-day project management, monitoring and evaluation (M&E) of field activities, and communication and knowledge management.

Subcomponent 4.1: Administration, coordination and project management (US\$16.6 million, including IDA US\$15.1 million, PROGREEN US\$1.5 million)

48. Standard administrative activities such as budgeting and planning, procurement and FM, annual audits, and social and environmental risks management are included in this component. It will specifically finance (a) the purchase of equipment and office supplies; (b) the construction of a building that will house the PIU, the STN-REDD+, and other units of the MEEEA; (c) office rental pending the end of construction works and related costs; (d) project supervision; (e) operating costs; and (f) institutional capacity strengthening of the project implementing structures.

Subcomponent 4.2: Monitoring and evaluation (M&E), communication and knowledge management (US\$2.0 million, including IDA US\$1.5 million, PROGREEN US\$0.5 million)

49. This subcomponent will finance (a) meetings of the review/piloting committees; (b) implementation of the M&E framework; (c) communication and knowledge sharing; (d) planning and dissemination workshops; (e) impact assessment, midterm review, and completion evaluations; and (d) the establishment of a platform for knowledge management related to REDD+.
50. Table 2 provides an overview of the project's budget breakdown per subcomponent and source of funds.

**Table 2. Budget Breakdown per Subcomponent and Sources of Funds (US\$, millions)**

Components and Subcomponents	IDA	PROGREEN	Total
Component 1: Decentralized management of natural resources	65.2	7.0	72.2
Subcomponent 1.1: Strategic land use planning and management	11.7	—	11.7
Subcomponent 1.2: Investments in agro-sylvo-pastoral communal landscapes	53.5	7.0	60.5
Component 2: Institutional strengthening for integrated landscape management, environmental and social risk management, and mobilization of climate finance	14.2	—	14.2
Subcomponent 2.1: Intersectoral harmonization, coordination and capacity building for integrated landscape management	5.4	—	5.4
Subcomponent 2.2: Strengthening country systems for environmental and social risk management	2.5	—	2.5
Subcomponent 2.3: Enabling environment for mobilizing climate finance	6.3	—	6.3
Component 3: Entrepreneurship and sustainable development of value chains	17.0	3.0	20.0
Subcomponent 3.1: Sustainable development of shea, moringa and other green economy value chains	5.2	—	5.2
Subcomponent 3.2: Support for cooperatives and SMEs in targeted municipalities	11.8	3.0	14.8
Component 4: Project coordination, monitoring and evaluation	16.6	2.0	18.6
Subcomponent 4.1: Administration, coordination and project management	15.1	1.5	16.6
Subcomponent 4.2: Monitoring and evaluation (M&E), communication and knowledge management	1.5	0.5	2.0
Total	113.0	12.0	125.0

51. **Counterpart funds and resources.** These will be sought, as necessary, to address the need for resources that are ineligible for World Bank funding and to complement project activities for greater impact. The project's counterpart amount is provisionally estimated at US\$12 million.

D. Project Beneficiaries

52. The total number of direct beneficiaries is estimated at 1,750,000 people and includes rural communities; vulnerable populations (agricultural migrants, transhumant pastoralists, internally displaced persons, women, youth, and elders); producer organizations; and SMEs. In addition, the Project will also benefit local municipalities; traditional/customary authorities; state's technical services at the central and decentralized level; private investors interested in sustainable value chains; and civil society and community-based groups.

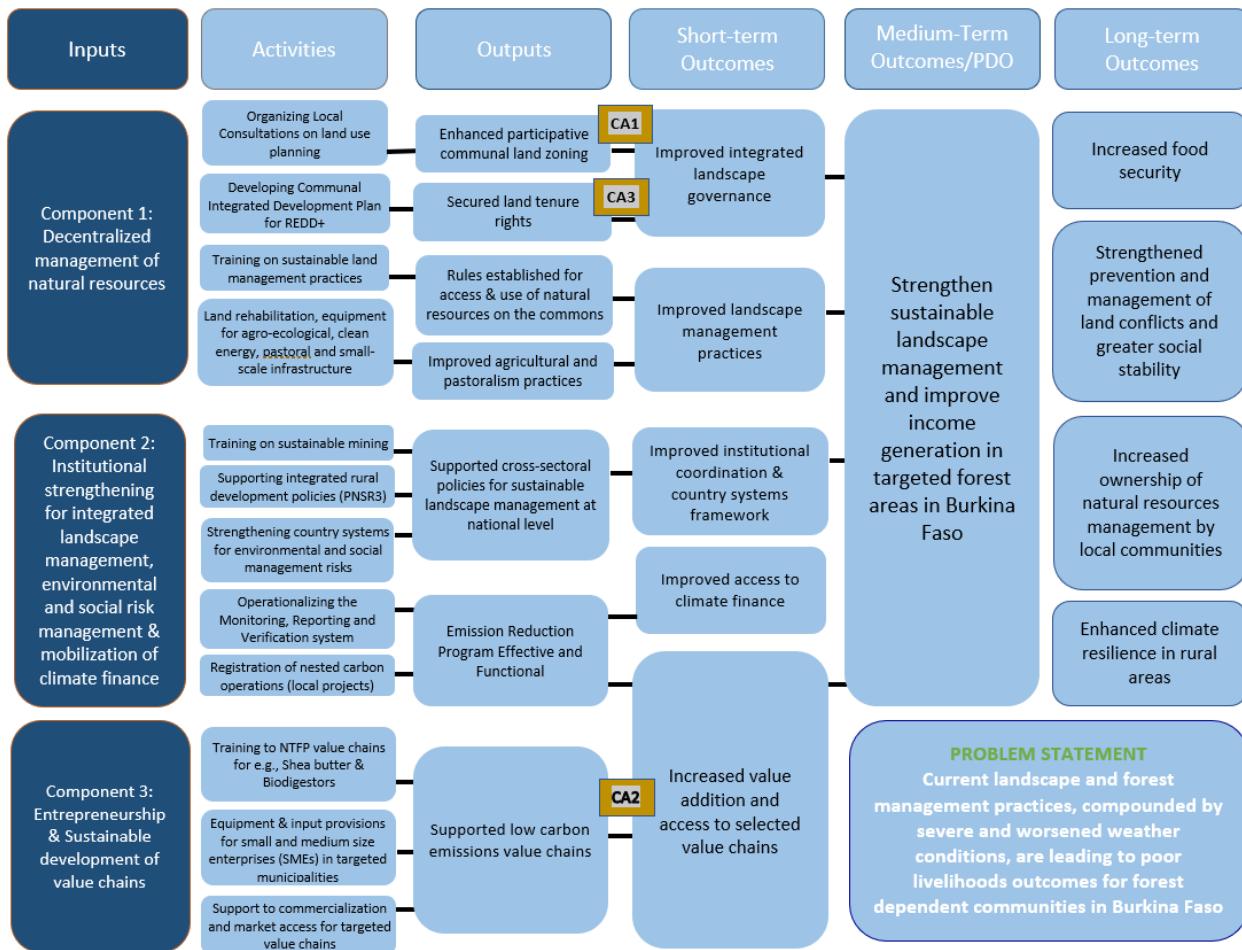
E. Results Chain

53. **The Theory of Change is built on the challenges of the current landscape management practices, compounded by climate change impacts, which has led to poor livelihoods outcomes for forest-dependent communities in Burkina Faso.** The project supports three areas of change: (a) decentralized management of natural resources; (b) institutional strengthening; and (c) entrepreneurship and sustainable development of value chains. Expected short-to-medium term outcomes include improved integrated landscape governance and management, improved policy and institutional framework, and



new streams of revenues. Long-term outcomes include increased stability and conflict prevention linked to natural resources management, effective decentralized management of natural resources, and enhanced climate resilience and mitigation in rural areas. In addition to aligning with the CPF objectives, the PDO-level outcomes align with Burkina Faso's long-term goals for sustainable growth laid out in its Second National Plan of Economic and Social Development (2021–2025) and other sectoral strategies.

Figure 1. Results Chain and Theory of Change



Critical Assumptions/Risks: CA1: Conflict and instability situation in the country will not impact project implementation; CA2: Value chain plantations demonstrate economic and social benefits of small-scale investments; CA3: Collaboration and coordination between national institutions (ministries) and local level authorities (municipalities) is effective (assumption).

F. Rationale for World Bank Involvement and Role of Partners

54. **Public financing to address the problems of land degradation is well justified.** Land degradation causes both on-site effects (for example, reduced productivity) and off-site problems (for example, sediment flows that affect water availability downstream and carbon emissions). Farmers have a strong incentive to address on-site effects; however, insecure land tenure and lack of technical and operational capacity often act as a disincentive for them to do so. In addition, 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.

55. **The World Bank brings nearly two decades of expertise in 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 and payment for environmental services (PES), as well as from the Sahel and West Africa Program in support of the Great Green Wall (2008–2020), which aimed at halting desertification and land degradation in various Sahel countries. Moreover, the project builds on the achievements and lessons of the DFWMP, particularly the participatory and decentralized land use planning tools, and the World Bank's work in climate finance.

G. Lessons Learned and Reflected in the Project Design

56. **The project will place a stronger focus on governance but will advance local diagnosis to speed up implementation.** Governance has been identified as the major underlying driver of landscape degradation. One lesson from the DFWMP is the importance of not rushing into investments without conducting a governance diagnosis at the most, local level. However, this takes a long time, delaying the actual investments. For that reason, the analysis of the landscape governance roles has been launched in a first batch of 30 municipalities during project preparation through the PPA, expected to be ready for implementation by project launch. In addition, while the DFWMP limited consultations at the municipality level to define investments, the project will include additional identification of stakeholders at the village level.
57. **Aligning with local processes.** Another lesson from the DFWMP is the importance of aligning the project to local processes. This includes synchronizing the communal investments with the municipalities investment cycles (the communal pluri-annual investment plans), and combining the World Bank safeguards requirements with local customs and institutional requirements. In numerous instances, the DFWMP has combined project procedures with customary practices or official requirements instead of having them run in parallel.
58. **Aligning legality and legitimacy.** The DFWMP has shown that, while the work on land tenure rights and land use planning with the local government was helping build legal instruments to improve landscape management, the legitimacy was mostly provided by customary authorities. On one hand, the formal instruments developed helped set up the management practices (land use rules and plans), while the customary management system clarified the legitimacy of the rules and the authority that put those rules into force. One key ingredient for the success of local investments and local landscape management was to align both legal and legitimate rights and rules. This requires investing significantly in social processes. For that purpose, an additional budget will be provided for fieldwork and increased consultations at the local level. In addition, the project will support both official land tenure and customary ceremonies as part of the land right security activities, as these are separate necessary processes.
59. **Well-designed and well-targeted collective financial incentives schemes can facilitate the adoption of SLM and forest conservation among farmers.** The following are the main conclusions of the research conducted by the DIME on the FIP-BF: (a) providing farmers with cash transfers conditional to afforestation/reforestation initiatives (that is, PES) can bring immediate benefits (food consumption) but



also potential long-term benefits to communities (higher income opportunities and forest preservation);³³ (b) collectively incentivizing farmers through group payment schemes can also support successful conservation efforts in de facto commonly owned land in Burkina Faso;³⁴ and (c) using financial compensations to support peer-to-peer knowledge transfer and coaching ('cascade training approach') is an effective tool to encourage the adoption by farmers of new SLM practices in forest areas.³⁵ In addition, the DIME research has shown that PES can become a potent contingent social protection mechanism for forest communities in the drylands.

III. IMPLEMENTATION ARRANGEMENTS

A. Institutional and Implementation Arrangements

60. **The institutional and implementation arrangements of the project will be based on the overall architecture and mechanisms of the DFWMP and the STN-REDD+, under the responsibility of the MEEEA.** In accordance with Burkina Faso's regulations for development projects, the project will be attached to the 'Green Economy and Climate Change' budget program 089. Thus, it will be steered by a Review Committee chaired by the Secretary General of the MEEEA, which oversees all projects of the budget program. According to Ministerial decree no. 2018-291, the Review Committee will meet twice a year and provide strategic guidance and oversight, as well as approve the project's annual work plans and budgets, Procurement Plan, and progress reports. In accordance with the decree, the Review Committee includes representatives from the public administration, private sector, and civil society. In addition, the REDD+ bodies (National REDD+ Committee and the National REDD+ Platform) will ensure the alignment of the project with the National REDD+ Strategy.
61. **The Director General of the Green Economy and Climate Change, responsible for budget program 089, will be the national project coordinator responsible for leading the project in close collaboration with the Head of the STN-REDD+.** The national coordinator will delegate part of his/her responsibilities to a project coordinator, responsible for managing the PIU. The project will be implemented by the FIP Coordination Unit (FIP-CU), which forms the PIU and has experience implementing two World Bank-financed projects (DFWMP and REDD+ Readiness Preparation) and which will have the overall fiduciary responsibility of the project. The PIU will include specialists in the following areas: (a) local development (agriculture, livestock, agroforestry, land tenure, value chains, and civil works); (b) environmental and social safeguards; (c) FM and procurement; and (d) M&E and communications. The precise roles of the PIU staff will be described in the PIM. In addition, the STN-REDD+ will support implementation of the project by providing technical assistance on monitoring, reporting, and verification of carbon, as well as legal and safeguards issues related to REDD+.

³³ Adjognon, Guigonan S., Daan van Soest, and Jonas Gethoff. 2020. "Reducing Hunger with Payments for Environmental Services (PES): Experimental Evidence from Burkina Faso." *American Journal of Agricultural Economics* 103 (3): 1–27. doi:10.1111/ajae.12150. Agricultural and Applied Economics Association.

³⁴ Soest, Daan van, Guigonan Serge Adjognon, and Eline van der Heijden. 2020. "Incentivizing Conservation of de facto Community-Owned Forests." Policy Research Working Paper 9693, Department of Economics and Tilburg Sustainability Center, Tilburg University, The Netherlands, and the Development Impact Evaluation Department (DIME), The World Bank Group.

³⁵ Adjognon, Guigonan Serge, Tung Nguyen Huy, Jonas Gethoff, and Daan van Soest. 2020. "Incentivizing Social Learning for the Diffusion of Climate-Smart Agricultural Techniques." Development Impact Evaluation Department (DIME), The World Bank Group, and the Department of Economics and Tilburg Sustainability Center, Tilburg University, The Netherlands.



62. **The PIU will set up four regional branches, each covering two regions targeted by the project for economies of scale, to help supervise the implementation of project activities in the field.** Staff in the branches will include managers, community development officers, M&E assistants, environmental safeguards and social development assistants, civil works technicians, and secretary-accountants. In addition, the regional directorates of environment, agriculture, animal resources, water, infrastructure, and taxes will be involved in the implementation of the project with specific roles and responsibilities defined through protocols.
63. **The project will use, 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.** With its focus on supporting decentralization, the project will empower municipalities to engage with their constituents on land use planning and the identification of investments, as well as in directly executing and supervising the activities of Component 1.2. The special delegations of municipalities, which replaced the municipal councils as of February 2022, will benefit from targeted capacity building to facilitate the execution of investments. Special delegations are administrative commissions mandated to ensure the administration of territorial units when municipal councils are dissolved. They exercise the same functions as municipal councils. Their composition is widely representative, including government services, traditional and religious authorities, women and youth groups, and civil society. In addition, several activities will be implemented through governmental or nongovernmental institutions at the central and local levels, with the role of the PIU being primarily to monitor and provide guidance to project implementation, ensure quality control and fiduciary management. Annex 1 includes more information on implementation arrangements. The PIM will detail the institutional arrangements and implementation modalities for project components, fiduciary management, environmental and social risk management, and M&E, among others.

B. Results Monitoring and Evaluation Arrangements

64. **The PIU will have the overall responsibility for coordinating M&E and ensuring that data and information are produced on time and to the necessary quality.** There will be regular exchange of information and flow of data from the national level to the municipal or local level and vice versa. Project performance and results will be reported on a semiannual basis to the World Bank consistent with the Financing Agreements. Remote supervision tools through GEMS will be embedded in the M&E framework.
65. **A project M&E manual will be prepared before implementation where M&E tools will be detailed** (that is, Results Framework (RF), data collection, indicator monitoring dashboards, annual work plans and budgets, and GEMS platform). These tools will be available to all actors involved in project implementation as well as the Review Committee, which will ensure systematic monitoring of the project. The RF will guide day-to-day M&E, as well as evaluation analysis and reporting at midterm and completion. It includes appropriate gender, citizen engagement, and climate change indicators consistent with IDA corporate commitments. The project will also report on PROGREEN core indicators (see section VII Results Framework and annex 1 for details).
66. Data collection will take place at three levels:
 - (a) **At the national level**, data aggregation and verification will be the responsibility of the M&E specialist. The project coordinator will supervise overall implementation.



- (b) **At the regional level**, the M&E specialists at the regional branches will oversee (i) the collection, consolidation, and processing of data; (ii) updating of databases; (iii) capacity building of regional and municipal actors; (iv) preparation and participation in monitoring and supervision missions; and (v) production and transmission of periodic reports (quarterly and annual). The regional branches will report directly to the PIU on a monthly basis.
 - (c) **At the communal level**, the community development agents will be responsible for data collection and report to the regional head of the branch. They will forward weekly reports to the Regional Head of the branch.
67. **The project will be subject to an independent midterm and completion review.** This will make it possible to determine the extent to which the previously identified indicators have been achieved and to draw lessons and best practices.

C. Sustainability

68. **Sustainability is a core element of the project, especially as the project focuses on improving governance 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, the project was designed using the following approaches to increase sustainability:
- **Alignment with national procedures.** Project approaches and processes are adapted to follow national procedures respecting the competences of each decentralized authority, particularly local governments. All the instruments created by the project are compliant with the current legal framework. For example, the GRM builds on the national system for land conflict resolution. The local instruments for sustainable management are operationalizing the texts on land tenure management and on land use planning. For this reason, the project is implemented in collaboration with other General Directorates instead of building its own implementation arrangements.
 - **Securing land rights by providing legal security and legitimacy.** The project will work 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 customary practices, the project will provide ground for both official enforcement and community voluntary compliance in the long term.
 - **Investing in governance and inclusive dialogue.** The project will ensure 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. Once the consultation platform has been created within the municipality and has proven its added value, it can be used again by other initiatives.
 - **Combining governance and investments.** Experience has shown that governance structures need to be used in practice to become an agreed and effective decision-making instrument. Thus, the platforms set up for inclusion and dialogue will decide on actual investments—first from the project but later on the future investment allocations from the municipal budget. By testing and using the inclusive decision-making approach with actual investments, the chances that those governance processes will remain active after the end of the project increase.



- **Using local knowledge.** Considering the difficult environment and the rapidly changing situation of communities, the project will avoid providing external technical solutions but instead will build on local knowledge and will encourage knowledge sharing between the municipalities from various climatic zones. Thus, most of the 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. Greater sustainability is expected from supporting the informed choice of the communities.
- **Local empowerment as the basis for sustainability.** The project aims at empowering local institutions and private actors and training them on more inclusive governance arrangements and climate-friendly strategic orientations. The actors adopting those approaches 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 and Economic Analysis

69. **Technical analysis.** Component 1 on decentralized management of natural resources scales up the successful experience of the DFWMP in conducting participatory land use planning and management of natural resources and integrating lessons learned to increase efficiency and measures to ensure the sustainability of interventions. The approach builds on participatory methods of natural resources management that have been in practice for over 20 years in Burkina Faso (including through the PNGT) and on national procedures. The PPA is supporting the diagnostics and development of investment plans in a first batch of 30 municipalities, expected to be ready for implementation by project launch. The component also integrates capacity building to municipalities to reinforce their readiness to implement their PDIC/REDD+. Component 3 on entrepreneurship and sustainable development of value chains builds on the experience of the REDD+ Readiness Preparation Project in supporting the shea value chain and the biodigester sector program on bio-compost. In addition, the PPA is funding feasibility assessments to help define the best approach to supporting the selected value chains and identifying the resource potential, major zones of production, and relevant actors. The component also integrates the scale-up of a successful model implemented by the LFCSP to support local SMEs. Component 2 on institutional strengthening will support activities in Components 1 and 3 by addressing the underlying drivers of landscape degradation and deforestation, focusing on policies, planning, legal framework, institutional strengthening, and capacity building at the national level. In addition, they build on the REDD+ Readiness Preparation Project.
70. **Expected project impacts.** The project is expected to provide the following types of benefits:
- **Economic**, such as increased and diversified income and improved food security due to the development of selected value chains and adoption of improved agricultural practices.
 - **Environmental**, comprising local (for example, reduced land degradation and bush burning); national (for example, watershed protection due to reforestation); and global benefits (for example, reduced CO₂ emissions due to adoption of sustainable practices and improved forest biodiversity).



- **Social**, such as consideration of people's multiple needs (for example, religious and cultural) by adopting participative management and citizen engagement and promotion of peace-building and conflict resolution co-benefits as a result of intercommunity discussions.
 - **Institutional**, such as reducing the risk of elite capture and corruption by improving the current laws, policies, and regulations of natural resource management and their enforcement.
71. **Cost Benefit Analysis (CBA).** A CBA was conducted for the overall project, using a discount rate of 6 percent³⁶ and a time horizon of 20 years. It considered all project costs, including investments, operation and maintenance costs, and other opportunity costs, for example, forgone agricultural income in reforested areas. It estimated the following benefits: (a) additional returns from adoption of improved agricultural practices, enhanced rangeland conservation, and agroforestry; (b) benefits from reforestation, avoided deforestation, and reduced forest degradation; and (c) expected value added from the development of value chains. The results indicate that project is economically attractive, with a net present value (NPV) of US\$79 million and an internal rate of return (IRR) of 12 percent. As several benefits could not be estimated in monetary terms—for example, returns from income-generating activities and value of ecosystem services provided by improved rangelands—these results underestimate the real benefits expected from the project. Annex 5 provides a detailed description of the analysis.
72. **The project also generates global benefits in terms of reduced GHG emissions.** The EX-Ante Carbon Balance Tool (EX-ACT) model estimated the net GHG emission reductions at about 46.7 million tCO₂ over a 20-year period, or 2.3 million tCO₂ per year. The economic value of emissions reductions is calculated based on the World Bank (2017)³⁷ guidance, which suggests a shadow price of carbon of US\$42 per tCO₂ (low scenario) and US\$82 per tCO₂ (high scenario) for 2022, with an annual increase of 2.25 percent. When these benefits are included in a global CBA, the NPV of the project is estimated between US\$1.4 billion (low) and US\$2.8 billion (high) for the base analysis (table 3). Annex 5 provides the detailed description of the analysis, including the calculation of the expected benefits derived from reduced GHG emission.

Table 3. Results of the CBA (NPV, 20 years, US\$, millions)

	Base analysis (r = 6%)	Sensitivity Analysis to Discount Rate		
		R = 2%	r = 8%	r = 10%
CBA (without carbon)	79	191	45	20
CBA (with carbon, low scenario)	1,419	2,155	1,177	990
CBA (with carbon, high scenario)	2,758	4,118	2,308	1,959

73. **It should be noted that the above results depend on the continuation of the conservation practices after the end of the project.** Ensuring the financial sustainability of these practices is key to the design and implementation of this project, through several mechanisms: (a) providing support to the upfront investment costs related to the proposed sustainable practices (for example, establishment of lowlands and enhanced rangelands), which would otherwise be a financial burden for the beneficiaries and (b) assessing the use of concrete mechanisms, such as PES, to maintain good survival rates of new plantations (as described in section F: Lessons Learned).

³⁶ World Bank. 2016. *Discounting Costs and Benefits in Economic Analysis of World Bank Projects*. Washington, DC: World Bank.

³⁷ World Bank. 2017. *Shadow Price of Carbon in the Economic Analysis*. Guidance Note.



B. Fiduciary

(i) Financial Management

74. **The assessment of the FIP-CU was carried out in September 2021.** The objective of the assessment was to determine whether the FM Unit has adequate FM arrangements in place to ensure that the project financing funds will be used only for the purpose for which the financing was provided, with due attention to considerations of economy and efficiency. The assessment complied with the FM Manual for World Bank Investment Project Financing Operations, effective December 11, 2014. FM performance of World Bank-funded projects implemented by the FIP-CU has been rated Unsatisfactory and Moderately Unsatisfactory since 2018. Ineligible expenditures of CFAF 537 million (US\$0.9 million on P143993 and US\$0.1 million on P149827) were identified following an in-depth review carried out by the World Bank in 2019 and were fully refunded by the Government in 2020. The FM assessment revealed (a) weaknesses in the justification of workshops, training, and missions' expenses; (b) delays and deficiencies in the justification of expenses by implementing agencies; (c) weaknesses in fixed assets and fuel management; (d) poor human resources management; and (e) ineffectiveness of internal control. The external auditors expressed a qualified opinion in 2017, 2018, 2019, and 2020 financial statements. Responses to audit issues and the follow-up of external audit qualifications and recommendations need to be improved. There is no overdue report in the project at the time of preparation of this financing.
75. **In 2020, an action plan was agreed with the FIP-CU to improve the FM performance.** Actions already performed under this action plan include (a) the update to the accounting software to better record fixed assets and transactions and (b) the revision the Financial Management Procedures Manual to include sound and reliable processes for archiving, human resources, fuel, fixed assets, workshops, and training management. However, findings from the 2020 audit report and from the latest FM assessment show (a) cases of noncompliance with the FM manual procedures and (b) areas of improvement in accounting and fixed assets management. A new FM team, with terms of reference (ToR) satisfactory to the World Bank, is being recruited. Staff already recruited includes (a) two accountants; (b) one internal auditor; and (c) one human resources assistant. Staff still being recruited includes (a) a project financial management specialist (FMS); and (b) a senior accountant, which are listed as effectiveness conditions for the proposed financing.
76. **The FM risk before mitigation measures is rated High** because of (a) noncompliance with FM procedures; (b) continuous qualified auditor's opinion on financial statements; (c) delayed responses to audit issues; and (d) the persistence of weaknesses in workshop, training, and mission expenses justification, which increase the risk of ineligible expenditures. The assessment concluded that the FIP-CU would not be able to manage the FM aspects of the project financing until the mitigation measures (listed in the following paragraph) are implemented by effectiveness.
77. **Effectiveness conditions.** The following mitigation measures will be implemented before effectiveness:
- Finalize the recruitment of the FM team, with qualifications and experience satisfactory to the World Bank.
 - Recruit an external auditor, with ToR and qualification satisfactory to the World Bank. The external auditor will complete the audit of the PPA (US\$4.9 million) three months after project effectiveness.



- Sign a memorandum of understanding (MoU) with *Autorité Supérieure de Contrôle de l'Etat et de Lutte contre la Corruption* (ASCE-LC) to perform an annual ex post verification of project expenses.

78. **Disbursement arrangements.** Transaction-based disbursements will be used. The amount of the initial deposit will be stated in the Disbursement and Financial Information Letter (DFIL) and will be released by the World Bank at the request of the FIP-CU upon credit effectiveness. The disbursement methods available will include advance, direct payments, reimbursements, and special commitments. Disbursements will be made upon presentation of Statements of Expenditures (SoEs) as described in the paragraph below. All project proceeds will finance 100 percent of eligible expenditures of the project inclusive of taxes. A Designated Account (DA) in CFA franc will be opened at the Central Bank (*Banque Centrale des Etats de l'Afrique de l'Ouest*, BCEAO). A Project Account, with the project coordinator and the project FMS as signatories, will be opened in a commercial bank for each financing.
79. **Disbursement supporting documentation.** Reimbursements will be transactions based. Each month, the FIP-CU will prepare an SoE detailing expenses for reimbursement. The SoEs will be audited and a certificate presenting the expenses approved by the external auditor will be issued and transmitted to the World Bank for review and approval before submission in Client Connection.³⁸ All other supporting documentation evidencing eligible expenditures should be retained by the FIP-CU and must be made available for review by World Bank missions, ASCE-LC, external auditor, and other controllers, if any. Disbursement methods and formats for withdrawal applications and disbursements documentation are stated in the DFIL.
80. **To avoid delays in disbursements, the following measures will be implemented:**
- Specific disbursement arrangements will be made for activities implemented by local municipalities (Subcomponent 1.2) and IUCN (Subcomponent 3.2).
 - A lower threshold will be set for direct payments.
 - As necessary, the FIP-CU will recruit additional accountants, including in regions covered by the project, to ensure a swift justification of project expenses.
 - A clear timeline describing deadlines for the submission and the review of the SoEs will be agreed by the World Bank, the FIP-CU, and the external auditor.
 - For workshops, trainings, and missions, the FIP-CU will submit, one month before the beginning of every semester, a plan of the workshops and trainings, with their relevant budget and ToRs, for World Bank prior review. Payment and justification of related expenses will be handled directly by the FIP-CU. No advances will be made to implementing agencies.
 - Other expenses by implementing agencies will be paid directly by the FIP-CU upon presentation of relevant documentation by suppliers. The FM procedure manual will present the documentation required for each type of expense.

³⁸ This means that the reports will be accompanied by the certification of the external auditor that the expenses claimed for reimbursement appearing in the report are eligible under the Financing Agreement.



- Training sessions will be organized annually to share the findings and recommendations of internal and external auditor's reports and World Bank fiduciary supervisions, with the FIP-CU and implementing agencies. External auditors and ASCE-LC will be invited to those sessions.
81. **Disbursement arrangements for performance-based grants under Subcomponent 1.2 (activities to be executed by local municipalities with support from the EIF).** The project will sign agreements for activities to be implemented by local municipalities and the EIF under terms and conditions acceptable to the World Bank. The FIP-CU will make performance-based payments to local municipalities in tranches, based on results achieved in the implementation of their PDIC/REDD+. These payments will be made into a dedicated account and are intended exclusively for the realization of investments defined in PDIC/REDD+. The payments will correspond to the amount spent by the municipalities to achieve such results. Therefore, the definition of disbursement triggers will be consistent with (a) the detailed budget and planning to be prepared by the municipalities and (b) the financial and physical execution of the activities. The EIF will act as an independent verification agent, which will confirm the results achieved and the costs incurred before each payment. External auditor's ToR will include the expression of an opinion on the performance-based payments.
82. **Disbursement arrangements for subprojects under Subcomponent 3.2 (implemented by IUCN).** Part of the funds of Subcomponent 3.2 will be used to cover the operational costs of IUCN for implementation. Another part will be dedicated to subprojects granted to cooperatives and SMEs, who will be responsible for executing the subproject (including procurement) with supervision from IUCN. A first advance will be transferred to the associations upon signature of the convention (enough to cover the expenses for the first quarter). Funds will then be transferred in tranches based on the submission of financial reports, cleared by IUCN, and reviewed by the external auditor. The project will sign an agreement for activities to be implemented by IUCN under terms and conditions acceptable to the World Bank. External auditor's ToR will include (a) a review of the financial reports cleared by IUCN before payments and (b) the expression of an opinion on subprojects.
83. **The residual FM risk after mitigation measures is Substantial.** Detailed FM arrangements are in annex 3.
- (ii) **Procurement**
84. **Applicable Procurement Guidelines.** Procurement for goods, works, and non-consulting and consulting services for the whole project will be carried out in accordance with the specified procedures in the 'World Bank Procurement Regulations for IPF Borrowers', Fourth Edition, November 2020 (Procurement Regulations); the 'Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants' (dated October 15, 2006, and revised in January 2011 and as of July 1, 2016) (Anticorruption Guidelines); and provisions stipulated in the Financing Agreement. The proposed project will use the Systematic Tracking of Exchanges in Procurement (STEP) system. STEP is a planning and tracking tool, which will provide data on procurement activities, establish benchmarks, monitor delays, and measure procurement performance.
85. **A procurement assessment was carried out by the World Bank.** The procurement responsibility will be ensured by the FIP-CU. Its latest assessments on procurement have been Satisfactory or Moderately Satisfactory. For Subcomponent 3.2, IUCN will be an implementation agency, supervising procurement activities carried out by producer organizations and accountable to the PIU. IUCN has satisfactorily implemented the World Bank-financed project P149434. Subcomponent 3.2 is a scale-up of activities



carried out through P149434, and staff who implemented this project, including procurement activities, are still available. If need be, consultants can be hired to support the supervision of subproject procurement activities. For Subcomponent 1.2, the municipalities will use their procurement procedures to execute their PDIC/REDD+, and the project will disburse grants based on performance/results achieved. The detailed assessment is provided in annex 2.

86. **The overall procurement risk under this project is Substantial.** The main risks identified are as follows: (a) staff involved in the project may not have sufficient knowledge of the New Procurement Framework (NPF) and/or there is a risk of confusing the NPF with former Procurement and Consultant guidelines; (b) procurement staff with the experience required to effectively implement procurement actions on time and in line with World Bank procurement policies and procedures are not sufficient; (c) inadequate communication and interaction between beneficiaries and the PIU may lead to delays in procurement and poor cost projections; (d) administrative routines may result in procurement delays with the potential to affect project implementation; (e) procurement in fragile areas with few bidders can restrict competition and possibly increase prices and collusion risks; (f) insufficient capacity, which can lead to poor contract management and administration of big contracts; and (g) poor filing, which may lead to loss of documents. Overall, these risks can cause mis-procurement, possible delays in evaluation of bids, and technical proposals leading to implementation delays, poor quality of contract deliverables, and reputational risks to the World Bank and the project.
87. **After the following proposed mitigation measures, the procurement risk will be Moderate:** (a) hiring, on a competitive basis, a procurement specialist who is experienced and familiar with World Bank procurement procedures and policies; (b) training all procurement staff in the NPF; (c) updating the existing manual of procedures (administration, finance, and accounting) to take into account the specificity of this project and clarify roles for each team member involved in the procurement process and define the maximum delay for each procurement stage, specifically with regard to review and approval systems, and the signing of contracts; (d) developing contract management plans for prior review contracts; and (e) improving the filing system at the newly created PIU level to ensure compliance with the World Bank procurement filing manual. Detailed mitigation measures are in annex 2.
88. **The Project Procurement Strategy for Development (PPSD) and a Procurement Plan detailing the first 18 months of implementation were prepared and approved.** The market assessment confirms the capacity of the national market to meet the needs in supplies and services of the project and that the competencies for intellectual services can be found at the national and sub-regional level. During implementation, the Procurement Plan will be updated as required and at least annually, to reflect actual program implementation needs and improvements in institutional capacity.

C. Legal Operational Policies

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



D. Environmental and Social

89. **The environmental risk is Moderate as project activities are not expected to directly generate irreversible negative risks or negative impacts on the environment.** On the contrary, the impact on the environment is expected to be significantly positive through measures such as (a) reduced land degradation; (b) rehabilitation of degraded land; (c) carbon sequestration through increased vegetation and soil carbon; (d) strengthening of participatory community-based landscape management; and (e) higher potential revenues from productive forest products value chains. Key environmental concerns are related to potential risks and impacts from productive and agricultural investments. These are local investments designed and agreed upon with the people affected in response to the restriction of access to land and through the development of economic services, such as the scaling-up of value chains products. Potential risks and impacts could be derived from the development of lowlands and boreholes and the development of small market garden areas that could lead to the use of agrochemicals, beehives, and so on. Some specific impacts are air, soil, and water pollution and community health and safety issues. However, these risks and impacts are expected to be low to moderate, as the scope of activities are limited and reversible. The use of agrochemicals will be in small quantity to the scope of gardens and lowlands, and the project will ensure to promote good agricultural practices and integrated pest management to minimize the use of pesticides.
90. **The project's social risk is classified as Substantial as increased pressures on land and water, as well as insecurity and displacement, drive not only forest degradation but also social conflict and rivalry between communities.** While demarcation and tenure security are thought to help alleviate tension, the situation is complex (customary tenure, overlapping rights, existing conflict/rivalry over access to land/resources, and security issues). These efforts, when not successful, may exacerbate the situation. The project is expected to deliver significant positive outcomes from participatory land use planning and from clarifying and securing land rights on common land with a strong focus on public consultations. However, project activities could lead to a restriction of people's access to land use or of their access to natural resources in the protected areas, as well as to the loss or the disruption of income or livelihood activities on individuals and groups of people.
91. **To mitigate these risks, the project includes activities that allow people deprived of access to forests and protected areas to benefit from productive and agricultural investments,** all of which are designed and agreed upon by the affected people through a highly participatory and inclusive approach. Thus, neither involuntary resettlement nor compensation outside these productive investments would take place. Land donations, when needed, or any related restriction of access will be made on a voluntary basis with the beneficiaries who will voluntarily accept to assign part of their land for these investments, as is also recognized by the national land tenure law. Agreements will be documented, and mitigation measures will be integrated in the project activities. The project will comply with the national legal requirements and customary practices. In addition, the participatory land and diagnostics will be led by a specialized firm based on a carefully designed and tested methodology with facilitators trained in managing tensions related to land use. Finally, the land tenure grievance redress commissions to be established will be accessible to local populations in cases of conflict over land use.
92. **Impacts will be managed during project implementation in accordance with the Environmental and Social Management Framework (ESMF) and the Process Framework (PF).** The ESMF contains procedures for screening subprojects, possible mitigation measures, and implementation arrangements. The ESMF will guide the preparation of Environmental and Social Impact Assessments/Environmental and Social



Management Plans (ESIAs/ESMPs) for the subprojects, once these are identified. The ESMF incorporates the general and sector-specific environmental, health, and safety guidelines. The PF establishes a process by which members of potentially affected communities participate in the design of project components and measures necessary to achieve resettlement policy objectives are determined. In addition, the Borrower has prepared Labor Management Procedures (LMP) reflecting national labor standards and principles of ESS2³⁹. Finally, the Borrower has also prepared a Stakeholder Engagement Plan (SEP), including a GRM. The SEP will be updated as necessary during project implementation. All these instruments were disclosed by the World Bank and in-country on November 29, 2021.

93. **The technical expertise established and strengthened under the DFWMP through the FIP-CU will be used for the proposed project.** The MEEEA will retain overall responsibility for implementation and coordination of the project. The Borrower has experience in the preparation and implementation of projects that have been financed by the World Bank. Given the widening scope of the World Bank's Environmental and Social Framework (ESF) and the Borrower's lack of familiarity with the ESF, capacity building will be required to assist the Borrower, its agencies, and the PIU, as well as local communities, municipalities, and contractors, throughout the life of the project. The PIU will include an environmental safeguards specialist, a social development specialist, and a GBV consultant for the first 12 months of project implementation (after which, gender-based violence [GBV] and sexual exploitation and abuse/sexual harassment [SEA/SH] will be taken over by the project's social development specialist). For more efficiency in supervision, the PIU will recruit environmental safeguards and social development assistants at the regional level.
94. **Given the fragile environments in the project area, the Borrower has prepared a Security Risk Assessment and a Security Management Plan** as part of the ESF instruments, in accordance with ESS4 (Community Health and Safety). The findings have been integrated into the project design. A security specialist embedded within the PIU will enable the constant update of security risk information and the application of risk mitigation measures, to be reported monthly to the World Bank.

Gender

95. **Women face stark inequalities that can enhance their vulnerability in an FCV and climate-vulnerable context.** Burkina Faso ranks very low on the Gender Inequality Index (UNDP 2019), which measures three important aspects of human development—reproductive health, empowerment, and economic status.⁴⁰ Women have a 58 percent labor force participation rate in Burkina Faso. In the agricultural system, women and men work together to produce food, but they typically cultivate separate crops or care for different livestock.⁴¹ The majority of women's economic participation consists of roles in agriculture, and the share of female employment in agriculture is 87 percent. However, the share of female agricultural landholders is less than 10 percent. 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. They are more likely to experience poverty and their income sources are often more dependent on climate-sensitive natural

³⁹ ESS = Environmental and Social Standards.

⁴⁰ UNDP (United Nations Development Programme). 2020. *Gender Inequality Index*. <http://hdr.undp.org/en/content/gender-inequality-index-gii>.

⁴¹ World Bank. 2020. Labor Force Participation Rate, Female (% of Female Population Ages 15+) (National Estimate) - Burkina Faso. <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.NE.ZS?locations=BF>.



resources or exposed to shocks often because of patriarchal gender norms that limit their ownership of land and access to resources.

96. **Women are generally well represented in sectors related to NTFPs in Burkina Faso; however, they do not optimally market their products as done by men.** It is estimated that women represent 90 percent of jobs in the shea butter industry. However, the collection methods and processing of NTFPs have become obsolete and unsustainable, resulting in loss of forest cover, higher GHG emissions, reduced income potential, and greater health risks. Women are often restricted to collecting and processing NTFPs. In addition, women's rights to access and collect the resource are not secure, which hinders investments. Low-income opportunities for women engaged in unsustainable collection and processing of NTFPs for their livelihoods is thus seen as a significant barrier for greater women empowerment.
97. **A results indicator related to closing the gender gap in women's participation in the value chains supported by the project has been included in the project's Results Framework.** A Gender Action Plan, including specific indicators to feed into the project design, has been developed in line with the World Bank 2016–2023 Gender Strategy (particularly, Pillar 2: removing barriers to more and better jobs). It is expected that the *TerriStories* workshops will provide an up-to-date diagnostic of gender-specific challenges at play in natural resource management, which will involve discussions with men and women and representatives of municipalities. The purpose of the diagnostic is to determine the obstacles men and women are facing in the sector and options to overcome them. It will also highlight gender gaps and identify activities to address these.

Citizen Engagement

98. **The project relies on a strong citizen engagement approach and empowers local communities and municipalities throughout project design, implementation, and monitoring.** The project will integrate three citizen engagement mechanisms: (a) community consultations, participatory needs assessments, and participatory planning (*TerriStories*); (b) multi-level arrangements for registering and addressing grievances and complaints; and (c) a community monitoring mechanism that will be embedded at the local level and associated to remote supervision through GEMS. These mechanisms will help build transparent two-way communication channels between the 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, municipal authorities, and other relevant stakeholders to be informed throughout implementation.
99. **The participatory land and social diagnostics (*TerriStories*), organized under the tutelage of local municipalities, allow communities to identify issues that affect them and propose solutions based on consensus with support from local and customary authorities.** The innovative role-play approach introduces environmental, economic, and social uncertainties prompting participants to shape operational management rules according to their own collective and individual needs. This helps to promote dialogue and understanding between different land users (including transhumant pastoralists and other vulnerable groups), the discussion of strategic development and land use choices, and the identification of investments to make these choices viable and sustainable. The diagnostics are led by a specialized firm based on a carefully designed and tested methodology (see annex 6), with facilitators trained in managing tensions related to land use. This process has proven to build ownership of investments and reinforce their sustainability.



100. **The TerriStories approach is a key part of the SEP.** Stakeholders targeted under the project include smallholder farmers, men and women's associations, pastoralists, private forest owners, local authorities, communal and village bodies representatives, decentralized agriculture and forest services, and private investors/entrepreneurs, among others. Vulnerable groups are also targeted such as internally displaced persons, transhumant pastoralists, agricultural migrants, women, youth, elders and traditional/customary authorities.
101. **A results indicator on citizen engagement has been included in the Results Framework,** to measure the extent to which citizen's feedback is integrated into project interventions. Citizen engagement will also be strongly emphasized as part of the country's annual communal performance monitoring system through SUPERMUN. Additionally, the monitoring of grievances received and addressed through the GRM will help monitor its integration and effectiveness at the municipal level. Lessons learned from the DFWMP and communication materials (external project evaluation, short films, and books) will be documented and shared with local populations at the launch of the project. The successful experience of the LFCSP will be replicated to incentivize local populations to participate in project activities.

Gender-Based Violence

102. **GBV is highly prevalent,** and it is estimated that 33.9 percent of women nationwide have experienced physical violence at some point in their lives (US State Department 2016⁴²). 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; and the widening levels and severity of gender inequality and different manifestations of GBV, from intimate partner violence to sexual exploitation of women and girls. In addition, Burkina Faso has the fifth highest rate of child marriage in the world with 52 percent of girls married before the age of 18 and 10 percent before the age of 15 (UNICEF 2018⁴³). Sexual violence against girls in schools is a particular concern in Burkina Faso, highlighted by the United Nations Human Rights Office of the High Commissioner (2017). Furthermore, 76 percent of women and girls ages 15 to 49 have undergone female circumcision, higher than the regional average of 45.8 percent (Demographic and Health Survey, Burkina Faso, 2010⁴⁴). Proxy indicators for social norms in Burkina Faso indicate that 42.5 percent of women support wife beating (DHS 2010). Burkina Faso does have a GBV law meant to prevent and respond to all forms of violence against women and girls. However, despite legal provisions and political measures in favor of equal rights between men and women, the cultural and religious context in Burkina Faso still contributes to generating discriminatory behavior against women.
103. **GBV risks for this project are deemed Moderate.** Drivers of risk include context-specific risks as described in the paragraph above. Positive contextual factors of risk mitigation include the existence of a legal and institutional framework to prevent discrimination against women and girls and to prevent and respond to domestic violence and sexual harassment in employment. However, some risks may specifically arise as a result of project activities. For instance, the project will support women working in the shea butter

⁴² United States Strategy to Prevent and Respond to Gender-based Violence Globally, 2016 Update, USAID, Department of State, United States of America.

⁴³ Burkina Faso Country Profile, UNFPA-UNICEF Global Programme to End Child Marriage, 2020

⁴⁴ Enquête Démographique et de Santé et à Indicateurs Multiples, 2010, Institut National de la Statistique et de la Démographie (INSD), Ministère de l'Economie et des Finances, avril 2012



industry and other promising value chains, through professionalization, training, and access to grant funding. This may lead to greater women empowerment and increased income, which may cause potential conflicts with well-established traditional and cultural norms. In addition, women may be exposed to GBV and SEA/SW risks as they seek to secure their access to forests and other natural resources.

104. **To address these potential risks, the project will conduct consultations with both men and women** during the *TerriStories* preparatory workshops and ensure that awareness-raising activities to counter culturally driven gender bias are held throughout the project life. The Borrower will develop a GBV/SEA/SW Action Plan with a budget that outlines the project's prevention strategies, response protocols, and accountability mechanisms. The Borrower's supervision capacity will be strengthened throughout implementation. A GBV consultant will be hired for the first 12 months of implementation to put in place key elements and help build the capacity of the PIU, while the social development specialist gradually takes over the responsibility of GBV issues. Key mitigating measures will include training of all staff and workers associated with the project, before start of the project, and subsequently of all actors involved in service delivery, on measures to prevent and respond to GBV/SEA/SW risks. The training will provide information about the risks of GBV and SEA/SW more specifically and will offer technical support for the PIU staff, service providers, and beneficiaries to prevent and respond to SEA/SW on time and in a sensitive manner. Local trainers will be sensitized on all GBV aspects. The Borrower will map GBV services in areas of implementation and will develop a response protocol for the timely, safe, and ethical referral of all survivors who may disclose GBV/SEA/SW incidents to the project.
105. **In addition, the Borrower will design and implement a GBV-sensitive GRM** to ensure the safe and confidential documentation, response, and management of GBV/SEA/SW complaints and will include targeted and regular involvement of women and other groups at-risk in stakeholder engagement. The project's GRM will ensure that the survivors of SEA/SW are able to report cases and submit complaints in a safe manner through multiple options. The project will identify and leverage a local NGO or association to deliver GBV sensitization training and provide support to ensure that survivors of SEA/SW can access key services.

V. GRIEVANCE REDRESS SERVICES

106. **Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB'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 WB's independent Inspection Panel, which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.



VI. KEY RISKS

107. **The overall risk of the proposed project is rated Substantial.** The main contributing factors are explained in the following paragraphs:
108. **Political and Governance risk is rated High.** The political situation in Burkina Faso remains fragile following the resignation of President Kabore under military pressure and the advent of the Patriotic Movement for Safeguard and Restoration (“MPSR”). The rejection of the transition period by ECOWAS could potentially lead to additional ECOWAS sanctions if the de facto authorities do not come up with a transition timetable acceptable to the organization. More importantly, it could fuel new opposition from political parties which are not fully included in the transition organs. In addition, the transitional government is under increasing pressure to respond to the security situation and humanitarian crisis.
109. **Institutional capacity for implementation and sustainability risk is rated Substantial.** A significant part of project activities is executed by local municipalities, replicating the successful implementation approach of the DWFMP. On February 1, 2022, the transitional government dissolved the municipal councils and placed local municipalities under special delegation as provided for by the law. They are attributed with the same functions as municipal councils. Their composition is widely representative, including government services, traditional and religious authorities, women and youth organizations, and civil society. Based on the first experience during the transitional government of 2014, the decree governing the composition and functions of special delegations was revised in May 2022 to integrate lessons learned to make special delegations more effective (wider representation and less political interference). The designation of members of special delegations is now ongoing and is expected to be completed by the end of June 2022. The World Bank will monitor these developments closely. The project embeds into its design activities that will strengthen the capacity of local municipalities and its governing bodies to execute project investments. In addition, synergies will be sought with other projects and partners intervening in the same municipalities.
110. **Fiduciary risk is rated Substantial.** The PIU’s performance in managing other World Bank projects has revealed (a) noncompliance with FM procedures; (b) continuous qualified auditor’s opinion on financial statements; (c) delayed responses to audit issues; and (d) persistent weaknesses in workshop, training, and mission expenses justification, which increase the risk of ineligible expenditures. The PIU is currently implementing an action plan agreed with the World Bank to strengthen fiduciary management, which has included recruiting new fiduciary personnel, among other actions to strengthen processes and systems. To help mitigate fiduciary risk, effectiveness conditions include competitively recruiting new fiduciary staff, an external auditor, and sign an MoU with ASCE-LC to perform an annual ex post verification of project expenses.
111. **Environment and social risk is rated Substantial.** Increased pressures on land and water, as well as insecurity and displacement, drive not only forest degradation but also social conflict and rivalry between communities. While demarcation and tenure security are thought to help alleviate tension, the situation is complex (customary tenure, overlapping rights, existing conflict/rivalry over access to land/resources and security issues). These efforts, when not successful, may exacerbate the situation. In addition, though the project is expected to deliver significantly positive environmental and social outcomes, the components to address the sustainable management of communal forests, woodlands, and collective lands, could lead to a restriction of people’s access to land use and/or natural resources in the



conservation areas, as well as to the loss or the disruption of income or livelihood activities on individuals and groups of people. To mitigate these risks, the project includes activities that allow people deprived of access to natural resources to benefit from productive and agricultural 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. In addition, the participatory land and diagnostics are led by a specialized firm with facilitators trained in managing tensions related to land use and based on a carefully designed and tested methodology.

112. **Other (security risk) is rated High.** The project primarily consists of small community investments implemented through local operators and high labor intensity works. However, the country's security situation is constantly evolving and heightened security risks in the project areas may negatively affect implementation of the project and achievement of the intended outcomes and results. It may also affect the capacity to deploy technical staff in regions and result in project activities being partially or temporarily suspended. The government is expected to manage security risks to ensure adequate implementation conditions in collaboration with local and traditional authorities, and security actors, as appropriate. A security management specialist will also be embedded within the PIU to continuously update security information and propose appropriate mitigation measures. The project's phased approach also allows for some flexibility and adaptability in selecting the project municipalities as the security situation evolves.

**VII. RESULTS FRAMEWORK AND MONITORING****Results Framework****COUNTRY:** Burkina Faso**Communal Climate Action and Landscape Management Project****Project Development Objectives(s)**

To strengthen sustainable landscape management and improve income generation in targeted forest areas in Burkina Faso.

Project Development Objective Indicators

Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
To strengthen sustainable landscape mgmt & improve income generation in targeted forest areas								
Land area under sustainable landscape management practices (CRI, Hectare(Ha))		0.00	27,500.00	170,000.00	340,000.00	650,000.00	850,000.00	1,000,000.00
Citizens providing feedback through consultations that is integrated into project interventions (Number)		0.00	2,250.00	7,200.00	9,200.00	11,200.00	13,200.00	13,700.00
Of which citizens of vulnerable groups (Number) (Number)		0.00	675.00	2,160.00	2,760.00	3,360.00		4,110.00
People in targeted forest and adjacent communities with increased monetary or non-monetary benefits from natural resources		0.00	100,000.00	400,000.00	1,000,000.00	1,250,000.00	1,500,000.00	1,750,000.00



Indicator Name (Number)	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
Land charters established on conservation areas (Number)	0.00	2.00	22.00	52.00	72.00	90.00	100.00	
Municipalities with functional local land management and land reconciliation structures (Number)	0.00	10.00	20.00	30.00	40.00	50.00	60.00	
Net greenhouse gas emissions sequestered (Tons/year)	0.00	1,000,000.00	2,500,000.00	5,000,000.00	8,000,000.00	11,000,000.00	14,000,000.00	

Intermediate Results Indicators by Components

Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
1. Decentralized management of natural resources								
Conservation areas registered in the land cadaster (Number)	0.00	34.00	74.00	114.00	154.00	194.00	220.00	
Proportion of Communal Development Plans having integrated environment and sustainable development themes (Number)	0.00	0.00	3.00	8.00	15.00	25.00	30.00	
Proportion of project's physical investments registered in the land	0.00	5.00	25.00	45.00	60.00	70.00	75.00	



Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
cadaster (Percentage)								
Implementation progress of Integrated Communal Development Plans (Percentage)	0.00	20.00	40.00	60.00	80.00	90.00	95.00	
Municipalities with a strategic land use and sustainable development communal plan (SDADDC) (Number)	0.00	3.00	8.00	15.00	25.00	30.00	30.00	
2. Inst. strength. for integrated landscape managmt, E&S risk managmt., & mob. of climate finance								
Improvement in the capacity of national and local authorities to manage project activities (Percentage)	0.00	50.00						75.00
Quantity of certified carbon credits certified by a recognized standard (Metric ton)	0.00	2,000,000.00						5,000,000.00
3. Entrepreneurship and sustainable development of value chains								
Producers in targeted value chains adopting improved practices across value chains (Number)	0.00	38.00	960.00	1,771.00	2,527.00	3,254.00	4,800.00	
Of which female producers (Percentage)	0.00							55.00
Share of women producers declaring an increase in income through the adoption of improved practices across value chains (Percentage)	0.00	60.00						80.00



Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
Green jobs created (Number)	0.00	200.00	1,000.00	2,000.00	2,600.00	3,300.00	3,500.00	

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 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	Annual The indicator corresponds to the PROGREEN indicator 'Area under sustainable forest management (ha)' and a target for the PROGREEN source of fund of 135,417.	Activity reports	GPS data collection in the field and data collection through the GEMS platform (Kobo / ODK Collect, Kobotoolbox).	Project GIS specialist



	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.				
Citizens providing feedback through consultations that is integrated into project interventions	This indicator annually counts a representative portion of beneficiaries who participate in the consultation meetings organized by the project where their concerns are taken into account in the implementation of the project.	Annual	Project Activity Report	Counting (through the use of project data sources such as attendance lists at meetings),	Project Social Safeguards Specialist
Of which citizens of vulnerable groups (Number)	The sub-indicator takes into account the number of vulnerable citizens who participate in the consultations and where their concerns are taken into account in the implementation of the project.	Annual	Project Activity Report	Counting (through the use of project data sources such as attendance lists at meetings)	Project Social Safeguards Specialist
People in targeted forest and adjacent communities with increased monetary or	This indicator annually counts all the male and	Annual	Activity Reports	Counting (through the use of secondary data	Project M&E Specialist



non-monetary benefits from natural resources	female beneficiaries deriving any direct or indirect benefit (financial, material, infrastructure, training, etc.) from the implementation of the project. The results from project activities could impact members of a household, an association or group, and the inhabitants of a municipality. In this case, the members of the household, the association or of the group, the inhabitants of the municipality will be counted among the beneficiaries of the project. The indicator corresponds to the PROGREEN indicator 'People in targeted landscapes with increased benefits (number) (disaggregated by sex; age (youth); indigenous; poor) and a target for the PROGREEN source of fund of 237,000, of which 50% are women.			sources of the project)	
Land charters established on conservation areas	This indicator measures the number of conservation	Annual	Activity Reports	Counting through the use of secondary	Project Land Tenure



	areas with a land charter. A land charter is expected to provide a local land agreement inspired by local land customs, uses or practices developed at the local level and aimed at taking into account the diversity of ecological, economic, social and cultural contexts in rural areas.			project data sources.	Specialist
Municipalities with functional local land management and land reconciliation structures	This indicator measures the number of municipalities with one or more functional local land administration structures (this includes rural land service, village land commission and village land reconciliation commission that are staffed, fully capacitated and are servicing community members). The Project will support their establishment or strengthening. The operationalization of these structures will help prevent conflict over land registration and land use by issuing land certificates and managing the conciliation of	Annual	Activity Reports of the DGCT	Use of secondary project data.	Project Land Tenure Specialist



	conflicts over tenured property.				
Net greenhouse gas emissions sequestered	<p>Project net greenhouse gas (GHG) emissions sequestered calculated using the FAO Ex-ACT tool. Unit is tons of CO2 equivalent.</p> <p>The indicator corresponds to the PROGREEN indicator 'GHG emissions reduced in targeted landscapes (tons of CO2 equivalent)' and a target for the PROGREEN source of fund is 1,900,000 tCO2eq.</p>	Annual	Ex-ACT Tool	<p>The tool compares the scenario without and with a project scenario to calculate the carbon balance. A positive result indicates emission sources while a negative result indicates carbon sinks. The results will be generated using the Ex-ACT tool.</p> <p>This includes: conservation areas created, farms put under SLM practices, reforestation in forests and conservation areas, other physical investments of the project.</p>	Project GIS Specialist

Monitoring & Evaluation Plan: Intermediate Results Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Conservation areas registered in the land cadaster	The area is considered secured when it is registered in the land	Annual	Project Activity Reports from	According to the land tenure security approach of the DGI, on	Project Land tenure specialist



	cadaster on the basis of a land title.		DGI	average 3 conservation spaces are considered per municipality.	
Proportion of Communal Development Plans having integrated environment and sustainable development themes	The Communal Development Plan (PCD) is the document which determines the main directions and principles of development taking into account the transversal concerns of the municipality on which it bases its investments. This indicator measures the number of PCDs integrating environment and sustainable development themes.	Annual	Activity Reports from DGDT and SP/CNDD.	Secondary data collection (Use of project reports)	Project Land Tenure Specialist
Proportion of project's physical investments registered in the land cadaster	The Project's physical investments is secured when the area is registered in the land cadaster on the basis of the registration (land title). This indicator measures the ratio between the number of registered investments and the total number of project investments.	Annual	Activity Reports from DGI	Counting (Exploitation of secondary data sources of the project)	Project Land tenure specialist
Implementation progress of Integrated Communal Development Plans	It is a criterion for monitoring the performance	Annual	Annual Progress rep	Average of the progress indices considered by	Project M&E specialist



	of the Integrated Communal Development Plans (PDIC). The overall progress index is the weighted average of the progress of activities. The progress index of an activity is the product of its physical performance rate and its theoretical weight. The weight of an activity is proportional to the share of its theoretical cost in the estimated budget of the PDIC. The overall progress index is therefore the sum of the progress indices of all activities divided by the total number of activities.		orts	wave of communes.	
Municipalities with a strategic land use and sustainable development communal plan (SDADDC)	Each municipality will define its own solutions to development constraints through SDADDCs drawn up in a participatory manner and in accordance with national regulations. This indicator measures the number of SDADDCs developed.	Annual	Activity Report from DGDT	Counting (use of the project's secondary data sources)	Project Land Tenure Specialist
Improvement in the capacity of national and local authorities to manage project activities	The skill level of each participant by topic will be assessed before the start and at the end of each	Mid-term and end of project	Activity reports from DRH	Primary data collection which comprise of filled out questionnaires by trainees before the	Project M&E specialist



	training session. The results of these evaluations will be complemented with on-the-job interviews that will be carried out by the trainers who will deduce the level of improvement.			training and interview with the same after the training (including on-the-job).	
Quantity of certified carbon credits certified by a recognized standard	This is carbon certified for carbon market monetization. Unit is tons of CO2 equivalent.	At Mid-term and Completion .	Activity Reports	The estimate was made with the EX-ACT tool. Certification will be based on the methodologies of VERRA and ART TREES standards.	REDD+ Monitoring Expert
Producers in targeted value chains adopting improved practices across value chains	This indicator measures the project's efforts in supporting beneficiaries to adopt improved practices in all targeted value chains. It corresponds to the number of beneficiaries supported in areas related to (i) product certification; (ii) the installation of ridge tops; (iii) acquisition of standards; (iv) certification of shea parks; (v) implementation of PDEs for all types of value chains; (vi) creation of processing units; (vii) capacity building	Annual	Activity reports	Use of secondary project data sources (reports and databases)	Project Value Chain Specialist



	of beneficiaries (equipment, training, etc.). The indicator corresponds to the PROGREEN indicator 'Share of land-users adopting new practices in targeted landscapes (%) (disaggregated by poor)' and a target for the PROGREEN source of fund of 10%.				
Of which female producers	Percentage of female producers supported by the project.	Annual	Same as parent indicator.	Same as parent indicator.	Same as parent indicator.
Share of women producers declaring an increase in income through the adoption of improved practices across value chains	This indicator measures the project's efforts in the empowerment of women through support in production, processing and marketing activities of products in the targeted sectors. It corresponds to percentage of women whose income has increased thanks to their participation in the targeted value chains and who have benefited from support (technical, material, financial) during the course of the project. The indicator corresponds to the PROGREEN indicator 'Women and youth with	Mid-term and End of Project	Survey reports	Field surveys	Project Value Chain Specialist



	increased benefits from landscape-based value chains (number)' and a target for the PROGREEN source of fund of 2,640.				
Green jobs created	<p>This indicator refers to the number of individuals who have acquired a job with low GHG emissions, respectful of the environment and contributing to the fight against poverty within the framework of the implementation of the project.</p> <p>This will involve determining the green jobs that will be created through the implementation of the PDICs (establishment of multifunctional platforms, market gardens with boreholes, etc.) and the financing of the PDEs (strengthening of sustainable value chains in the forestry sector, support for SMEs) in the targeted municipalities.</p>	Annual	Project Activity Reports	Counting (Exploitation of secondary data sources of the project)	Project M&E Specialist



The World Bank

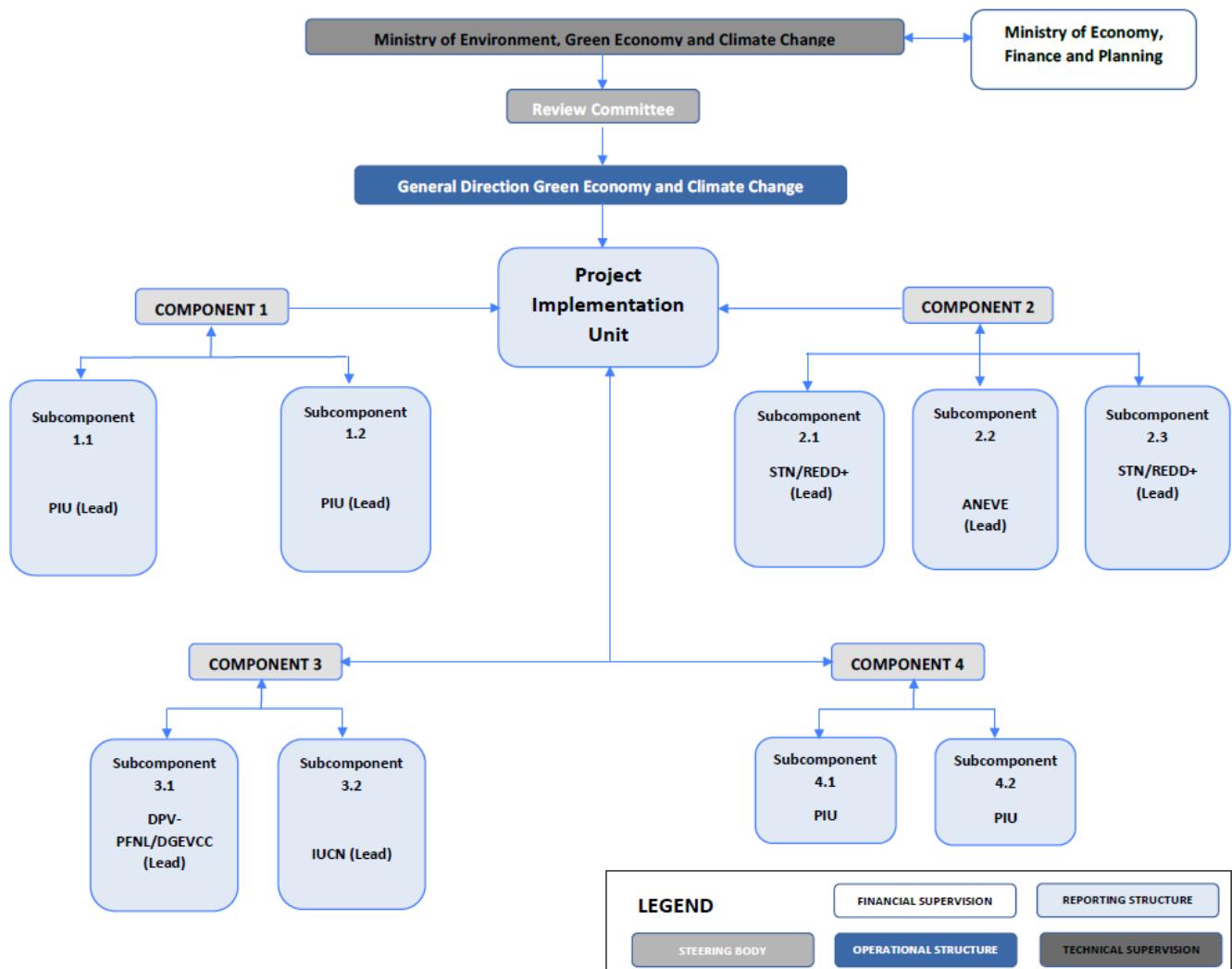
Communal Climate Action and Landscape Management Project (P170482)

**ANNEX 1: Implementation Arrangements and Support Plan**

1. In addition to the implementation arrangements outlined in the main body of this Project Appraisal Document (PAD), this annex provides a more detailed description of the applicable arrangements.

A. Implementation Arrangements

2. Figure 1.1 shows the project's institutional arrangements and table 1.1 details the project's institutional roles and responsibilities by subcomponent.

Figure 1.1. Institutional Arrangements

Note: DPV-PFNL = Directorate for the Promotion and Valorization of NTFPs (*Direction pour la Promotion et Valorisation des PFNL*) ; DGEVCC = General Directorate of Green Economy and Climate Change (*Direction Générale de l'Economie Verte et du Changement Climatique*).



Table 1.1. Project Institutional Roles and Responsibilities by Subcomponent

Components	Subcomponents	Institutions	Roles	Responsibilities
Component 1: Decentralized management of natural resources	Subcomponent 1.1: Strategic land use planning and management	PIU	Lead	Coordinate implementation of activities.
		Local municipalities (municipalities)	Implementing partner	Participate in implementation of activities and mobilization of local actors.
		DGDT	Implementing partner	Develop SDADDs and updates the PCD.
		SP/CNDD	Implementing partner	Contributes to the PCD update.
		DGCT	Implementing partner	Monitor the performance of municipalities and define their capacity-building plans and implement them in accordance with established procedures and lead the establishment of the land management bodies.
		DGFOMR	Implementing partner	Participate in the establishment and capacity building of land management bodies and the development of land charters.
		Decentralized technical services	Implementing partners	Contribute to implementation of activities.
	Subcomponent 1.2: Investments in agro-sylvo-pastoral communal landscapes	PIU	Lead	Coordinate implementation of activities.
		Local municipalities (municipalities)	Implementing partners	Execute investment plans (PDIC/REDD+).
		EIF	Implementing partner	Implementation support (verifying achievement of PDIC/REDD+ results).
		DGI	Implementing partner	Ensure the land security of investment sites (facilitate the consent of communities and accelerate the delimitation and registration of land and secure land rights).
		Decentralized technical services	Implementing partners	Contribute to implementation of activities.
Component 2: Institutional strengthening for integrated landscape management, environmental and social risk management, and mobilization of climate finance	Subcomponent 2.1: Intersectoral harmonization, coordination and capacity building for integrated landscape management	STN-REDD+	Lead	Coordinate implementation of activities related to policy and legal reforms and intersectoral coordination.
		MEEEA Human Resources Department	Implementing partner	Coordinate implementation of activities related to technical capacity building of forest management staff.
		SP/CPSA	Implementing partner	Contribute to policy reforms.
		Directorate of Legal Affairs and Litigation	Implementing partner	Contribute to legal reforms.
		General Directorate of Water and Forests	Implementing partner	Contribute to legal and policy reforms related to sustainable land management.
		Ministry of Mines and Quarries	Implementing partner	Contribute to reforms related to reducing the impact of mining on forests.
		DGCOOP	Implementing partner	Contribute to reforms related to the mobilization of financing.



Components	Subcomponents	Institutions	Roles	Responsibilities
	DGTCP	Implementing partner	Participate in reforms related to the mobilization of financing.	
	Permanent Secretariat of the National Council for Sustainable Development (SP/CNDD)	Implementing partner	Contribute to implementation of activities related to the NDC, the National Adaptation Plan, and coordination of the country's climate policies.	
	<i>Subcomponent 2.2: Strengthening country systems for environmental and social risk management</i>	ANEVE	Lead	Coordinate implementation of activities.
	STN-REDD+	Lead	Coordinate implementation of activities.	
	Executive Secretary for the Green Climate Fund (<i>Secrétaire exécutif du fonds vert pour le climat</i> , SE-FVC)	Implementing partner	Participate in financial resources mobilization.	
	IUCN	Implementing partner	Participate in financial resources mobilization.	
	DGCOOP	Implementing partner	Participate in financial resources mobilization.	
	DGTCP	Implementing partner	Participate in financial resources mobilization.	
	SP/CNDD	Implementing partner	Participate in financial resources mobilization.	
	EIF	Implementing partner	Participate in financial resources mobilization and management.	
	Commercial banks accredited by the Green Climate Fund	Implementing partners	Participate in financial resources mobilization and management.	
	DPV-PFNL	Lead	Coordinate implementation of activities.	
	National Biogester Program	Implementing partner	Ensure the implementation of activities related to biogester technology.	
	<i>Subcomponent 3.1: Sustainable development of shea, moringa and other green economy value chains</i>	INERA	Implementing partner	Contribute to reforestation activities in shea parks and capacity building of stakeholders.
	National Center for Forest Seeds (CNSF)	Implementing partner	Ensure the delivery of quality seeds and seedlings to stakeholders.	
	Laboratory of Plant Biology and Ecology (LaBeV)	Implementing partner	Contribute to strengthening the technical capacities of actors.	
	Burkinabe Agency for Standardization and Metrology (ABNORM)	Implementing partner	Support stakeholders in the certification of their products.	
	IUCN	Lead	Coordinate implementation of activities.	



Components	Subcomponents	Institutions	Roles	Responsibilities
	<i>Subcomponent 3.2: Support for SMEs in targeted municipalities</i>	Producer organizations	Implementing partner	Executing of activities through subprojects under the fiduciary supervision of IUCN
Component 4: Project coordination, monitoring and evaluation		PIU	Lead	Ensure the fiduciary management of activities, M&E of activities, and knowledge management and dissemination.

3. An MoU will be signed and a dedicated project team will be set up within the different implementing partners for the implementation of project activities.

Project Implementation Unit

4. Figure 1.3 provides details on the composition of the PIU and figure 1.2 shows the M&E reporting circuit.

Figure 1.2. M&E Reporting Circuit

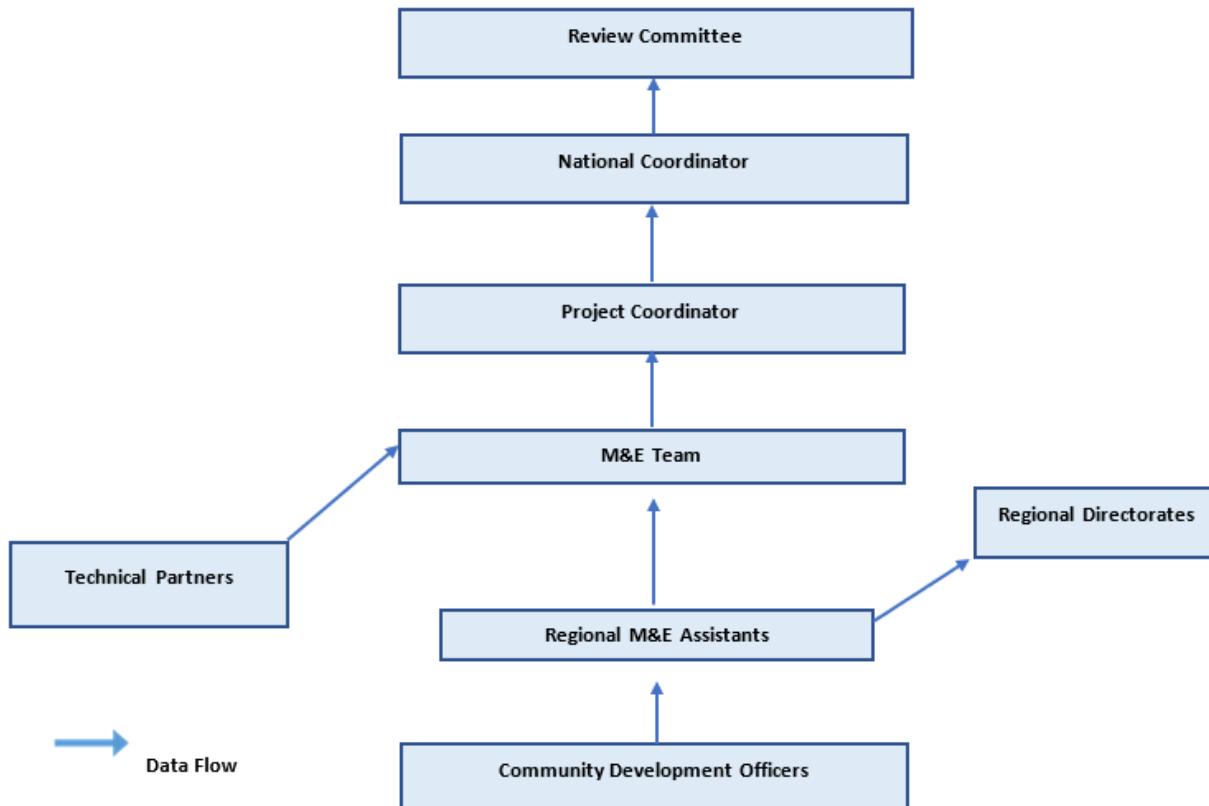
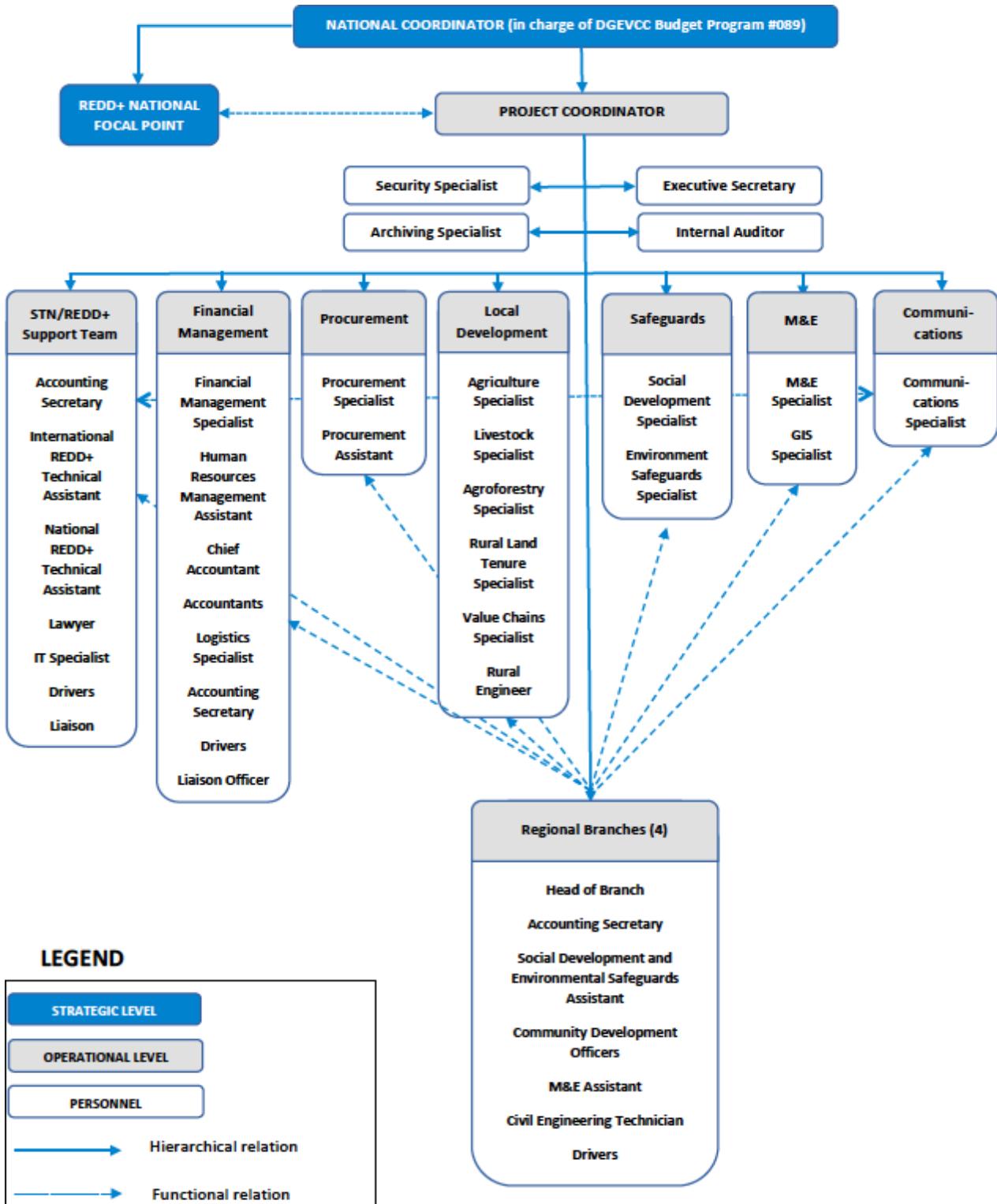




Figure 1.3. Composition of the PIU



Note: GIS = Geographic Information System.

**C. Support Plan**

5. Implementation support missions will be carried out twice a year. A midterm review will be carried out to assess the project progress, achievement of the key indicators, risks and mitigation measures, and relevance of activities. The MEEEA will undertake an independent evaluation at the midterm and at closing. Implementation support funds for the World Bank will continue to be provided by IDA and PROGREEN.
6. The main areas of focus and skills requirements for implementation support to be provided by or through the World Bank are as summarized in table 1.2.

Table 1.2. 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• Natural resource management/climate-smart agriculture• Gender mainstreaming• Livelihood and community development• Spatial planning and coordination with stakeholders• Systematic training of trainers• Communication and outreach• Citizen engagement and GRM set-up
From 13 to 84 months	<ul style="list-style-type: none">• Continuing critical procurements• Maintaining M&E and reporting systems• Continuing coordination with stakeholders• Gender activities implementation• FM, procurement• Natural resource management/climate-smart agriculture• Safeguards and GRM• Livelihood and community development• Land use administration• Systematic training programs• Communication, knowledge generation, and dissemination• Project reporting



D. PROGREEN Reporting

7. Reporting on the PROGREEN indicators will be provided separately, using data from the equivalent indicators in the project Results Framework, as in table 1.3.

Table 1.3. PROGREEN Equivalent Indicators

PROGREEN Indicator	Equivalent Indicator in the Project Results Framework	End of Project Targets Attributable to PROGREEN
Goal		
GHG emissions reduced in targeted landscapes (tons of CO ₂ equivalent)	Net greenhouse gas (GHG) emissions (CRI, 9)	1,900,000 tons
People in targeted landscapes with increased benefits (number) (disaggregated by sex; age (youth); indigenous; poor)	People in targeted forest and adjacent communities with increased monetary or non-monetary benefits from natural resources (Number)	237,000 (50% women)
Pillar 1		
Area under sustainable forest management (ha)	Land area under sustainable landscape management practices (CRI, Hectare [Ha])	135,417
Share of land-users adopting new practices in targeted landscapes (%) (disaggregated by poor)	Producers in targeted value chains adopting improved practices across value chains (Number)	10%
Countries with policy and institutional framework improved (number)	—	1
Landscapes with improved climate resilience (ha)(adaptation)	—	135,417
Pillar 2		
Women and youth with increased benefits from landscape-based value chains (number)	Share of women producers declaring an increase in income through the adoption of improved practices across value chains (Percentage)	2,640

**ANNEX 2: Procurement**

1. **Guidelines.** Procurement for goods, works, and non-consulting and consulting services will be carried out in accordance with the procedures specified in the World Bank Procurement Regulations, Fourth Edition, November 2020, and provisions stipulated in the Financing Agreement.
2. **Fraud, coercion, and corruption.** The project's procurement activities will be carried out in accordance with the Anticorruption Guidelines (Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants, dated October 15, 2006, and revised in January 2011 and July 1, 2016).
3. **Procurement documents.** For international competitive procurement for goods, non-consulting services, and consulting services, the Borrower shall use the World Bank's Standard Procurement Documents with minimum changes, acceptable to the World Bank, as necessary to address any project-specific conditions.
4. **Procurement information and documentation - filing and database.** Procurement information will be recorded and reported as follows: (a) Complete procurement documentation for each contract, including bidding documents, advertisements, bids received, bid evaluations, letters of acceptance, contract agreements, securities, and related correspondence will be maintained at the level of respective ministries in an orderly manner, readily available for audit; (b) Contract award information will be promptly recorded and contract rosters, as agreed, will be maintained; (c) Comprehensive quarterly reports indicating (i) revised cost estimates, where applicable, for each contract; (ii) status of ongoing procurement, including a comparison of originally planned and actual dates of the procurement actions, preparation of bidding documents, advertising, bidding, evaluation, contract award, and completion time for each contract; and (iii) updated Procurement Plans, including revised dates, where applicable, for all procurement actions.
5. **Advertising Procedure.** (a) General Procurement Notice, Specific Procurement Notices, Requests for Expression of Interest, and results of the evaluation and contracts award should be published in accordance with advertising provisions in the Procurement Regulations; (b) For request for bids and request for proposals that involve international bidders/consultants, the contract awards shall be published in the United Nations Development Business in line with the provisions of the Procurement Regulations; (c) For works and goods, the information to publish shall specify (i) the name of each bidder who submitted a bid; (ii) bid prices as read out at bid opening; (iii) the name and evaluated prices of each bid that was evaluated; (iv) the names of bidders whose bids were rejected and the reasons for their rejection; and (v) the name of the winning bidder and the financial offer, as well as the duration and summary scope of the contract awarded; (c) For consultants, the following information must be published: (i) names of all consultants who submitted proposals; (ii) technical points assigned to each consultant; (iii) evaluated prices of each consultant; (iv) final point ranking of the consultants; and (v) the name of the winning consultant and the price, duration, and summary scope of the contract. The same information will be sent to all consultants who submitted proposals; (d) For other contracts, the information should be published in national/regional gazette periodically (at least, quarterly) and in the format of a summarized table covering the previous period with the following information: (i) the name of the bidder/consultant to whom the contract was awarded; (ii) the price; (iii) duration; and (iv) scope of contract.
6. **Training, workshops, and conferences.** The training (including training material and support), workshops,



and conferences attendance will be carried out based on an approved annual training and workshop/conference plan. A detailed plan providing the nature of training/workshop, number of trainees/participants, duration, staff months, timing, and estimated cost will be submitted to IDA for review and approval before initiating the process. The appropriate methods of selection will be derived from the detailed schedule. After the training, each beneficiary will be requested to submit a brief report indicating what skills have been acquired and how these skills will contribute to enhance his/her performance and contribute to the attainment of the PDO.

7. **Operating costs.** Operating costs financed by the project are incremental expenses, including office supplies; vehicles operation; maintenance and insurance; maintenance of equipment; communication costs; supervision costs (that is, transport, accommodation, and per diem); and salaries of contracted and temporary staff. They will be procured using the procurement procedures specified in the project's manual of administrative, financial, and accounting procedures.

Assessment of the Project Implementing Agencies to Implement Procurement

8. The procurement activities for the project will be executed under the responsibility of the FIP-CU, a PIU that has experience implementing two other World Bank-financed operations (DFWMP and the REDD+ Readiness Preparation Project). The FIP-CU's latest assessment on procurement is Satisfactory or Moderately Satisfactory.
9. For Subcomponent 3.2, IUCN will be an implementation agency, supervising procurement activities carried out by producer organizations and will be accountable to the PIU. IUCN has satisfactorily implemented the Local Forest Communities Support Project (P149434). Subcomponent 3.2 is a scale-up of activities carried out through P149434, and staff who implemented this project, including procurement activities, is still available. If need be, consultants can be hired to support supervising of subproject procurement activities. For Subcomponent 1.2, the municipalities will use their procurement procedures to execute their PDIC/REDD+, and the project will disburse grants to municipalities based on their performance and results achieved.
10. The PIU will carry out the following activities: (a) managing the overall procurement activities and ensuring compliance with the procurement process described in the relevant manuals; (b) ensuring compliance of bidding documents, draft requests for proposals, evaluation reports, and contracts with World Bank procedures; (c) preparing and updating the Procurement Plan; (d) monitoring the implementation of procurement activities; (e) developing procurement reports; and (f) seeking and obtaining approval of internal designated entities and then of IDA on procurement documents, as required.
11. The PIU will participate in the process of all procurement activities and will notably support the following activities: (a) preparation of ToRs and the bidding documents; (b) preparation of evaluation reports and contracts related with World Bank procedures; and (c) participation in procurement commission activities and all related meetings.
12. An assessment of the capacity of the PIU to implement procurement activities of the project was carried out. The assessment reviewed the organizational structure for implementation of the project and the interaction between the different agencies involved in the project. The key risks identified for procurement under the project are as follows: (a) staff involved in the project may not have sufficient knowledge of the NPF and/or there is a risk of confusion with previous sets of guidelines; (b) there is lack



of proficient procurement staff to implement actions on time and in line with the NPF; (c) inadequate communication and interaction between the beneficiaries, the implementing agencies, and the PIU may lead to delays in procurement processes and poor cost estimations; (d) administrative routines may increase delays in the procurement processes and affect project implementation; (e) insufficient overall capacity may lead to poor contract management and administration of big contracts; and (g) poor filing of documents may lead to loss of documents. Overall, all these risks can cause mis-procurement, possible delays in evaluation of bids, and technical proposals leading to implementation delays, poor quality of contract deliverables, and reputational risks to the World Bank and the project.

13. The overall procurement risk for the project is rated Substantial. The residual risk will be Moderate after adopting the agreed mitigation action plan summarized in table 2.1.

Table 2.1. Procurement Mitigation Plan

Risk	Action	Responsible Entity	Date
(a) Staff involved in the project who may not have sufficient knowledge of the NPF and/or risk of confusion with the former guidelines.	<ul style="list-style-type: none">Hire, on a competitive basis, a procurement specialist who is experienced and familiar with World Bank procurement procedures and policies.	PIU	Before effectiveness
(b) The number of staff within implementing agencies who have the required experience to implement procurement actions effectively, on time, and in line with World Bank's policies and procedures is insufficient.	<ul style="list-style-type: none">Organize workshop sessions on the NPF to train all staff involved in the procurement of the project.Continuous hands-on trainings on the NPF for identified key staff.	PIU PIU/World Bank	Two months after effectiveness During the life of the project
(c) Inadequate communication and interaction between the beneficiaries and the PIU, which may lead to delays in procurement processes and poor estimation of the costs.	<ul style="list-style-type: none">Update the project manual to clarify the role of each team member involved in the procurement process of the project and the maximum delay for each procurement stage, specifically about the review, approval system, and signature of contracts.	PIU	Three months after effectiveness
(d) Internal administrative routine may increase delays in the procurement processes and affect project implementation.	<ul style="list-style-type: none">Exercise quality control on all aspects of the procurement process, including developing ToRs, technical specifications, bidding documents, proposals, request of quotations, evaluation, and award.Monitor, on regular basis, the Procurement Plan's implementation and set up a close follow-up in relation with beneficiaries to ensure that appropriate actions are taken on time.	PIU PIU	During the life of the project During the life of the project
(e) Insufficient overall capacity may	<ul style="list-style-type: none">Develop contract management	PIU	During the life of



Risk	Action	Responsible Entity	Date
lead to poor contract management and administration of big contracts.	plans for prior review.		the project
(f) Poor filing can lead to loss of documents.	<ul style="list-style-type: none">• Improve the filing system at the PIU level to ensure compliance with the World Bank procurement filing manual.	PIU	During the life of the project

14. **Frequency of procurement reviews and implementation support.** The World Bank's prior and post reviews will be carried out based on thresholds indicated in table 2.2. The World Bank will conduct six-monthly implementation support missions and annual post procurement reviews. Post reviews consist of reviewing technical, financial, and procurement reports on project procurement actions by the World Bank staff or consultants selected and hired by the World Bank. Project supervision missions shall include a World Bank procurement specialist or a specialized consultant. The World Bank may also conduct an independent procurement review at any time until two years after the closing date of the project.
15. **Procurement prior review.** The procurement risk is rated Substantial. Table 2.2 summarizes the procurement prior review thresholds. These can evolve according to the variation of procurement risk during the life of the project.

Table 2.2. Procurement Prior Review Thresholds (US\$, millions)

Type of Procurement	Thresholds
Works	10.0
Goods, information technology, and non-consulting services	2.0
Consulting firms	1.0
Individual consultants	0.3

16. **Contract management and administration.** For all prior review contracts, contract management plans (in line with the provisions of Procurement Regulations Annex XI) will be developed during contracts creation and completed at the time the contracts are signed.
17. **PPSD and Procurement Plan.** The different approaches, the selection methods, the need for pre-qualification, estimated costs, prior review requirements, and time frame are agreed between the recipient and the World Bank in the Procurement Plan. The PPSD and the derived Procurement Plan detailing the first 18 months of implementation were prepared and approved. During implementation, the Procurement Plan will be updated as required and at least annually, to reflect actual program implementation needs and improvements in institutional capacity.



ANNEX 3: FM and Disbursement

1. In addition to the FM and disbursement and flow of funds arrangements outlined in the main body of the PAD, this annex provides a more detailed description of the applicable arrangements.

Table 3.1. Risk Assessment

Risk	Risk Rating	Risk Mitigating Measures Incorporated into Project Design	Risk after Mitigation Measures	Conditions for Effectiveness (Y/N)
Country level. The Public Expenditure and Financial Accountability (PEFA) Assessments and the Public Investment Management Assessment (PIMA) undertaken in 2017 have highlighted critical areas of weaknesses in public finance management that the Government needs to address.	S	Use of IDA FM procedures supported by the decree on projects implementation and modalities in Burkina Faso. Use of a ringfenced financing mechanism.	M	N
Entity level. The FM performance was rated Unsatisfactory and Moderately Unsatisfactory. Auditors have expressed qualified opinion on financial statements since 2017.	H	A new FM team, with terms of reference (ToR) satisfactory to the World Bank, is being recruited. Staff already recruited includes (a) two accountants; (b) one internal auditor; and (c) one human resources assistant. Staff still being recruited includes (a) a project financial management specialist (FMS); and (b) a senior accountant, which are listed as effectiveness conditions for the proposed financing. Update the FM procedures manual to include specific arrangements related to the project.	S	Y
Project level. Risks of ineligible expenditures linked to weaknesses and justification of expenses	H	Reimbursements of expenses will be made upon presentation of audited SoEs. The PIU will avoid advances for sensitive expenses such as workshops, missions, and trainings.	S	N
Inherent Risk	H		S	
Budgeting. Audits reports revealed budget overruns, some without the World Bank's 'no objection'.	S	The annual work plan reviewed and approved by the Review Committee before November 30 of the previous year. For workshops, trainings, and missions, the PIU will submit one month before the beginning of every semester a planning with relevant	M	N



Risk	Risk Rating	Risk Mitigating Measures Incorporated into Project Design	Risk after Mitigation Measures	Conditions for Effectiveness (Y/N)
		budget and ToRs, for the World Bank's prior review.		
Internal controls/internal audit. Ineffectiveness of internal control	H	Sign an MoU with ASCE-LC to perform an annual ex post verification of project expenses.	S	Y
Noncompliance with FM procedures manual				
Funds Flow. Delay in disbursements	H	A lower threshold will be set for direct payments. If necessary, the PIU will recruit additional accountants, including in regions covered by the project, to ensure a swift justification of project expenses. The PIU will submit monthly SoEs.	S	N
Financial Reporting. Delay in producing acceptable IFRs	S	The PIU will update the accounting system to include the proposed project and automatically generate IFRs.	M	N
Auditing. Delays in the submission of audit reports	S	Recruit an external auditor, with ToR and qualification satisfactory to the World Bank.	S	Y
Control Risk	H		S	
Overall FM risk	H		S	

Note: H = High; M = Moderate; S = Substantial.

IFR = Interim financial report.

2. **Action plan to reinforce the fiduciary arrangements.** The FM action plan described in table 3.2 has been developed to mitigate the overall FM risks.

Table 3.2. FM Action Plan

Action (under the PIU's responsibility)	Completion
Recruit, on a competitive basis (a) a project FMS and (b) one senior accountant, with qualifications and experience satisfactory to the World Bank.	By effectiveness
Sign an MoU with ASCE-LC to perform an annual ex post verification of project expenses.	By effectiveness
Update the PIM and the project FM manual to include the proposed project.	Three months after effectiveness
Customize the accounting software to record transactions and financial reporting for the proposed project.	Three months after effectiveness
Recruit an external auditor, with ToR and qualification satisfactory to the World Bank. The external auditor will complete the audit of the PPA three months after project effectiveness. ToRs of the external auditor will include (a) monthly review of SoEs and (b) the expression of an opinion on performance-based payments (Subcomponent 1.2) and subprojects (Subcomponent 3.2).	By effectiveness



3. **Internal control system and internal audit.** The assessment revealed that the PIU has a weak internal control function. To complement those controls, it will hire an internal auditor fully dedicated to the proposed project.
4. **Planning and budgeting.** The PIU will prepare a detailed annual work plan and budget and a disbursement forecast, which should be approved by the project Review Committee. The work plan and budgets will identify the activities to be undertaken and the role of the respective parties in implementation.
5. **Accounting policies.** The prevailing accounting policies and procedures in line with the West African Francophone countries accounting standards—SYSCOHADA—in use in Burkina Faso for ongoing World Bank-financed operations will apply. The accounting systems and policies and financial procedures will be documented in the project's administrative, accounting, and financial manual.
6. **Interim financial reporting.** The PIU will submit audited IFRs to the World Bank within 45 days after the end of each quarter. The IFRs will include (a) the list of expenses approved by the external auditor; (b) the external auditor's certification; (c) an introductory narrative discussion of project developments and progress during the period, to provide context to (or other explanations of) financial information reported; (d) a sources and uses of funds statement, both cumulatively and for the period covered by the report, showing separately funds provided under the project; (e) a use of funds by components statement, cumulatively and for the period covered by the report; (f) the DA reconciliation, including bank statements and general ledger of the bank account; (g) the disbursement forecasts of the upcoming six months; and (h) explanation of variances between the actual and planned expenditures. The quarterly IFR will reflect the activities implemented by other partners involved in the project.
7. **Annual financial reporting.** In compliance with International Accounting Standards and IDA requirements, the project will produce audited annual financial statements. These will include (a) a balance sheet that shows assets and liabilities; (b) a statement of sources and uses of funds showing all the sources of project funds and expenditures analyzed by project component and/or category; (c) a statement of commitments; (d) notes related to significant accounting policies and accounting standards adopted by management and underlying the preparation of financial statements; and (e) a management assertion that project funds have been expended for the intended purposes as specified in the relevant financing agreements.
8. **External auditing.** An external auditor, with experience and qualifications satisfactory to the World Bank, will perform an audit of the project IFRs and annual financial statements. If necessary, the PIU, in accordance with the World Bank, may consider recruiting an individual consultant to perform additional and independent ex post verifications. The cost of the external audit and independent verification, if any, will be met by the project management component. The project will comply with the World Bank's disclosure policy of audit reports.
9. **The project will submit audited financial statements satisfactory to the World Bank (IDA) every year.** A single opinion on the audited project financial statements, in compliance with International Federation of Accountants, will be required. In addition, a Management Letter will be required. The audited financial statements must be submitted to the World Bank within six months after closure of the fiscal year.

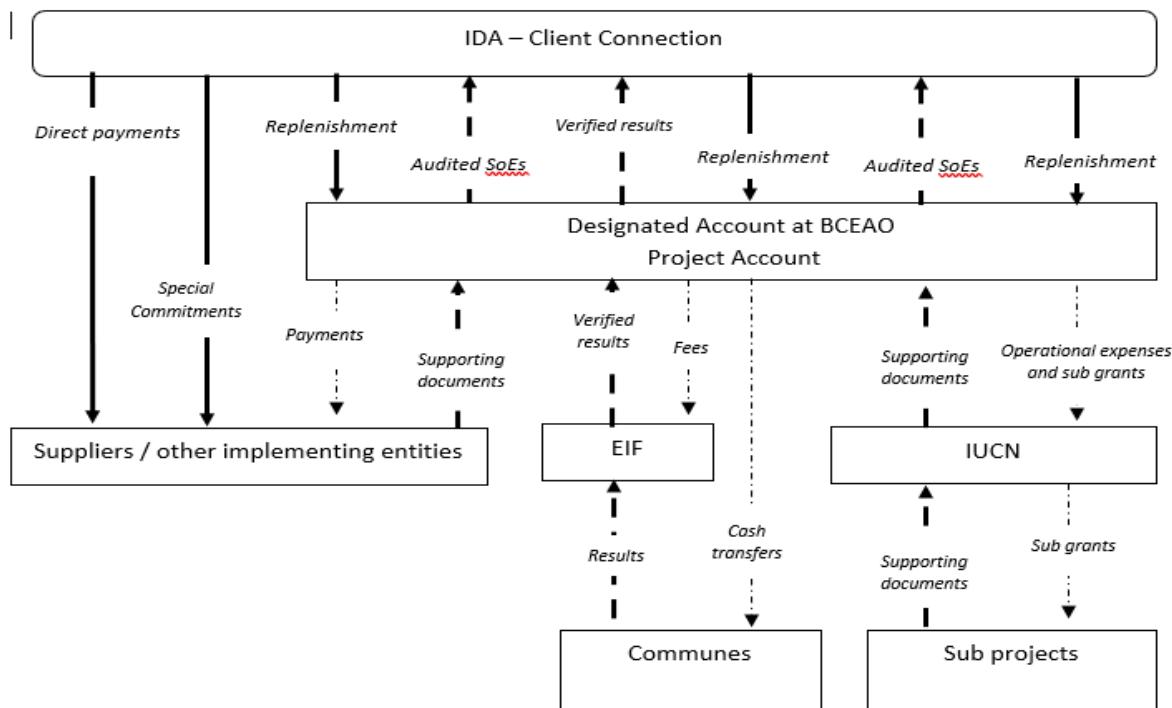


Table 3.3. Audit Report Requirements

Report	Deadline	Responsible Entity
Audited financial statements including audit report and Management Letter	6 months after the end of the year	PIU

10. **Governance and anti-corruption.** The risk of irregularities and corruption within the project activities is Substantial given the nature and implementation arrangements of the project activities. The following measures will be taken to mitigate the risk of misuses, irregularities, and corruption:
- (a) The ToR of the external auditor will comprise a specific chapter on fraud and corruption auditing.
 - (b) ASCE-LC will review project activities on an annual basis. A copy of ASCE-LC reports will be submitted to the World Bank.
 - (c) Measures to improve transparency, such as providing information on the project status to the public and public disclosure of audit reports on project annual financial statements, are built into the project design.
 - (d) The GRM will highlight the possibility of anonymously reporting suspected fraud.

Figure 3.1.Funds Flow



11. **Local taxes.** Expenditures will be inclusive of taxes.
12. **Support to the implementation plan.** FM supervisions will be conducted over the project's lifetime. The project will be supervised on a risk-based approach. The objective of the implementation support plan is to ensure that the project maintains a satisfactory FM system throughout its life. Based on the current risk assessment, which is Substantial, at least two supervision missions per year are envisaged. The



supervision will include an FM rating of the project. An implementation support mission will be carried before effectiveness to ensure project readiness. The supervision intensity will be adjusted over time considering the project's FM performance and FM risk level. Training sessions will be organized annually to share the findings of internal and external auditor's reports and the World Bank's fiduciary supervisions, with the FIP-CU and implementing agencies. External auditors and ASCE-LC will be invited to those sessions.

Table 3.4. Implementation Support Plan

FM Activity	Frequency
<i>Desk reviews</i>	
Audited interim financial reports review	Quarterly
Audit report review	Annually
Ex post verification of expenses by ASCE-LC	Annually
Review of other relevant information	Continuous
<i>On-site visits</i>	
Review of overall operation of the FM system	Biannually
Monitor actions taken on issues highlighted in audit reports and Management Letters, internal audits, and so on	As needed
Transaction reviews	As needed
<i>Capacity-building support</i>	
FM training sessions	Biannually



ANNEX 4: Greenhouse Gas Accounting

1. **Results of carbon balance analysis.** Burkina Faso's climate is tropical dry with low activity clay soils. The ex-ante carbon balance modules used included land use change, cropland, grasslands and livestock, forest management, and inputs and investments, with a project implementation phase of six years and capitalization phase of 14 years.

Table 4.1. Results of Carbon Balance Analysis

	Gross Fluxes (tCO ₂ eq)		
	Without Project	With Project	GHG Balance
	Positive = source; negative = sink		
Land Use Changes			
Deforestation	1,688,250	0	-1,688,250
Afforestation	0	-17,207,978	-17,207,978
Other land use changes	0	-62,288	-62,288
Cropland			
Annual	53,847	410	-53,437
Grasslands and livestock			
Grasslands	3,518	-2,700	-6,218
Livestock	1,893,316	563,777	-1,329,539
Forest management	10,447,188	-15,611,564	-26,058,752
Inputs and investments	486,243	221,300	-264,943
Total emissions, tCO₂eq	14,572,363	-32,099,042	-46,671,405
Average annual emissions	728,618	-1,604,952	-2,333,570

2. The project will generate significant GHG emission reductions, assessed (ex-ante) at 46.67 million tCO₂eq over a 20-year period or 2.33 million tons per year and 14 tCO₂eq during the lifetime of the project. Project activities will mainly provide emission reductions resulting from agroforestry practices, reforestation, establishing conservation areas, using sustainable practices for rice and vegetable cultivations, establishing grazing areas, delineating vaccination parks and livestock areas using construction material other than wood, and promoting sustainable forest management.

**ANNEX 5: Economic Analysis**

1. This annex presents the approach and the results of the economic analysis carried out for the project. As many activities will be identified during project implementation (for example, types of conservation agriculture and specific models for value chains), this analysis is often based on evidence collected from similar contexts in Burkina Faso and other West African countries.
2. **Approach.** The analysis is based on the CBA method, using a discount rate of 6 percent (World Bank 2016⁴⁵) and a time horizon of 20 years, to account for the project's long-term benefits. While the project generates a wide range of benefits, only some of them—mostly the tangible ones and some forest ecosystem services—could be estimated in monetary terms, while the remaining are briefly described qualitatively. The data related to the different land use areas are based on communications with the PIU and are consistent with the data inputs included in the EX-ACT.

Component 1. Decentralized governance of natural resources

3. This component will support activities related to strategic land use planning to support decentralized forest management, investments in targeted sites (for example, reforestation, improved rangelands, agricultural conservation measures, and so on) and capacity building for improved decentralized management. The costs related to these activities⁴⁶ include investments, training, provision of inputs, and so on, whose present value is estimated at US\$61 million. The analysis also evaluates the additional benefits provided by the project compared to the status quo ('without project').
4. **Benefits from reforestation.** The project is expected to reforest about 66,000 ha, including 6,000 ha currently under annual crops such as maize and 60,000 ha of degraded land.⁴⁷ In the absence of the project, it is assumed that this area would remain under the current land uses. The annual benefits provided by these land uses are estimated at about US\$240 per ha for maize⁴⁸ and US\$22 per ha of degraded rangeland.⁴⁹ Accordingly, the present value of the opportunity cost of land that will be reforested by the project is valued at US\$24 million.
5. **With the project,** the team assumes a linear process of reforestation, from 0 in Year 1 to 66,000 ha in the last project year. These forests will supply wood; non-wood forest products; and intangible ecosystem services, such as erosion control and biodiversity. The value of these forest benefits is estimated to be US\$350 per ha per year, based on a recent study estimating the total economic value of forests in Sahelian countries⁵⁰, and a survival rate of new plantations of about 40 percent after the end of the project, based on communications with the PIU. Overall, the present value of the benefits expected from reforestation

⁴⁵ World Bank. 2016. *Discounting Costs and Benefits in Economic Analysis of World Bank Projects*. World Bank.

⁴⁶ In addition, beneficiaries will bear their own production and maintenance costs throughout the 20-year period. These latter costs are captured within the 'net benefits' estimates presented in the following paragraphs.

⁴⁷ Based on the EX-ACT input data.

⁴⁸ Communications with the PIU.

⁴⁹ Assumed to be 10 percent of the total economic value of rangelands in Sahel, based on Mirzabaev et al. (2021).

⁵⁰ Mirzabaev, A., M. Sacande, F. Motlagh, A. Shyrokaya, and A. Martucci. 2021. *Economics of the Great Green Wall: Opportunities for Improved Targeting and Efficiency*. It is assumed that these forests start providing benefits seven years after the start of plantation.



is estimated at US\$43 million. Based on the above, the net benefits generated by the project's reforestation activities are estimated at US\$19 million.

6. **Benefits from avoided deforestation and reduced degradation.** The project is expected to generate benefits related to (a) reduced deforestation, estimated based on the expected avoided deforestation on about 8,600 ha by the end of the project, the average value of forest benefits (US\$350 per ha per year), and the opportunity cost of land (US\$240 per ha per year as forgone agricultural benefits) and (b) reduced forest degradation, valued based on the expected extent of the reduced degradation (216,500 ha), and the additional forest benefits due to the rehabilitation provided by the project during 20 years.⁵¹ Accordingly, the present value of the forest benefits is estimated at US\$97 million.
7. **Benefits from agroforestry.** The project is expected to establish agroforestry practices on about 50,000 ha. No reliable estimates of agroforestry net benefits have been found for Burkina Faso; however, a review of studies conducted in other Sub-Saharan countries indicates that passing from conventional cropping agriculture to agroforestry can generate additional net benefits with a present value of about US\$600 per ha in Sudan (Aymeric et al. 2015), US\$900 per ha in Rwanda (Ministry of Natural Resources 2014), and US\$1,200 per ha in Ghana (Westerberg et al. 2019).⁵² Using the lowest of the three estimates, the net benefits from agroforestry on the project target area are conservatively estimated at US\$32 million.
8. **Benefits from improved agricultural measures.** The project will establish about 210 ha lowlands and 98 ha of vegetable gardens. The additional net benefits provided by these practices are estimated at about US\$4,500 per ha for establishing lowlands and US\$20,000 per ha for vegetable gardens, such as tomatoes (present value, 20 years, 6 percent discount rate).⁵³ Accordingly, the additional net benefits generated by the project's interventions in improved agriculture reach about US\$3 million.
9. **Benefits from improved rangelands.** Investing in improved rangelands provides additional benefits (increased fodder biomass and seeds for sale) compared to the currently degraded rangelands. The present value of the additional net benefits from the project's investment in improved rangelands (*Niebe fourrager*) are estimated to reach about US\$4,800 per ha.⁵⁴ On a target area of 245 ha, the project's benefits attain about US\$1 million.

⁵¹ These are estimated based on the difference between (a) forest benefits 'with project', assumed to gradually increase from 25 percent of healthy forests' TEV in Year 1, corresponding to largely degraded forests, to 50 percent of the forests' TEV in Year 20, corresponding to moderately degraded forests and (b) forest benefits 'without project', assumed to gradually decline from 25 percent of forests' TEV in Year 1 corresponding to largely degraded forests, to 20 percent of the forests' TEV in Year 20, corresponding to extremely degraded forests. See excel for data.

⁵² The estimates are based on Westerberg, V., A. Doku, and L. Damnyag. 2019. *The Case for Farmer Managed Natural Regeneration (FMNR) in the Upper West Region of Ghana*; Aymeric, R., M. Mint, and V. Westerberg. 2015. *An Economic Valuation of Sustainable Land Management through Agroforestry in Eastern Sudan*. Report for the Economics of Land Degradation Initiative by the International Union for Conservation of Nature, Nairobi, Kenya; and Ministry of Natural Resources of the Republic of Rwanda. 2014. Forest Landscape Restoration Opportunity Assessment of Rwanda. All data have been updated to 2020 prices.

⁵³ Communications with the PIU for data related to lowland establishment and the economic analysis of the Agriculture Resilience and Competitiveness Project in Burkina Faso (P167945) for the data related to vegetable gardens.

⁵⁴ The net benefits generated by the improved rangelands vary between US\$400 and US\$500 per ha per year (based on data provided by the PIU). The net benefits generated by the degraded rangelands are estimated at about US\$22 per ha per year (adjusted from Mirzabaev et al. 2021).



10. Based on the above, Component 1 generates net benefits estimated at US\$91 million (see Table 5.1).

Table 5.1. Benefits and costs related to component 1 (6% discount rate, 20 years, US\$ millions)

Types of benefits/costs	Present value
Benefits (1)	152.6
<i>Reforestation</i>	19.0
<i>Avoided deforestation and reduced degradation</i>	97.2
<i>Agroforestry</i>	32.2
<i>Improved agricultural measures</i>	2.9
<i>Improved rangelands</i>	1.2
Costs (2)	61.4
Net benefits (1 – 2)	91.2

Component 2. Institutional strengthening for integrated landscape management, environmental and social risk management, and mobilization of climate finance

11. This component will finance activities that support the intersectoral coordination and institutional harmonization for SLM, strengthen national institutions responsible for forest management, and enable environment for climate finance. These activities are expected to generate long-term benefits; however, they are difficult to quantify. The present value of the costs related to these activities is estimated at US\$12 million.

Component 3. Entrepreneurship and sustainable development of value chains

12. Subcomponent 3.1 invests in soft activities that improve the enabling environment for the sustainable development of selected value chains. The present value of the costs related to these activities is estimated at US\$5 million. As they contribute to the successful marketability of the final products developed by the different value chains supported by Subcomponent 3.2, the associated economic benefits are captured in the following paragraph.
13. Subcomponent 3.2 supports producer organizations in strengthening their capacities to exploit, transform, and market their products. The present value of these costs is estimated at US\$13 million. The subcomponent is expected to generate additional net benefits for several actors. CBAs have been conducted for selected value chains, based on data drawn from available business models in Burkina Faso. They reveal benefit-cost ratios of about 2.3 for the shea value chain, 3.7 for biodigesters, and 1.7 for moringa (see details in box 5.1). It should be noted that the budget allocation to support different value chains is currently not known. Assuming the average of the three estimated benefit-cost ratios (2.6), the present value of the benefits expected from the development of these value chains is estimated at about US\$33 million. Overall, Component 3 generates net benefits estimated at about US\$15 million.
14. **Component 4. Project coordination, monitoring, and evaluation.** This component supports the management and implementation of the above activities. The present value of its costs is estimated at US\$16 million.
15. **In conclusion,** the activities proposed by the project are estimated to generate an NPV of US\$79 million and an IRR of 12 percent (table 5.2). As several benefits could not be estimated in monetary terms (for example, added value of income-generating activities and value of intangible ecosystem services provided



by rangelands), this result underestimates the real benefits expected from the project. A sensitivity analysis to changes in the benefit-cost ratio of the selected value chains indicates that both Component 3 and the overall project remain attractive for an average ratio as low as 1.4.

Table 5.2. CBA Results (6% discount rate, 20 years, US\$, millions)

Years	2022	2023	2024	...	2039	2040	2041	Present Value
Component 1	-20	-15	-14	...	31	32	34	91
Component 2	-3	-3	-3		0	0	0	-12
Component 3	-0.5	-11	-1	...	4	4	4	15
Component 4	-3	-4	-4	...	0	0	0	-16
Total net benefits	-28	-33	-21	...	34	35	37	79
	IRR							12%

Note: The totals might not add up exactly due to rounding.

Economic value of GHG emissions reduction

In addition to the above national-level benefits, the project will provide global benefits. The ex-ante GHG assessment estimates that the project will provide GHG emissions reductions of about **2.3 million tCO₂e per year** (Annex 4). The economic value of these benefits is calculated based on a shadow price of carbon of US\$42 per tCO₂ (low scenario) and US\$82 per tCO₂ (high scenario) for 2022, with an annual increase of 2.25 percent⁵⁵. Table 5.3 provides the detailed calculations. It shows that for a 6 percent discount rate, the PV of carbon benefits is about US\$1.3 billion (low scenario) and US\$2.7 billion (high scenario). Table 5.3 of the main text summarizes the results of the project's CBA, when these benefits are included in the analysis.

Table 5.3. Economic valuation of GHG emissions reductions

Years	Emissions reductions (million t CO ₂ e) (1)	Shadow price MIN (US\$/t CO ₂ e) (2)	Shadow price MAX (US\$/tCO ₂ e) (2)	Benefits MIN (US\$ million)	Benefits MAX (US\$ million)
	(a)	(b)	(c)	(a) * (b)	(a) * (c)
2022	2.3	42	84	98	196
2023	2.3	43	86	100	200
2024	2.3	44	88	102	205
2025	2.3	45	90	105	209
2026	2.3	46	92	107	214
2027	2.3	47	94	109	219
2028	2.3	48	96	112	224
2029	2.3	49	98	114	229
2030	2.3	50	100	117	234
2031	2.3	51	102	120	239
2032	2.3	52	105	122	244
2033	2.3	54	107	125	250

⁵⁵ World Bank. 2017. *Shadow Price of Carbon in the Economic Analysis*. Guidance Note.



Years	Emissions reductions (million t CO ₂ e) (1)	Shadow price MIN (US\$/t CO ₂ e) (2)	Shadow price MAX (US\$/tCO ₂ e) (2)	Benefits MIN (US\$ million)	Benefits MAX (US\$ million)
	(a)	(b)	(c)	(a) * (b)	(a) * (c)
2034	2.3	55	110	128	256
2035	2.3	56	112	131	261
2036	2.3	57	114	134	267
2037	2.3	59	117	137	273
2038	2.3	60	120	140	279
2039	2.3	61	122	143	286
2040	2.3	63	125	146	292
2041	2.3	64	128	149	299
- PV base case (6% discount rate)				1,339	2,679
- PV sensitivity analysis (2% discount rate)				1,964	3,927
- PV sensitivity analysis (8% discount rate)				1,132	2,263
- PV sensitivity analysis (10% discount rate)				970	1,939

Sources: EX-ACT and Annex 4 for (1); World Bank (2017) for (2). The totals might not add up exactly due to rounding.

Box 5.1. CBA for Selected Value Chains in Burkina Faso (20 years, 6% discount rate)

Shea value chain. A CBA was conducted for an investment in enterprises of different sizes (very small, SME, large, and very large) that process raw nuts into shea butter and sell the resulting product. The present value of the costs is estimated at US\$5.7 million. The benefits represent the difference between the expected added value of shea butter and that of raw nuts. Considering the local price of nuts (US\$0.1 per kg), of shea butter (US\$2.2 per kg), and the ratio of shea butter in the total quantity of raw nuts (about 20 percent), the additional benefits of this value chain are estimated at about US\$1.4 million per year (table 5.4), generating a present value of US\$13.1 million. Based on the above, the benefit-cost ratio of the investment in the shea value chain is estimated at 2.3.

Table 5.4. Expected Additional Benefits Due to the Shea Value Chain

Type of enterprise	Number units	Without Project		With Project		Benefit Due to the Project (US\$, millions/year)
		Quantity nuts (t/year/enterprise)	Added value (US\$, millions/year)	Quantity butter (t/year/enterprise)	Added value (US\$, millions/year)	
Very small	500	6	0.4	1	1.1	0.7
SMEs	80	10	0.1	2	0.3	0.2
Large	3	200	0.1	40	0.2	0.1
Very large	1	2,500	0.3	500	0.7	0.4
Total						1.4

Source: Communications with value chain experts in Burkina Faso. The CBA considers a linear increase of the annual benefits from 0 (Year 1) to US\$1.4 million (Year 6), then constant afterwards; an investment of US\$7 million, divided across the first seven years of the analysis.

Biodigesters. Investing in the biodigester value chain is expected to result in additional quantities of compost on the local markets. The costs of this activity include the direct costs supported upfront (Years 1–6) and reinvestments in new biodigesters by the producers (Years 11–16), with a present value estimated at US\$7.1 million. This value chain is expected to generate benefits to (a) compost producers, who will be able to produce



and sell more compost in local markets; (b) compost traders, who will trade greater quantities; and (c) farmers, who will receive additional benefits, that is, the difference between the revenues from selling the extra yield obtained due to use of compost and the cost of purchasing the compost from the traders. Table 5.5 estimates the value added for each actor per year. Assuming conservatively that only 25 percent of it will be actually realized in the future, due to market uncertainty, the present value of these benefits is estimated at US\$26.4 million. Accordingly, the benefit-cost ratio of the investment in the biodigesters value chain is estimated at 3.7.

Table 5.5. Expected Additional Benefits Due to the Biodigester Value Chain

	2022	2023	2024	...	2039	2040	2041	Present Value
Expected compost production (tons/year)	37,500	75,000	112,500	...	225,000	225,000	225,000	
<i>1. Compost producers</i>								
- Revenues	2.0	4.1	6.1	...	12.3	12.3	12.3	
- Production costs	0.6	1.2	1.8	...	3.7	3.7	3.7	
<i>Value added for compost producers (1)</i>	1.4	2.9	4.3	...	8.6	8.6	8.6	69.8
<i>2. Compost traders</i>								
- Revenues	3.1	6.2	9.2	...	18.5	18.5	18.5	
- Input costs	2.0	4.1	6.1	...	12.3	12.3	12.3	
- Trading costs	0.9	1.8	2.8	...	5.5	5.5	5.5	
<i>Value added for compost traders (2)</i>	0.1	0.2	0.3	...	0.6	0.6	0.6	4.4
<i>3. Farmers</i>								
- Revenues from extra yield (10%)	3.7	7.4	11.2	...	22.3	22.3	22.3	
- Input cost	3.1	6.2	9.2	...	18.5	18.5	18.5	
<i>Value added for farmers using compost (3)</i>	0.6	1.3	1.9	...	3.9	3.9	3.9	31.3
<i>Total value added (1 + 2 + 3)</i>	2.2	4.4	6.6	...	13.1	13.1	13.1	105.5
Estimated value added (25 percent of the total)								26.4

Source: communications with value chain experts in Burkina Faso. The CBA assumes an upfront investment of US\$2 million.

Moringa. The moringa value chain involves a variety of actors: seed producers; nurseries; leaf producers; oil mills; leaf and grain processors; and traders of leaves, powder, and grains. An analysis of the moringa value chain in Burkina Faso estimated the investment needs, annual costs, and expected revenues for each of these actors (Approssa Afrique Verte 2020⁵⁶). The study revealed a benefit-cost ratio of about 1.7 for the overall value chain.

⁵⁶ Aprossa Afrique Verte. 2020. *Analyse des chaînes de valeur du moringa (Moringa Oleifera)*.

**ANNEX 6: The TerriStories Approach****Using Participatory Role-Plays to Secure Land Rights⁵⁷**

1. The project will adopt the DFWMP approach for participatory planning. This involved using an innovative, inclusive, and transformational methodology giving local actors a key role in identifying local challenges and finding solutions based on consensus in the creation of land use schemes (*TerriStories*®, developed by CIRAD, the French agricultural research and cooperation organization). Participants representing the main groups of local actors sit around a board game representing their territory and discuss how to make use of the natural resources (fields, pastures, water, and so on) across different seasons. Participants confront their views and interests during the workshop. A diagnostic tool with suggestions to improve resource governance is progressively developed and rules of access are discussed and agreed upon by all participants. This process takes several days. To ensure that suggestions can be implementable, *TerriStories* workshops respect four principles: (a) ensuring fair representation of participants in suggesting rules applicable to all actors in the municipality; (b) accounting for all major challenges related to land tenure; (c) integrating all proposals into a coherent development plan; and (d) integrating results into planning tools. The originality of the *TerriStories* workshops is that both the diagnostic and the identification of solutions agreeable to all participants happen at the same time. Box 6.1 below provides an example of a PDIC/REDD+ implementation.
2. Two mapping tools and a note for each municipality are then developed. The first map details the land tenure landscape and the main use of resources, while the second looks into the various land use plans and activities within the municipality. The note describes the structures and tenure challenges faced by the municipality and the main suggestions made by participants (land use plans, activities, rules, and so on). After validation by local actors, the notes are used to develop PDIC/REDD+. Finally, the notes are integrated into SDADDC and PCD. The process is illustrated in figure 6.1.

Box 6.1. Implementation of a PDIC/REDD+ (example of Siby, Boucle du Mouhoun - targeted under the DFWMP)

Natural resources in Siby are under threat because of land clearing for agricultural practices (mostly speculative) and overgrazing. Sand encroachment along riverbanks caused by livestock trampling is common. Floods can occur as a result of the silting of the riverbanks. Cultivable land is scarce and subject to intense exploitation, gradually impoverishing soils. The introduction of cotton cultivation inside a forested area puts significant pressure on land use. The non-respect of the fallow period and the excessive use of pesticides in cotton production are the main causes of soil degradation. Conflicts between farmers and pastoralists are frequent. Livestock is an important activity in the municipality; however, damage to fields by livestock is a recurrent phenomenon due to the lack of pastoral facilities.

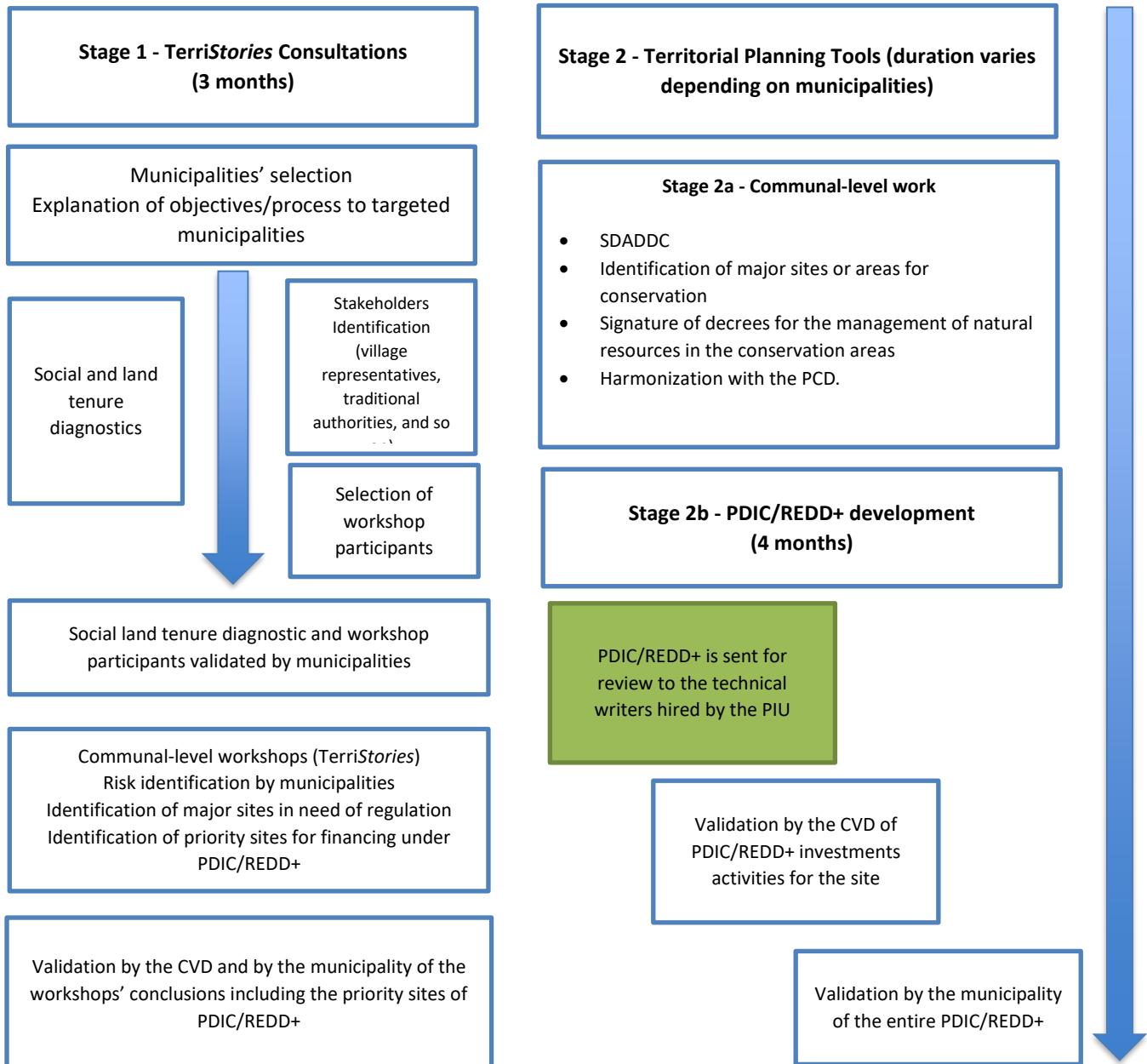
Two priority sites to be financed under PDIC/REDD+ were identified: the Siby communal forest (15 ha, owned by the municipality) and the Bitiako forest (10 ha, owned by a family). Proposed activities for the two sites included forest cover restoration; sustainable livestock (water points drilling and livestock feeding); and income-generating opportunities for women (NFTPs, modernization of animal husbandry, and improved cookstoves). Interventions also supported rice production in lowlands to increase revenues and reduce pressure on forests, degraded land restoration techniques, pastoral infrastructure to sustain livestock, and tree planting along the Mouhoun River to protect riverbanks. To secure investments in priority sites, customary villagers voluntarily submitted a land

⁵⁷ Based on Hochet, Peter, and Sawadogo Boukary. 2016. *Securing Land Rights at Scale through Participatory Role-Play: The Forest Investment Program in Burkina Faso*. Paper prepared for the 2016 World Bank Land and Poverty Conference: Scaling Up Responsible Land Governance.



transfer report for the Bitiako forest. The municipality issued a land property title for the Siby forest. A land tenure charter was developed as a tool to facilitate implementation of activities and secure investments and is monitored by a local management group.

Figure 6.1. TerriStories and Development of PDIC/REDD+



Note: CVD = Village Council for Development (*Conseil Villageois pour le Développement*).

**ANNEX 7: Approach for Selecting the Project's Municipalities of Intervention**

1. **The project will cover approximately 96 municipalities in forested areas in Burkina Faso.** The selection of the municipalities is based on a multi-criteria analysis and security and logistical considerations. Building on the lessons from the DFWMP, the participatory land use planning process has been launched in a first batch of 30 municipalities with support of the PPA. As implementation progresses in accordance with the project's phased approach, the next batches of municipalities will be confirmed based on the most updated security information.
2. **A long list of municipalities was first established to which a set of 15 selection criteria were applied.** The choice of criteria was discussed and vetted by a multi-stakeholder committee under the leadership of the MEEEA. Municipalities were then scored and ranked against these criteria. The municipalities are located in the following regions: Est, Centre Sud, Centre Ouest, Centre Est, Sud Ouest, Boucle du Mouhoun, Hauts Bassins, and Cascades. The list of the 15 selection criteria is provided in table 7.1.

Advancing the Participatory Land Use Planning Process in a First Batch of 30 Municipalities

3. **To build readiness for implementation,** the PPA would be used to launch the participatory land use planning process in a first batch of 30 municipalities. The choice of the first 30 municipalities was done jointly between the MEEEA and the Ministry of Territorial Administration, Decentralization, and Security. These municipalities were selected based on their performance and logistics and security aspects. Among these 30 municipalities, 10 of the highest-performing municipalities already targeted under the DFWMP were selected based on the performance index related to the implementation rate of PDIC/REDD+ (a PDO-level of the DFWMP), while the remaining 20 are new municipalities to be targeted. All the 10 selected municipalities have successfully implemented 100 percent of PDIC/REDD+ supported by the DFWMP.

Table 7.1 List of Selection Criteria

Category	Criteria
General and socioeconomic	1 Located in the jurisdictional area of the ER-Program
	2 Poverty incidence above the national threshold which is 46.7% (UNDP 2014 ⁵⁸)
	3 Shelter internally displaced persons
	4 Be covered by the services of the general administration (prefecture) and the state rural development services (environment, agriculture, and livestock)
Climate change, forests, ecosystem services	5 Have good forest carbon sequestration potential
	6 Bordering a managed area (classified forest, wildlife reserve, <i>Zone Villageoise d'Intérêt Cynégétique</i> , game ranch) or sheltering, partially or fully, a protected area
	7 Shelter at least one site of specific interest for the conservation of biodiversity (corridor, local refuges, and Ramsar sites)
	8 Benefit from the implementation of initiatives, projects, and programs with REDD+ potential and/or land tenure security initiatives, projects, and programs
Economic potential	9 Be a municipality serviced by a biodigesters construction company
	10 Have a significant production potential of fodder or hay
	11 Host at least one cooperative/association working in the field of agriculture, livestock, and forestry

⁵⁸ Human Development Report 2014, Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience, UNDP



Category		Criteria
	12	Have a potential for production (shea parks) and/or processing of shea that offers or can offer employment opportunities to women and young people
	13	Have a significant potential for the production of NTFPs
Decentralization	14	Have a municipal action plan in support of the environment or any other planning tool/document integrating environment protection and sustainable development
Land tenure	15	Have local structures and instruments for rural land tenure management and security

Table 7.2 List of 30 Municipalities (first batch)

Region	Province	Municipality
Boucle de Mouhoun	Balé	Boromo*
		Fara
		Oury*
		Pa
		Sibi*
		Yaho
	Mouhoun	Bondokuy
		Ouarkoye
		Safané
Centre-Ouest	Sanguié	Zamo*
		Biéha
		Boura
		Léo
		Nianbouri
		Silly
		To
	Ziro	Bakata*
		Bougnounou
		Cassou
		Dalo
		Gao
		Sapouy*
Centre-Sud	Zoundwéogo	Gomboussougou
	Bazèga	Ipelcé*
		Doulougou*
Hauts-Bassins	Tuy	Houndé
		Koumbia
Sud-Ouest	Bougouriba	Nioronioro
	Noumbiel	Batié*
	Poni	Bouroum-Bouroum*

Note: * Municipality included in the DFWMP.

**ANNEX 8: Elaboration of Land Charters⁵⁹**

1. The development of local land charters (LLC) in application of Law No. 034-2009/AN of June 16, 2009, on rural land tenure takes into account the practices of historical land governance that can be articulated with national regulations. This legal instrument should contribute to participatory management of land and natural resources as well as to the alternative settlement of land conflicts.
2. The drafting of the LLC pursues three aims: (a) the empowerment of populations, local structures, and customary institutions in the management of land and natural resources; (b) the identification and effective application of local customs and land uses conducive to the rational and sustainable management of land and natural resources; and (c) the progressive harmonization of these local customs and land uses with existing laws and the prevention of land conflicts relating to access to and use of land and natural resources in rural areas. The LLC can be developed at four levels: (a) village; (b) inter-village; (c) communal; and (d) inter-communal.
3. Article 13 of the Rural Land Tenure Act provides that LLCs determine at the local level the special rules relating to (a) local access to and use of land; (b) the protection of specific species and spaces; (c) the preservation and management of common use areas; (d) the rules of land renting (duration, conditions of renewal, grounds for termination and conditions of recovery, notice, conditions of transmission of the rights of the lender to the heirs in accordance with the Code of Persons and Family); (e) the protection of vulnerable groups (women, pastoralists, fishermen, young people, and so on); and (f) the special rules and procedures applicable before the Village Land Conciliation Commissions.

Table 8.1. Process of Elaboration and Adoption of the LLC

Phase I: Preparation	<ul style="list-style-type: none">• Definition of the object and scope of application of LLC• Establishment of the Initiative Committee• Definition of actors and roles• Information and awareness of the population
Phase II: Diagnosis and problem definition	<ul style="list-style-type: none">• Summary diagnosis• In-depth diagnosis
Phase III: Definition of the content of the LLC	<ul style="list-style-type: none">• Negotiation and validation of the proposals by different groups of actors• Elaboration of the preliminary draft of the LLC• Development of the implementation strategy of the LLC
Phase IV: Adoption and Validation	<ul style="list-style-type: none">• Examination, restitution, and adoption of the preliminary draft of the LLC in the Village Assembly• Validation of the draft LLC by the municipality• Transmission and approval of the LLC by the supervisory authority• Registration in the register of LLCs• Transmission of copies of registered LLCs to designated actors

⁵⁹ Source: Methodological Guide for the Elaboration of Local Land Charters, October 2015.



ANNEX 9: Land Tenure Security Procedure

No.	Main Steps	Activities	Stakeholders Involved	Expected Results
1	Land registration and land title process	1.1. Listing the lands to be registered	PIU and municipalities concerned	Review of lands to be registered.
		1.2. Preparatory meetings and capacity building of the technical officers concerned	PIU, DGI, World Bank, municipalities	Concerned technical officers are trained.
		1.3. Mobilizing stakeholders	PIU, DGI, municipalities, and civil society organizations	All stakeholders are mobilized.
		1.4. Land delimitation	DGI, PIU, and municipalities	The land is delimited, and the sketches of land drawn up and signed either by the Cadastre Service or an expert surveyor.
		1.5. Purge of customary land rights and establishment of deeds of amicable transfer of land	PIU, DGI, and municipalities	The acts of amicable transfer of the lands are established after obtaining the agreements of landowners and conducting customary rituals.
		1.6. Constitution of land application files	PIU, DGI and municipalities	Land application files are compiled with.
		1.7. Deployment of the Cadastre Service	DGI (department in charge of collecting property and publicity taxes, RDPF)	The Cadastre Service is engaged.
		1.8. Demarcation-registration operations	DGI, PIU and municipalities	Land demarcation operations are carried out, plans and minutes of demarcations and copies of land titles are drawn up and signed.
		1.9. Transmission of demarcation plans and copies of land titles to the RDPF	DGI in particular the Head of the Cadastre Department	The demarcation plans and copies of land titles are conveyed to the concerned RDPF.
		1.10. Registration of land in the land register of the concerned district by the RDPF	DGI (RDPF)	The land is registered in the district by the RDPF.
		1.11. Preparation of the draft final transfer order for signature by RDPF on behalf of the MINEFP ⁶⁰	DGI (RDPF)	The draft final transfer orders are drawn up and sent to the MINEFP for signature by the RDPF.
		1.12. Verification of final transfer orders by the department in charge of State and Land Affairs (DADF) and signed again by MINEFP and sent to the RDPF	DGI (RDPF, DPI, DRI, DADF, DGI, and MINEFP)	The final transfer orders are verified by the DADF, signed by MINEFP, and sent to the RDPF.

⁶⁰ MINEFP = Ministry of Finance, Economy and Forecast (*Ministère de l'Economie, des Finances et de la Prospective*).



No.	Main Steps	Activities	Stakeholders Involved	Expected Results
2	Process of cadastral sectioning of a municipality	1.13. Registration of the final transfer order by the RDPF	DGI (RDPF)	The final transfer order is registered by the RDPF.
		1.14. Transmission of the final transfer order to the municipality	DGI (RDPF)	The signed final transfer order is sent by slip to the municipality.
		1.15. Preparation of progress reports and assessments of the registration process	DPI/PIU	The summary report of the implementation of the process documenting all the methodology and the results acquired from the process is prepared.
		2.1. Listing of the municipalities subject to cadastral sectioning.	PIU and municipalities	The list of municipalities for cadastral sectioning is prepared.
		2.2. Preparatory meetings and capacity building of the technical officers concerned	PIU, DGI, World Bank, and municipalities	Concerned technical officers are trained.
		2.3. Mobilizing stakeholders	PIU, DGI, and municipalities	All stakeholders are mobilized.
		2.4. Topographic survey operations of the fixtures in the land of the concerned municipality	PIU, DGI, and municipalities	Identification of these fixtures by GPS helps establish the cadastral plan of the municipality.
		2.5. Inventory of land rights acquired and in the process of being acquired	PIU, DGI (RDPF), and municipalities	The inventory of land rights acquired and in the process of acquisition is carried out.
		2.6. Drawing of the cadastral sectioning plan of the municipality	DGI (Cadastre Service)	The cadastral sectioning plan of the municipality is drawn.
		2.7. Verification and consolidation of the cadastral sectioning plan	DGI and PIU	The cadastral sectioning plan of the Municipality is verified and consolidated.
		2.8. Publication of the cadastral sectioning plan	PIU, DGI, and municipalities	The cadastral sectioning plan is published.
		2.9. Organization of a session for validation and approval of the cadastral sectioning plan by the communal council	PIU, DGI, and municipalities	A session for validation and approval of the cadastral sectioning plan by the communal council is organized.
		2.10. Preparation of progress and assessment reports of the process of cadastral sectioning of the Municipality	DPI/PIU	The summary report of the implementation of the process documenting all the methodology and the results acquired from the process is prepared.

**ANNEX 10: Methodology for Establishing SDADDs**

1. **The SDADDc is a 20–30-year long planning instrument that organizes the use of the municipality's land** and the implementation of infrastructure equipment in the municipality. It is the ideal framework to support the project's interventions given its focus on agro-sylvo-pastoral and forest developments. This instrument is part of the spatial planning process initiated by the DGDT and responds to strategic orientations: (a) the national spatial planning policy (PNAT); (b) the orientation law on planning and sustainable development of the territory (LOADT); and (c) the national plan for planning and sustainable development of the territory (SNADT). Under Article 24 of Law No. 024-2018/AN (LOADT), "the planning and sustainable development of the territory ensures the protection of the environment and the enhancement of natural resources." Article 26 of the same law stipulates that "the planning and sustainable development of the territory is part of the fight against climate change" and "duly takes into account the constraints of mitigation and adaptation to the harmful effects of climate change." The DGDT oversees the development of SDADDs in the targeted municipalities. The elaboration of the SDADDc takes place in three phases: preparation, development, and adoption, described in the following paragraphs. The development of the SDADDc is expected to take nine months from the start date of the socio-land diagnostics.
2. **The preparation phase** consists, first, in inviting communal actors to agree on the setup of the territorial planning and sustainable development structures at the communal and provincial levels. The second stage consists in developing a methodological guide for the development of SDADDs to ensure that all relevant stakeholders understand the process. The third stage consists in assessing the socio-land diagnostic reports produced by the project and enriching them through the collection of additional data relating to the physical and human environments, infrastructures and equipment, economic activities, organization and functioning of the communal space, and so on. In addition, a simulation exercise of the various indicators will assess future spatial trends of the different municipalities.
3. **The development phase** includes a prospective analysis of the various socio-land diagnosis reports of each municipality. From this analysis, three scenarios are defined for each municipality, reflecting the aspirations of local actors and serve as a road map for each municipality. The SDADDc strategic orientations and actions will describe the implementing structures, the coordination mechanisms, the detailed planning documents, the mobilization of financial resources, the M&E system, and proposals for accompanying measures.
4. **The adoption phase** includes the validation of the SDADDc by the various Communal Commissions for Planning and Sustainable Development of the Territory (*Commission Communale d'Aménagement et de Développement Durable du Territoire*, CCADDT) and Provincial Commissions for Planning and Sustainable Development of the Territory (*Commission Provinciale d'Aménagement et de Développement Durable du Territoire*, CPADDT). The SDADDc is adopted by the communal council and is approved by a decree by the High Commissioner of the concerned province.



ANNEX 11: Gender Action Plan

Project Components	Key Gender Gaps and Possible Actions	Indicators
Component 1: Decentralized management of natural resources		
Subcomponent 1.1: Strategic land use planning and management	<p><i>Gaps</i></p> <ul style="list-style-type: none"> Limited participation of women in land use management consultations and decision-making processes due to lack of skills, knowledge, time, and resources Limited representation of gender considerations in strategic land use plans Limited representation of women in decision-making bodies related to natural resource management. <p><i>Possible actions</i></p> <ul style="list-style-type: none"> Develop a guidance note for considering gender in the project's consultations. Creation of separate groups for women so that they can express themselves more freely. Develop a guidance note for the consideration of specific gender needs in the development of SDADDs. Advocacy for the representation of women in resource management committees. Train local government teams on gender mainstreaming. Designate a gender focal point within municipalities. Ensure that the project-specific GRM is easily accessible for both men and women. 	<ul style="list-style-type: none"> Guidance notes elaborated Number of women participating in consultations Number of women participating in decision-making bodies at the communal and village levels on natural resource management Share of community forest management groups headed by women (%) Number of actors trained on gender mainstreaming Number of gender focal points designated The GRM is easily accessible to both men and women.
Subcomponent 1.2: Investments in agro-sylvo-pastoral communal landscapes	<p><i>Gaps</i></p> <ul style="list-style-type: none"> Limited participation of women in natural resource management and investments. Women receive less natural resource management trainings opportunities—due to household chores, social norms, mobility restrictions, and so on. Women receive less natural resource extension services and have less access to information on sustainable landscape forest management practices and agroforestry techniques. <p><i>Possible actions</i></p> <ul style="list-style-type: none"> One-third of PDIC/REDD+ budget is allocated to directly benefit women. Ensure the mix of beneficiaries of other PDIC/REDD + investments. 	<ul style="list-style-type: none"> Share of PDIC/REDD+ with provisions/actions directly benefitting women (%) Share of women who receive training in SLM practices (%) Number of women's cooperatives trained in innovative techniques for processing NTFPs Share of women who report saving time by using natural resource extension services (%) Number of mini films created and diffused



Project Components	Key Gender Gaps and Possible Actions	Indicators
	<ul style="list-style-type: none"> Establish a quota for women's participation in training on natural resource management (sustainable collection practices). Establish a quota of women in training in SLM and agroforestry techniques. Train women's cooperatives in innovative techniques for processing NTFPs. Make and broadcast mini films of successful female models in agroforestry to their peers. Provide women's cooperatives with production and processing kits. 	<ul style="list-style-type: none"> Number of women cooperatives equipped with production and processing kits Share of extension workers who are women (%) Number of women participating in the community monitoring committees
Component 2: Institutional strengthening for integrated landscape management, environmental and social risk management, and mobilization of climate finance		
Subcomponent 2.1: Intersectoral harmonization, coordination and capacity building for integrated landscape management	<p><i>Gaps</i></p> <ul style="list-style-type: none"> Weak consideration of gender in policy documents related to the management of natural resources <p><i>Possible actions</i></p> <ul style="list-style-type: none"> Integration of gender in the revision of policy documents Disaggregate data/statistics on forest resource management by gender Collect gender-sensitive data on the production, processing and marketing of NTFPs 	<ul style="list-style-type: none"> Number of policy documents revised integrating gender considerations Database established Development of gender indicators to be integrated into the database
Subcomponent 2.2: Strengthening country systems for environmental and social risk management	<p><i>Gaps</i></p> <ul style="list-style-type: none"> Weak consideration of gender in texts related to environmental and social risk management <p><i>Possible actions</i></p> <ul style="list-style-type: none"> Integration of gender in the revision of texts 	<ul style="list-style-type: none"> Number of texts revised integrating gender considerations
Subcomponent 2.3: Enabling environment for mobilizing climate finance	<p><i>Gaps</i></p> <ul style="list-style-type: none"> Weak consideration of gender in initiatives related to climate finance <p><i>Possible actions</i></p> <ul style="list-style-type: none"> Integration of gender in initiatives related to climate finance 	<ul style="list-style-type: none"> Number of climate finance initiatives integrating gender considerations
Component 3: Entrepreneurship and sustainable development of value chains		
Subcomponent 3.1: Sustainable development of shea, moringa and other green economy value chains	<p><i>Gaps</i></p> <ul style="list-style-type: none"> Reduced income generation potential due to limited use by women of updated and sustainable methods for collecting and processing NTFPs (resulting in loss of forest cover, higher CO₂ emissions, and greater health risks) Low number of female entrepreneurs with adequate access to finance, business development skills, and green technologies 	<ul style="list-style-type: none"> Number of certified agroforestry parks belonging to women Increase in women's income generated by adopting improved practices on the collection, processing, and marketing of NTFPs Share of women trained in business development, green



Project Components	Key Gender Gaps and Possible Actions	Indicators
Subcomponent 3.2: Support for cooperatives and SMEs in targeted municipalities	<ul style="list-style-type: none">Limited opportunities for women to market and commercialize their forest products, which is often done by menLow number of women with knowledge in the creation and management of businesses related to natural resources <p><i>Possible actions</i></p> <ul style="list-style-type: none">Strengthen the capacity of women to use green technologies.Support women's cooperatives for the certification and governance of agroforestry parks.Provide technical and financial support to women's cooperatives for the preparation of their business development plans.Support the participation of women's cooperatives in fairs and promotional days of value chains.Training in business management, benefitting women's cooperatives/SMEs.Exchanges and networking with actors in targeted value chains, benefiting women's cooperatives/SMEs.Build public-private-producer partnerships, benefiting women's cooperatives/SMEs.	<p>technologies (low carbon) and marketing skills (%)</p> <ul style="list-style-type: none">Increase in the number of women with sufficient knowledge of business creation and management related to natural resourcesNumber of partnerships created under the project benefiting women's cooperatives/SMEs
Component 4: Project coordination, monitoring and evaluation		
	<p><i>Gaps</i></p> <ul style="list-style-type: none">Imbalanced participation of men and women in the subcomponents of the projectLack of gender focus in project evaluation systems and tools <p><i>Possible actions</i></p> <ul style="list-style-type: none">Train the project team on gender mainstreaming in their subcomponents.Designate a gender focal point in the project team by subcomponents.Results Framework and M&E system take gender into account in monitoring project interventions and results.	<ul style="list-style-type: none">Number of actors trained for gender mainstreamingNumber of gender focal points designatedIndicators reporting on project results benefitting women