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Report No: PAD4382

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED CREDIT

IN THE AMOUNT OF (EUR 39.8 MILLION)  
(US\$45.0 MILLION EQUIVALENT)

TO THE

REPUBLIC OF SENEGAL

FOR A

CASAMANCE ECONOMIC DEVELOPMENT PROJECT

February 3, 2022

Social Sustainability and Inclusion Global Practice  
Western and Central Africa Region

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## CURRENCY EQUIVALENTS

(Exchange Rate Effective December 31, 2021)

Currency Unit = EURO

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Euro 0.88347027 = US\$1

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## FISCAL YEAR

January 1 - December 31

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## ABBREVIATIONS AND ACRONYMS

AIP	Annual Investment Plan
ACLED	Armed Conflict Location and Event Data
AERMW	Agency for the Execution of Road Maintenance Works
CBO	Community-based Organizations
CEC	Citizen Engagement Committee
CEDP	Casamance Economic Development Project
CERC	Contingent Emergency Response Component
COVID-19	Coronavirus Disease
CPF	Country Partnership Framework
CSO	Civil Society Organization
DDP	Department Development Plan
DFIL	Disbursement Financial Information Letter
ESCP	Environmental and Social Commitment Plan
ESRS	Environmental and Social Review Summary
ESP	<i>Emerging Senegal Plan (Plan Senegal Emergent)</i>
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
FCV	Fragility Conflict and Violence
FI	Financial Intermediaries
FM	Financial Management
FP	Facilitating Partners
FY	Fiscal Year
GBV	Gender-based Violence
GDP	Gross Domestic Product
GII	Gender Inequality Index
GoS	Government of Senegal
GRM	Grievance Redress Mechanism
IFC	International Finance Corporation
IFR	Interim Financial Report
IPF	Investment Project Financing
IRR	Internal Rate of Return
LDP	Local Development Plan
LIW	Labor Intensive Work
LMIC	Lower Middle-income Country
LMP	Labor Management Procedure
M&E	Monitoring and Evaluation
MIS	Management Information System
MPI	Multi-dimensional Poverty Index
MTR	Mid-term Review
NGO	Non-governmental Organization
NSC	National Steering Committee
NSEGE	National Strategy for Equity and Gender Equality
NPF	New Procurement Framework
NPV	Net Present Value
O&M	Operation and Maintenance

OECD	Organization for Economic Co-operation and Development
OHS	Occupational Health and Safety
PAD	Project Appraisal Document
PBC	Performance-based Condition
PDO	Project Development Objectives
PIU	Project Implementation Unit
PforR	Program-for-Results
PPDC	Casamance Development Pole Project ( <i>Pole pour le développement de la Casamance</i> )
PPSD	Project Procurement Strategy for Development
PSE	National Development Plan ( <i>Plan Sénégal Emergent</i> )
RMC	Regional Monitoring Committee
RMP	Rural Mobility Plan
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
SIGI	Social Institution and Gender Index
SME	Small and Medium-sized Enterprise
SORT	Systematic Operations Risk-rating Tool
SSA	Sub-Saharan Africa
TC	Territorial Collectivity



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## DATASHEET

### BASIC INFORMATION

Country(ies)	Project Name	
Senegal	Casamance Economic Development Project	
Project ID	Financing Instrument	Environmental and Social Risk Classification
P175325	Investment Project Financing	Substantial

### Financing & Implementation Modalities

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

Expected Approval Date	Expected Closing Date
25-Feb-2022	30-Jun-2027

Bank/IFC Collaboration

No

### Proposed Development Objective(s)

The development objective of the project is to build inclusive local governance systems that deliver climate resilient local services and infrastructure, in targeted communities in Casamance.

**Components**

Component Name	Cost (US\$, millions)
Strengthening local governance and enhancing access to local services for improved inclusion and resilience	13.80
Enhancing rural connectivity and access to economic activities	15.00
Broadening sustainable rural livelihood opportunities	9.80
Supporting project Management, digital Innovations and knowledge management	6.40
Contingent emergency response	0.00

**Organizations**

Borrower:	Republic of Senegal
Implementing Agency:	Ministry of Territorial Communities, Development and Land Management (MCTDAT), Project Implementing

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

Total Project Cost	45.00
Total Financing	45.00
of which IBRD/IDA	45.00
Financing Gap	0.00

**DETAILS****World Bank Group Financing**

International Development Association (IDA)	45.00
IDA Credit	45.00

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

	Credit Amount	Grant Amount	Guarantee Amount	Total Amount
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Senegal	45.00	0.00	0.00	45.00
National PBA	45.00	0.00	0.00	45.00
<b>Total</b>	<b>45.00</b>	<b>0.00</b>	<b>0.00</b>	<b>45.00</b>

**INSTITUTIONAL DATA****Practice Area (Lead)**

Social Sustainability and Inclusion

**Contributing Practice Areas**

Agriculture and Food

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





## 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



The Recipient shall establish, no later one (1) month after the effective date, within MCTDAT and thereafter maintain a National Steering Committee (NSC) with terms of reference, composition and resources acceptable to the Association. (FA, Schedule 2, Section I.A.2(a)).

#### Sections and Description

The Recipient shall establish, no later one (1) month after the effective date, and thereafter maintain, the Project Implementation Unit in Ziguinchor (PIU) with terms of reference, composition and resources acceptable to the Association, with the following key staff for the Project: one project coordinator, one financial management specialist, one procurement specialist, one social risk management and gender development specialist, one environmental risk management specialist and one monitoring and evaluation specialist; one rural development specialist, one specialist for the financing of sub-projects and community-based organizations, and one infrastructure specialist; as well as, one internal auditor, one accounting specialist, one information and communication technology specialist, and one communication specialist. (FA, Schedule 2, Section I.A.4(a)).

#### Sections and Description

The Recipient shall consolidate and furnish to the Association for the Association's no objection, no later one (1) month after the effective date, a consolidated annual program of activities proposed for implementation under the Project during the following Fiscal Year, together with a proposed budget. (FA, Schedule 2, Section I.B.2(a)).

#### Sections and Description

The Recipient shall prepare and adopt, no later than two (2) months after the Effective Date, and thereafter maintain, throughout the period of implementation of the Project, the Project Implementation Manual (PIM) in form and substance acceptable to the Association (FA, Schedule 2, Section I.B.1(a)).

#### Sections and Description

The Recipient shall, no later than one (1) month after Effective Date, establish three (3) Regional Monitoring Committees (RMC) in Seghiou, Kolda and Ziguinchor, in each case under the authority of the Governor and each with terms of reference, composition and resources acceptable to the Association (FA, Schedule 2, Section I.A.3)

#### Sections and Description

Per ESCP an organizational structure comprising two (2) specialists (an Environmental Safeguard Specialist with expertise in OHS and a Social Safeguard Specialist) shall be established after project effectiveness.

#### Conditions

Type	Financing source	Description
Disbursement	IBRD/IDA	no withdrawal shall be made under Category (2), unless and until the Association is satisfied, and has notified the Recipient of its satisfaction, on the form, substance and level of details of the



		section of the Project Implementation Manual related to the Sub-projects

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## I. STRATEGIC CONTEXT

### A. Country Context

- 1. The robust economic performance in Senegal pre-COVID-19 has failed to translate into substantive improvements of living standards or reduced inequality.** Over the 2016-2019 period, Senegal's average real Gross Domestic Product (GDP) growth reached 6.1 percent, outperforming the West African Economic and Monetary Union (*Union Economique et Monétaire Ouest Africaine*, UEMOA) by 0.7 percentage points (p.p.) and the Sub-Saharan Africa (SSA) average by 3.3 p.p. However, despite strong growth, poverty reduction remained modest, while the share of consumption of the bottom 40 percent of the population contracted during the same period, and the Gini coefficient stagnated at 0.35. New estimates indicate that poverty declined from 43 percent in 2011 to 37.8 percent in 2018-2019[25]. With an average 1 p.p. reduction per year, Senegal's track record falls short of the one achieved by the 15-best performing SSA countries, which saw their poverty rates decline by 1 to 3.4 p.p. per year[26]. In terms of gender inequalities, the Gender Development Index (GDI) of Senegal, is 0.870, placing the country below the Sub-Saharan Africa average[27]. For the Gender Inequalities Index[28] the country ranks 130 out of 162 due to lower educational attainment (with 10.3 percent of adult women having reached at least a secondary level of education compared to 26.5 percent of men), high prevalence of adolescent birth rates and lower female participation in the labor market (35.0 percent compared to 57.5 for men), among others.
- 2. The Coronavirus disease (COVID-19) outbreak halted years of strong economic performance.** The combination of a COVID-19 induced global recession, disruptions in supply chains, and containment measures has taken a heavy toll on the economy. As a result, growth dropped from 4.4 percent in 2019 to 1.5 percent in 2020. This first recession since 1990 was driven by weak activity in the service sector, particularly real estate, the hospitality and tourism industry, and information and communications technology. Inflation also increased from 1 percent in 2019 to 2.5 percent in 2020 due to higher transport and food prices stemming from confinement measures and supply chain disruptions. The social protection system is well established but is not yet leveraged as a platform to boost the equity and efficiency of shock responses and social spending across sectors. Further, low labor productivity is a significant barrier to equitable growth and inclusive structural transformation.
- 3. The Government of Senegal (GoS) has engaged in numerous efforts measures to mitigate socio-economic impacts of the pandemic and return to the initial growth trajectory facilitating an inclusive and resilient recovery.** On top of containment measures, the GoS has put in place a comprehensive support and recovery plan, the Economic and Social Resilience Program (*Programme de resilience économique et sociale – PRES*), underpinned by a dedicated Solidarity Fund at the Central Bank of Western African States – FORCE-COVID-19. The main objectives of PRES are to upgrade the health system and mitigate the economic fallout, while providing targeted support to vulnerable households and firms. In particular, it allowed the GoS to pay for the electricity bills of the most vulnerable households of Senegal (975,000) between May and June 2020 – for a total cost of US\$34 million. In addition, the GoS issued on September 5, 2020, a new version of its Priority Action Plan - Adjusted and Accelerated (PAP 2A). The PAP 2A, spanning 2021-23, seeks to ensure that the economy is on track to meet the objectives of the National

[25] Enquête Harmonisée sur les Conditions de Vie des Ménages (EHCVM) 2018/19.

[26] Between 2005 and 2015 poverty reduction in several countries in SSA exceeded 1 p.p. per year: Tanzania (-2.6 p.p.); Rwanda (-1.5 p.p.) and Ghana (-1.3 p.p.). Over the same period, Senegal reduced poverty at an annual rate of 0.43 p. p. and only by 0.65 p.p. per year between 2011 and 2018. Source: World Bank staff calculations using *PovCalNet* 2020 harmonized surveys and Macro Poverty Outlook Fall 2019 for the evolution between 2011 and 2018.

[27] Sub-Saharan Africa is 0.894.

[28] UNDP, 2020. Human Development Report, Senegal. <http://hdr.undp.org/sites/default/files/Country-Profiles/SEN.pdf>



Development Plan (*Plan Sénégal Emergent – PSE*), by fostering a domestic-driven recovery that addresses the setbacks of the pandemic. The PAP 2A reaffirms the strategic objectives of the PSE.

4. **The dual challenge of social inclusion and social cohesion is acute in Casamance**<sup>1</sup>, a geographic region located south of Gambia, in the extreme southwest of Senegal. Casamance covers a total area of approximately 28,400 square kilometers, one-seventh of the total area of Senegal, and is home to a population of approximately 1.5 million inhabitants.<sup>2</sup> It borders the Gambia to the north, Guinea-Bissau and Guinea to the south and the Tambacounda region bounded by the Koulountou River to the east. It is bordered by the Atlantic Ocean to the west. This unique geography makes Casamance effectively a peninsula of Senegalese sovereignty and creates geographic isolation from the rest of the country.
5. **The geographic isolation of Casamance from the rest of Senegal is reflected in differences—social, cultural, economic, and ecological— both historic and modern.** Ecologically, its climate and ecosystem are dominated by rivers, forests, and mangroves, in contrast with the Sahelian terrain of the north.<sup>3</sup> Casamance is highly vulnerable to the impacts of climate change and variability, including reduced rainfall; high rainfall variability within and between years; shorter rainy season; temperature increases; and sea level rise and saltwater intrusion in the coastal area. These climate change impacts combined with human activities result in a further degradation of ecosystems that are the only means of survival for poor people in rural areas. Casamance, is principally Jola and has a greater non-Muslim population, while the rest of the country, is majority Wolof and predominantly Muslim.<sup>4</sup> Most of Senegal’s Christian and Animist populations are concentrated in Casamance (77 percent and 61.1 percent respectively).<sup>5</sup>
6. **Development outcomes in Casamance are lower than national averages; this is both a cause and a consequence of decades of conflict and ongoing fragility.** Although impressive progress has been realized over the past fifteen years to bring peace and stability to Casamance, and investments made to improve its connection with the rest of Senegal, the consequences of a history of conflict persist. The three administrative regions of Casamance (Ziguinchor, Kolda, and Sédhiou) are among the poorest in the country, with poverty levels considerably higher than the national average. According to Oxford University’s Multi-Dimensional Poverty Index (MPI), Kolda (0.50), and Sédhiou (0.44) MPIs are significantly higher than the national MPI of 0.288.<sup>6</sup> Impacts are also felt at the community level where

Figure 1: Map of Casamance



<sup>1</sup> Social inclusion is defined as “the process of improving the ability, opportunity, and dignity of people, disadvantaged on the basis of their identity, to take part in society;” (World Bank, Inclusion Matters, 2013). Social cohesion is defined as “a sense of shared purpose and trust among members of a given group, trust by group members in government officials, and willingness of group members to engage and cooperate with each other to survive and prosper.”

<sup>2</sup> World Bank PPDC Capitalization Report. (May 2020).

<sup>3</sup> Kim Mahling Clark, “Ripe or Rotting: Civil Society in the Casamance Conflict,” *African Conflict and Peacebuilding Review* 1, no. 2 (Fall 2011): 154.

<sup>4</sup> Anne Theobald, “Successful or Failed Rebellion? The Casamance Conflict from a Framing Perspective,” *Civil Wars* 17, no. 2 (2015): 184, <https://doi.org/10.1080/13698249.2015.1070452>.

<sup>5</sup> Republic of Senegal, “Recensement Général de la Population et de l’Habitat de 1988,” Dakar: Ministry of the Economy, Finance and Planning, 1990.

<sup>6</sup> The MPI has three dimensions and 10 equally weighted indicators across health, education, and living standards. A person is identified as multidimensionally poor if they are deprived in at least one third of the weighted indicators. A person is MPI poor if their weighted deprivation score is equal to or higher than the poverty cutoff of 33.33%. For more information please refer to the Senegal brief: [https://ophi.org.uk/wp-content/uploads/CB\\_SEN\\_2019\\_2.pdf](https://ophi.org.uk/wp-content/uploads/CB_SEN_2019_2.pdf). (2019).



social bonds are ruptured by forced displacement and informal institutions that regulate many parts of village life are disrupted, leaving them less able to prepare for and respond to other shocks and stressors. Finally, perceptions of unfairness and inequality, which helped fuel the conflict in Casamance, were also exacerbated by it, undermining trust in government institutions amongst the local population.

7. **Motivated by its historic autonomy and grievances stemming from economic and social exclusion; Casamance sought independence from Senegal in 1982, igniting one of Africa's longest violent conflicts.**<sup>7</sup> The root causes of conflict are manifold and include the historical autonomy of Casamance from Senegal during the colonial period and subsequent perceptions of inter-ethnic and religious discrimination.<sup>8</sup> These dynamics fueled the perception that the natural resources of Casamance were being exploited to benefit the rest of the country while excluding the local population. In fragility, conflict and violence (FCV) contexts that are also highly exposed and vulnerable to climate-related hazards, climate change can act as a threat multiplier, exacerbating existing tensions and further increasing the potential for conflicts.<sup>9</sup> Following over two decades of conflict between the Movement of Democratic Forces of Casamance (MDFC) and the GoS resulting in roughly a thousand deaths, an initial peace agreement was reached in 2004 outlining demobilization and reintegration of combatants, return of refugees and internally displaced persons (IDP), and economic reconstruction for Casamance. It also called for political dialogue between both parties to address the roots of the conflict and develop long-lasting resolution. However, the lack of concrete actions for implementation led to a breakdown in trust and another surge in violence in 2010. In April 2014, another ceasefire was announced, and peace talks were reinitiated.<sup>10</sup>
8. **Since the 2014 peace agreement, significant steps have been taken by the national government to improve the economic and social inclusion of Casamance.** Development initiatives outlined by the current president include a railway to improve economic access between the north and south, tax incentives for tourism in Casamance, and have already resulted in completed infrastructure projects such as the Senegambia Bridge, opened in 2019.<sup>11</sup>

## B. Sectoral and Institutional Context

9. **Casamance remains deeply affected by FCV.** For example, the number of conflict events per capita is highest Casamance (28 percent of all incidents have occurred in Casamance, while only 12.5 percent of the population lives there). The most common forms of conflict events in Casamance are protests and battles. These events are also more violent and deadly in Casamance than in the rest of the country. Seventy percent of conflict events involved violence against civilians and 78 percent of all battles have taken place in Casamance. All explosions/remotely detonated violence that occurred in Senegal took place in Casamance. Eighty-three percent of all deaths resulting from conflict in the last decade took place in Casamance.<sup>12</sup>

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<sup>7</sup> Clark, 154.

<sup>8</sup> Ibid.

<sup>9</sup> United Nations High Commissioner for Refugees (UNHCR). 2021. URL: <https://www.unhcr.org/climate-change-and-disasters.html>.

<sup>10</sup> "Senegal's Casamance MDFC rebels declare a ceasefire," BBC, April 30, 2014, <https://www.bbc.com/news/world-africa-27221999>.

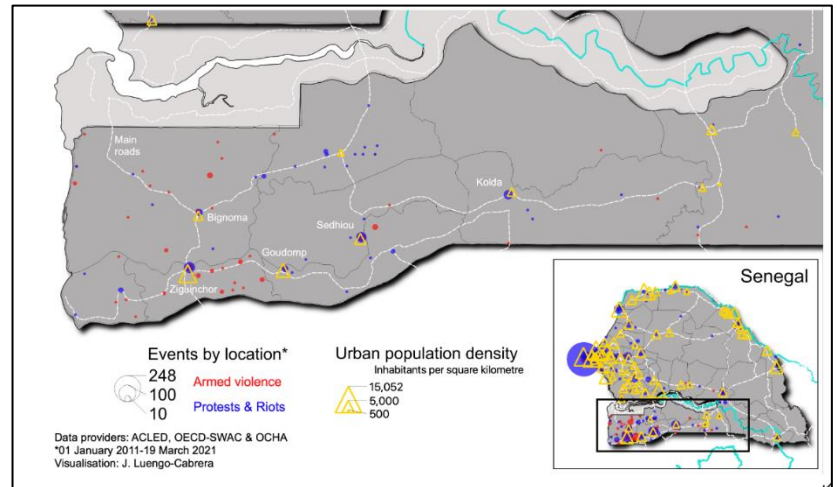
<sup>11</sup> "Senegal pledges US\$500 mln railway to southern Casamance region," Reuters, February 20, 2015, <https://af.reuters.com/article/topNews/idAFKBN0LO0D020150220>

<sup>12</sup> ACLED (Armed Conflict Location & Event Data) conflict event mapping dashboard: <https://acleddata.com/dashboard/#/dashboard>. (2019).

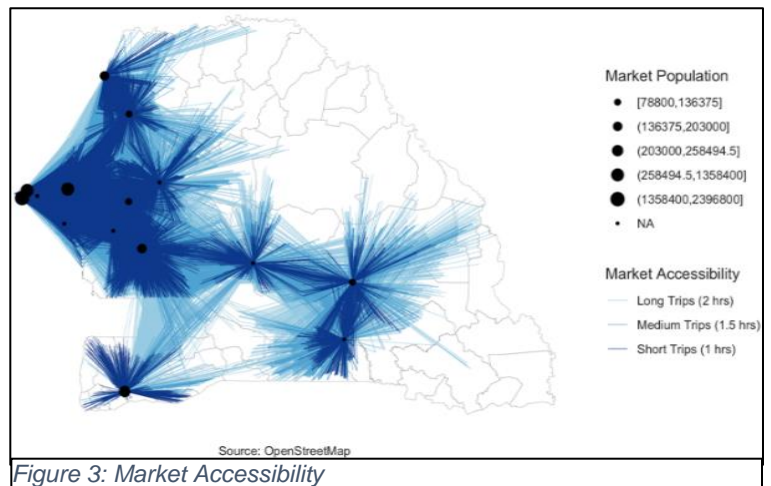


Figure 2: Conflict Map

10. **Ongoing fragility is a result of a combination of social, political, economic, and environmental and climate change related challenges to inclusive and sustainable development in Casamance.** Sustainable economic growth is constrained by poor connectivity; grievances related to inequality and exclusion and a resulting lack of trust in government; and the degradation of the natural resource base, including reduced land fertility, overfishing, deforestation, and poaching,<sup>13</sup> water shortage, land degradation, salinization, and soil erosion<sup>14</sup> – trends which are being further exacerbated by the impacts of climate variability and climate change on natural resources.



11. **Limited market connectivity and spatial inequality.** Although large infrastructure projects provide much-needed improvement to Casamance's links overall with the rest of the country, spatial analysis demonstrates that local level infrastructure still lags and the existing infrastructure is not climate resilient, lacking drainage, which leads to saltwater intrusion and flooding. Roads are already highly sensitive to damage from these climate-related impacts, which are projected to increase under future climate change scenarios that indicate increased sea level rise, saltwater intrusion, and more frequent periods of very intense rainfall. As a result, significant parts of Casamance are still substantially disconnected from markets. Figure 3 shows that districts in the southeast and south corridors have limited access to domestic markets. This suggests that improvements in large-scale infrastructure without commensurate improvements in tertiary, local-level sustainable infrastructure mean that the economic fruits of growing connectivity and investment may not accrue to small-scale farmers and traders.



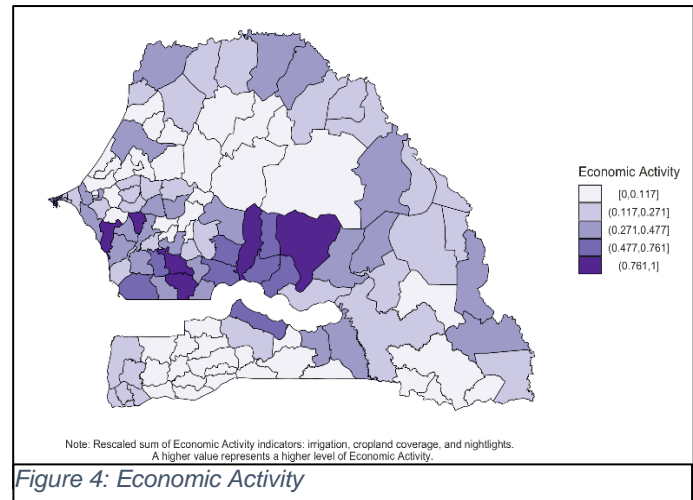
<sup>13</sup> Casamance Region Multi-Sector Analysis, 2020.

<sup>14</sup> <https://www.adaptation-undp.org/projects/strengthening-land-and-ecosystem-management-under-conditions-climate-change-niayes-and-Casamance-Regions-in-the-Republic-of-Senegal>.





12. **Perceptions of exclusion and inequality create grievances and lack of trust.** Assessments conducted during the design of the project revealed social inequality in accessing basic economic infrastructure and social services such as health, education, water supply, energy access compared to the rest of Senegal. This is further exacerbated through serious constraints in accessing markets, viable roads and connectivity. Lack of connectivity translates in turn to low levels of economic activity relative to the rest of the country. Figure 4 maps economic activity as a factor of croplands, irrigation and nightlights all of which are low in the area. Lower relative economic development perpetuates perceptions of exclusion and inequality that help foment conflict in Casamance. Low levels of economic activity in the region together with a lack of connectivity and the impacts of climate-related shocks on key connectivity infrastructure such as roads exacerbate food insecurity and make it challenging for the local population to diversify their income sources, which could help to increase their resilience to the impacts of climate change and environmental degradation. Popular grievances are related to the management of natural resources such as the ongoing deforestation in mid-West Casamance or the planned mineral sands project in the Niafarang mine which recently prompted the reactivation of a dormant rebel movement.



13. **The exclusion of women and youth from decision making and economic opportunities limits development in the region and further drives their disproportionately high vulnerability to the impacts of climate change.** Women's and youth's participation in development processes are constrained by social structures and cultural norms which negatively impact their ability to engage meaningfully in development processes. Women and youth have less access to social and economic infrastructure, the literacy rates are lower in the Casamance region than the rest of the country. Women play both reproductive and productive roles and face serious time constraints while caring for the home as well as engaging on agricultural and livelihood activities. The multiple burden women face limits their abilities and opportunities to develop income generating activities and access markets for their products.<sup>15</sup> According to the annual agricultural survey, the percentage of women who own their plots is only 3.8 percent compared to 86.2 percent for men (DAPS: *Direction de l'Analyse, de la Prévision et des Statistiques*). Access to input is also unequal with 70.1 percent of men being able to build up personal seed reserves, compared to 53.7 percent of women; 30.8 percent of men have purchased seeds without subsidies, compared to 20 percent of women; and 9 percent of men have acquired subsidized seeds, compared to 4.9 percent of women. In addition, inequality in accessing agricultural equipment for land preparation is deep with 49.7 percent of men having access compared to 21 percent for women. Only 48.5 percent of women were using animal traction for land preparation against 70.8 percent for men, and 1.1 percent were accessing tractors against 2.3 percent for men, adding to the labor burden carried by women. Gender inequalities also shape resilience to managing impacts from risks, shocks, and stressors, including those related to climate change. This often translates into higher levels of vulnerability among women and girls. For example, gender norms mean that women and girls usually bear the burden of having to travel longer distances during events like floods and droughts in order to source water and other climate-sensitive resources for household consumption.

<sup>15</sup>BADIANE, L. (2017). Diagnostic Sur La Participation Des Femmes Et Des Jeunes Aux Activites Du PPDC Dans Les Régions De Kolda, Sedhiou Et Ziguinchor: Une Etude Qualitative Participative. (Study commissioned by the World Bank).





Among impacts such as having less time to engage in economic activities and schooling, this can also increase the risk of experiencing gender-based violence (GBV). Limited access to resources and decision-making power also mean that women have less access to the resources needed to cope with shocks and adapt to changing conditions over time. This project will mainstream gender and youth issues throughout the implementation and monitoring of all activities. Although this project will not address land tenure issues (already addressed under the World Bank funded Rural Land Policy Cadastre and Land Tenure Improvement Project – PROCASEF, P172422), the livelihoods activities will be tailored to be gender and youth sensitive. Gender and youth sensitive indicators for all sub-projects would be used as part of the monitoring.

**14. Exposure to multi-dimensional risks and impacts that reinforce and compound one another.** The lack of economic activity diminishes the adaptive capacity of communities in Casamance, which are also exposed to higher risks from shocks, including those related to climate variability and change, as well as human activity such as overexploitation of land, creating an overall high level of vulnerability. Droughts, floods, sea level rise, and coastal erosion are currently the natural hazards that pose the greatest threat to Casamance. Roughly 75 percent of the population is employed in agriculture in Senegal, which is rain-fed and therefore extremely vulnerable to increasing temperatures and droughts. Average annual temperatures are projected to increase by between 1.5 and 4 °C (34.7 and 39.2 °F) by mid-century, relative to 1986–2005. By significantly affecting water availability and soil quality, rising temperatures will increase the frequency and intensity of drought. Changes in rainfall patterns and temperatures can alter growing seasons and the spectrum of agricultural activities that can be sustained. The highest exposure risk categories and high-risk areas in Casamance are as follows:<sup>16</sup>

- River floods: Kolda (Velingara)
- Coastal flooding: Ziguinchor (all departments)
- Water scarcity: Ziguinchor (Bignona); Sédhiou (Boukiling); Kolda (Velingara)
- Extreme Heat: Kolda (all departments)
- Over exploitation of land (all departments)

**15. The multi-dimensional challenges already existing in Casamance, including deficits of trust in government, could undermine the effective response to, and recovery from, the COVID-19 pandemic.** Senegal is experiencing a third wave of wave of the COVID-19 since July 2021, with over 1,890 deaths as of January 3, 2022. The GoS has deployed containment measures and launched an economic stimulus plan aimed at protecting lives and livelihoods.<sup>17</sup> Nonetheless, the pandemic threatens social protection gains achieved through improved access to key services and connectivity. Given the already limited connectivity of Casamance and the socio-economic vulnerability of its population it is likely that impacts will be felt more acutely in that region. Moreover, policies intended to address the resulting economic crisis that focus on areas of higher population density may reinforce historical narratives of exclusion in Casamance, reigniting real and perceived grievances. Resource constraints, amplified by the pandemic, may worsen government services, particularly in remote and isolated regions like Sédhiou and Kolda, where per-capita costs of delivering services are higher. COVID-19 has thus highlighted the potential for a vicious cycle wherein social, economic, and geophysical crises reinforce each other and force the government to prioritize crisis management rather than planning for, and investing in, an inclusive and resilient recovery in Casamance.

<sup>16</sup> Based on World Bank Group (WBG) Climate Change knowledge Portal <https://climateknowledgeportal.worldbank.org/country/senegal>

<sup>17</sup> WB Senegal Country overview: <https://www.worldbank.org/en/country/senegal/overview>. (2021).

<sup>33</sup> (World Food Program (WFP)/Conseil National de Sécurité Alimentaire (CNSA). Senegal. Analyse intégrée du contexte. 2017).



16. **Casamance is characterized by high levels of food insecurity and high exposure to natural shocks.** Rice is the staple food of the population in Casamance, alongside other cereals (millet, fonio). However, rice production is not keeping up with the population increases and over the period 1985 to 2014, cereal production covered the needs of the population only in 2005, 2008 and 2009. In the Ziguinchor and Sédhiou regions, food insecurity rates averaged 56 percent over the 2016-2017 period. The rates often exceed 70 percent, particularly in Ziguinchor. This is explained by high poverty levels, due in part to the conflicts that plagued this area for more than thirty years. Casamance and in particular the department of Salémata have the highest number of long-term food insecure people in the country. Protecting rice growing areas against salinization and land degradation, ensuring the dissemination of adapted seeds and preserving their varietal purity and improving access to land preparation equipment are key in order to promote food security in the area and enhancing resilience at community and household levels.
17. **In supporting the Government to address these multiple, inter-linking challenges, the project builds upon the World Bank's long-standing engagement in the area through the Casamance Development Pole Project (*Pole pour le développement de la Casamance*, PPDC, P125506).** As the World Bank's only project exclusively devoted to Casamance, from 2013-2020, the project sought to (i) increase agricultural productivity, prioritizing youth and women and (ii) improve the accessibility of targeted rural areas in Casamance. Intended as a key pillar of the President's peace process and demobilization program, the PPDC Project provides a strong foundation and a rich evidence base for supporting inclusive livelihoods and social cohesion in Casamance.
18. **The project will seek synergies with existing and planned initiatives by other World Bank teams and development partners to leverage investments for transformational impact on social cohesion and resilience in Casamance.** This includes, inter alia, leveraging investments in digital connectivity (P172524) in the regions of Kolda and Sedhiou where road spot improvements could be accompanied by last-mile digital connectivity investment. Similarly, the menu of capacity building activities targeting communities and community-based organizations (CBO) could be expanded to include digital skills targeted by that project. In addition, the project will leverage linkages with three country-wide Programs-for-Results (PforR) in order to: support Micro, Small and Medium Enterprises (MSMEs) and informal women-owned agricultural businesses (Senegal Jobs, Economic Transformation and Recovery Program (P174757) and Agriculture and Livestock Competitiveness Project (P164967)) and capitalize on improvements to governance and local development financing in the urban areas of in Ziguinchor, Sedhiou and Kolda Programme d Appui aux Communes et aux Agglomeration(PACASEN)/ Municipal and Agglomerations Support PforR (P157097)). The project will seek opportunities to leverage activities and resources related to the West Africa Coastal Areas Management Program (WACA) for activities undertaken in the coastal zone of Casamance

### C. Relevance to Higher Level Objectives

19. **The project supports the three strategic pillars outlined in the PSE - 2010-2035:** (i) a structural transformation of the economy through the consolidation of current engines of growth and the development of new sectors to create wealth, jobs, and social inclusion, with a strong capacity to export and attract investment. This pillar is based on a more balanced approach to development, with the promotion of regions and economic poles in order to stimulate the potential for development across the entire territory; (ii) a significant improvement in the well-being of the population, a more sustained struggle against social inequality, while preserving the resource base and supporting the emergence of viable regions; and (iii) the reinforcement of security, stability, governance, the protection of rights and liberties, and the consolidation of the rule of law in order to create better conditions for social peace and the fulfilment of potential in the isolated region of Casamance.



20. **By building the organizational capacity of *Territorial collectivities* (TCs) in Casamance, the project also supports the “third Decentralization Act”, which accompanied the PSE and which underscores the GoS’ commitment to empower local authorities to drive economic growth and improve access to services.** Act III was launched in December 2013 to reinforce the capacity of local authorities to contribute to the socio-economic development of the country and become viable, competitive and sustainable by 2022. The Act extensively redefined local governance institutions, increasing municipalities from 172 to 557 and transferring significant administrative responsibilities and financing to local government administrations. It also specifically highlighted the unique challenges of decentralized financing and local planning in Casamance, with dedicated support to Casamance as a “pilot pole for a new modality of intervention in this territory.” However, challenges in: (i) local authority financing; (ii) administrative capacity of local governments; and (iii) national support for local governments to progressively develop and gain autonomy continue to hinder decentralization. In seeking to address these in Casamance, the project will capitalize on ongoing capacity building and policy dialogue efforts supported under the World Bank’s PACASEN Project. Furthermore, the World Bank’s Senegal Country Partnership Framework (CPF)<sup>18</sup> for fiscal year 2020 - 2024 puts emphasis on active participation and citizen’s engagement in development processes.
21. **In line with the pillars of the PSE, the project will also improve access to climate-resilient socio-economic services in rural areas, with a focus on the inclusion of women and youth.** In the PSE, gender gaps between men and women are highlighted as a major constraint to economic and social development. It cites violence against women, unequal rights in marriage and in the family and discriminatory social norms against women as some of the most acute sources of inequality. Senegal has ratified the key legal instruments safeguarding gender equality (the Convention on the Elimination of All Forms of Discrimination against Women, the protocol to the African Charter on Human and Peoples’ Rights, the African Charter on the Rights and Welfare of the Child, etc.) and has adopted national laws following the commitments (the 2010 law on gender parity for elected officials, the 2013 law on identity and birth rights). The updated National Strategy for Equity and Gender Equality (NSEGE 2, 2016-2026) is linked to the PSE and defines a clear vision for gender parity with the strategic objective of “promoting the empowerment of women and girls, through capacity building of institutions and local communities, integrating gender into public policies, improving the legal system for the protection of women and girls and strengthening of women’s leadership and their entrepreneurial capacities for inclusive growth”. As reflected in the country context, significant inequalities between genders reflect, among others, barriers to equal participation in markets and civic life. These challenges include harmful social norms and limited access to knowledge, finance and credit, and control over productive resources. By applying a gender and youth-sensitive approach to community empowerment, connectivity, and livelihood enhancement; the project will seek to reduce gaps in access to services and markets for women and youth in Casamance.
22. **The project aligns with the agriculture specific priorities of the PSE, particularly as it pertains to addressing vulnerability to climate shocks and weak agricultural value-chains** in view of strengthening rural economies. The agricultural sector offers significant opportunities for growth mainly in export horticulture, rice and other crops and in the development of livestock breeding (notably poultry farming) for the domestic market. A favorable climate for production of fresh fruit and vegetables throughout the year and a proximity relative with the European marketplace Senegal in a very good position. There is a lot of room for maneuver in agriculture, with regard to the still low yields of cereal crops. In line with this strategy, the project will seek to enhance the value of agricultural production for which Casamance has clear comparative advantages, both in terms of agro-ecological conditions and market

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<sup>18</sup> Report No. 143333-SN.



recognition of the quality and typicity of its products (the Casamance rice, Mad and other typical fruits and vegetables in high demand on the domestic market, cashew nuts for processing and export, etc.).

23. **The project (CEDP) is also closely aligned with the Africa Climate Business Plan: Accelerating Climate Resilience and Low-Carbon Development (2015) prepared by the World Bank and the World Bank's Climate Change Action Plan (CCAP) (2021-2025),** in particular to targets for improving resilience and adaptation, and with the World Bank's Senegal Country Partnership Framework<sup>19</sup> which includes mainstreaming of mitigation and adaptation to climate change across the portfolio. The project is also aligned with Senegal's National Adaptation Program of Action which details the country's priority adaptation responses. These include reforestation, restoration of mangrove swamps, biological stabilization of sand dunes, physical protection against beach erosion and saline intrusion (using ditches, barriers, or other protection means), irrigation projects, restoration of soil fertility, water conservation methods, use of alternative crops, and improved education on adaptation. The project aligns with the priority areas for better adaptation to climate change by (i) strengthening resilience by boosting natural capital, physical capital, and human and social capital, including improving the resilience of the most vulnerable against climate shocks (which CEDP seeks to achieve through targeted capacity building, access to information and livelihood support for the most vulnerable) and (ii) enabling resilience by providing essential data, information, and decision-making tools to promoting climate-resilient development. For the CEDP this will be through building the capacity to plan and design climate-smart investments. In addition, CEDP through the digital tools and community mobilization activities will support early warning systems and community climate monitoring focusing on droughts and flooding. Annex 7 details the climate change related activities financed by the project.

## **II. PROJECT DESCRIPTION**

### **A. Project Development Objective (PDO)**

#### **PDO Statement**

The development objective of the project is to build inclusive local governance systems that deliver climate resilient local services and infrastructure, in targeted communities in Casamance.

#### **PDO Level Indicators**

24. The following PDO-level indicators will measure progress toward achievement of the PDO:
- Beneficiaries in project target areas provided with improved access to climate-resilient socio-economic services (disaggregated by females and youth) (Number)
  - Beneficiaries surveyed that feel project investments reflected their needs (disaggregated by females and youth) (Percentage) (Percentage)
  - Increase of population within 5 kms of an all-weather road (Percentage)
  - Land area managed sustainably (ha)
  - Female beneficiaries reporting an increase in annual income as a result of project activities (Number)

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<sup>19</sup> Report No. 143333-SN.



25. **The CEDP promotes an integrated approach to local development through complementary and climate resilient investments centered around the most vulnerable communities in the Casamance.** Within each participating commune, communities will identify and prioritize their most pressing socio-economic infrastructure, resilience and livelihood support needs. As part of this process, a participatory climate risk assessment that brings together climate science and communities' knowledge and perceptions of climatic changes and impacts will be undertaken to help ensure that investment priorities are climate resilient. Communities are expected to benefit from multiple cycles of investments from the different sub-components, providing the foundations for inclusive community-centered processes to strengthen local bonding. These priorities will in turn be reviewed, discussed, and endorsed at the commune and regional level, promoting bridging and linking through dialogue and joint planning between different community groups and tiers of local government. Lastly, plans will be approved and integrated into local development plans (LDP), linking community activities to identified local government structures. Collectively the approach aims to strengthen community's social cohesion and resilience to multi-hazard risks, including those related to FCV and climate change.
26. **Community participation and inclusion are at the core of the CEDP design through the project's community-centered approach.** Through Sub-component 1.1, the project will establish the foundations of inclusive local governance. Communities will be actively engaged in the climate risk assessment and planning process to have a direct say in the selection of climate resilient local investments to be carried out by participating local governments under Sub-component 1.2 through the preparation or updating of LDPs and the identification of activities and beneficiaries for livelihood support initiatives under Sub-component 2.2. Larger structural investments to enhance road connectivity and enhance the productivity and resilience of rice-growing areas under Components 2 and 3.1 will also build on these community engagement and participation activities through the validation of project interventions, as well as participation in implementation through labor intensive public works approaches and through participatory monitoring. Adequate representation and participation of women, youth, and other systematically excluded people including persons with disabilities, will be built in at every step of the process with consideration for intersectionality and recognizing that some suffer from multiple disadvantages. In order to ensure rapid results, in Year 1, a more centralized rapid prioritization exercise will be carried out with a rapid community and commune level validation. The first-year process will be informed by a rapid diagnostic of needs and priority interventions based on existing information (including existing LDPs, sectoral plans, and assessments carried out by other projects/donors) to establish a long list of potential investments. This list will subsequently be narrowed through consultations with participating local governments (PLGs) and communities to prioritize key interventions that will be supported in the first year. In subsequent years (Years 2–5), planning will be based on the above-described community-centered approach whereby communities update LDP jointly with commune governments and identify investment priorities across Components 1 to 3. Annex 5 provides additional details on the project's community-centered approach.
27. **Climate risk management and resilience strengthening are embedded in planning processes, design and knowledge generation.** The project takes a three-pronged approach to ensure climate risks are considered and resilience is enhanced: (i) planning processes for community and structural investments will build in participatory climate risk assessments and will include climate risk screening of investments to ensure mitigation and adaption considerations are integrated across all project components; (ii) promoting climate-smart design of investments; and (iii) expanding the knowledge base on climate change impacts in the Casamance through participatory climate risk monitoring in the CDD app and the knowledge management platform supported under Component 4 to feed into the planning processes. The CEPD is closely aligned with the Africa Climate Business Plan: Accelerating Climate Resilience and Low-Carbon Development and Senegal's commitments to addressing climate change. The country signed the Paris



Agreement on April 22, 2016 and communicated its intent to prioritize climate mitigation and adaptation priorities in its Nationally Determined Contribution (NDC).

28. **An integrated territorial cluster development approach supporting both community level and structural investments to improve accessibility.** CEDP adopts an integrated territorial cluster development approach by supporting the planning and delivery of integrated local and regional investments. In line with Act III of Decentralization, local investments are channeled through commune authorities' LDPs for investments in areas under their purview, under Sub-component 1.1 and 3.1 while larger priority structural investments in the transport and agriculture sectors are coordinated at the department level through Department Development Plans (DDPs) level to strengthen regional connectivity, productivity and resilience, under Sub-components 2 and 3.1.
29. **Preparedness and response to disasters and climate extremes.** The project will also support the countries' preparedness, prevention and response to natural and man-made hazards, including climate-related shocks and stressors and potential communicable diseases, such as COVID-19, by strengthening monitoring and communication systems in the Casamance and providing access to climate resilient livelihood opportunities and basic services to vulnerable populations.

### C. Project Components

#### **Component 1: Strengthening local governance and enhancing access to local services for improved inclusion and resilience (US\$13.8 million equivalent)**

30. **This component strengthens the capacity of communes and communities, in particular women and youth, to take on a leading role in their own development, including through addressing exclusionary social norms.** By consulting these groups on their development needs and the barriers they face to meeting these needs, on the one hand, and by ensuring that their needs are reflected in LDPs and regional structural investments, on the other, this component seeks to nurture linkages between these vulnerable groups within the community and their local governments (at the commune and regional levels). This component will promote climate resilience by expanding access to climate-resilient basic services and infrastructure, raising community awareness on climate change risks, building community and local government capacity on participatory climate risk assessment and resilience planning, and screening and prioritizing of investments that are climate smart and adapted, and will support activities that promote climate resilience.

Sub-component 1.1: Strengthening community and local governance capacity for inclusive local governance and resilience planning (US\$3.8 million equivalent)

31. **Community-level mobilization and facilitation support will be provided to enable the establishment of CECs** as the key community level interface between local governments and communities. The CECs, building on the PPDC pilot experience, will benefit from training and capacity-building activities, including in participatory diagnostics, participatory climate risk assessment, local development planning, climate risks management and adaptation, conflict prevention, social inclusion and participatory monitoring and evaluation. The core functions of the CEC will be to: (i) facilitate participatory processes for local diagnostics and investment planning (to feed into LDPs, Annual Investment Plans (AIPs) and DDPs); (ii) monitor implementation of investments; (iii) support establishment of participatory operation and maintenance (O&M); and (iv) provide feedback and channel community level grievances.





Capacity support will also be provided through the CECs to promote grassroots leadership skills, with a particular focus on women's and youth's empowerment and addressing exclusionary social norms as well as socio-cultural social cohesion activities around community mobilization processes to bring together at-risk groups to address underlying drivers of conflict/tension. Social cohesion activities will bring together and empower vulnerable youths with voice and agency to prioritize activities that benefit and matter to them and their communities. These may include, but not be limited to, the organization of sports and/or cultural events (potentially inter-village or inter-commune), collaboration events that foster inter-generational/inter-group dialogues (for example, water forum), community volunteering activities, and community awareness raising activities (for example, on climate change adaptation).

32. **The capacity building provided to local governments in core management functions** will ensure core local government functions are in place as foundations for enhancing accountability and transparency. These will include preparation and adoption of LDP) and associated AIPs, resource mobilization and supervision capacity and will be aligned with the core competency areas identified for the performance allocation of the Equipment Funds for Local Authorities (*Fonds d'Équipement des Collectivités Territoriales*, FECT) and aligned to the PACASEN Project which is working in the country's urban communes. This will over time enable the CEDP participating local government to access the FECT performance allocation which makes additional funds available to local governments based on their performance (Ministry of Territorial Communities, Development and Land Management (*Ministère des Collectivités Territoriales du Développement et de l'Aménagement des Territoires*, MCTDAT, Décret 2018-1250). Training will also include strengthening capacities for disability inclusion, local-level planning on climate change, adaptation and mitigation, including how to carry out participatory climate risk assessment, and the development of climate change communication and sensitization strategies.
33. **Rural Mobility Plans (RMP will be developed in each region to feed into LDP.** These would be developed by combining the national transport strategy (*Schéma Directeur des Infrastructures de Transport – SDIT Transport Infrastructure Master Plan*) and the community-centered approach. The RMPs will incorporate ecological and community-based approaches for climate risks and hazards mapping and would inform on: (i) access to basic services and markets; (ii) transport time required; and (iii) accessibility during the rainy season considering climate risk exposure, engineering assessments, and budget constraints. The preparation of the RMPs, as a joint initiative between the Regional Roads Directorate, Agency for the Execution of Road Maintenance Works (*Agence d'Exécution des Travaux d'Entretien Routier*, AGEROUTE) and local authorities, would be informed by participatory climate risk assessments, focus group discussions, household surveys and Origin-Destination surveys carried out as part of the participatory diagnostic of the sub-project planning cycle. The RMPs will identify an initial list of priority segments which would be prioritized within available funds based on pre-determined criteria comprising access to health and education facilities and access to markets. Rehabilitation and maintenance of the priority segments would include the non-classified network under the purview of local governments and secondary and tertiary roads under the purview of AGEROUTE.
34. **Capacity building activities will be provided by various service providers depending on the topic and be informed by capacity needs assessments developed as part of project preparation.** Community level activities will be executed by non-governmental organizations (NGO) acting as Facilitating Partners (FP) selected by the project implementation Unit (PIU) subject to meeting eligibility and performance criteria as described in the project implementation manual (PIM) (possibly one NGO or NGO consortium per region). These NGOs will have proven experience and demonstrated capacity to deploy community mobilizers at scale and in partnership with deconcentrated public entities and agencies and local governments, especially in Casamance, and come equipped with a keen understanding of the social and institutional dynamics that will influence implementation. Capacity building for commune and department



authorities will be provided by the Regional Development Agencies (RDA) through a framework agreement with the PIU. Support for developing RMPs will be provided through a specialized consultancy firm recruited by the PIU to work with the Regional Roads Directorates and AGEROUTE.

35. Coordination and oversight of these activities will be carried out by the PIU jointly with MCTDAT's regional services in Casamance (*Regional Support Services for Local Development - RSSLD*).

Sub-component 1.2: Enhancing access to climate resilient local services based (US\$10.0 million equivalent)

36. **This sub-component will support rehabilitation of local climate resilient public infrastructure and services based on the community-centered and climate science-informed planning processes supported in Sub-component 1.1.** Through climate science-informed community socio-economic sub-projects, this sub-component will support the rehabilitation of schools, health centers, water and sanitation systems, emergency shelters, transport and trade facilities, environmental protection, economic equipment (such as storage facilities), energy and other local public infrastructure (see Table 1 for an indicative list of investments). The infrastructure and services under this component will be that under the purview of local governments. Local governments, deconcentrated technical services, and communities will be fully involved in the planning, prioritization and oversight of activities to be carried out, supported by Sub-component 1.1.
37. **All rehabilitation activities will prioritize the use of local labor and material.** A great emphasis will be put to provide equal opportunities for men, women, and youth, including equal pay for equal work, and ensuring opportunities for all who want to participate in subproject construction. Labor Intensive Works (LIW) approaches for the maintenance of local roads under the purview of communes (non-classified network) will build on the guidelines developed under the PPDC Project and be expanded where feasible to other rehabilitation activities (for instance for tree/mangrove planting, waste collection and draining and anti-erosive soil structures).
38. **Communes will be responsible to manage procurement with technical assistance from the ARDs, but the PIU will initially handle finances and make contractor payments.** As capacity of communes is built over time under Sub-component 1.1 and subject to meeting performance criteria, management of funds may be transferred to communes starting in Year 3 of project implementation. The feasibility of transferring funds to communes and performance criteria will be assessed at the project's Mid-Term Review (MTR). The identification and the prioritization of the investments will be screened by the commune councils for resilience to climate shocks including drought and will also be assessed from the perspective of the extent to which they support adaptation or mitigation objectives.<sup>20</sup> Climate-smart designs of project investments under this component will be supported. Investments under Sub-component 1.2 could include but are not limited to: climate smart connectivity investments (like trees buffer on roadsides), natural resource management and climate adaptation (like tree/mangrove planting, anti-erosive soil structures and activities to support soil and water conservation). Furthermore, rehabilitated water supply systems and drainage canals that will help address water scarcity in the region and support flood risk management, thereby contributing toward mitigating climate change risks and preventing potential conflicts over water resources. Rehabilitation and equipping of public infrastructure will prioritize climate-sensitive interventions, such as climate smart water and sanitation infrastructure; as well as improved storage facilities, equipment, electrification and lighting of public infrastructure that are energy efficient and will consider climate friendly technologies such as solar power.

<sup>20</sup> A dedicated training for communes on climate screening standards, and prioritization of investments to ensure climate adaptation and mitigation will be included under Sub-component 1.1.





**Table 1: Indicative list of activities to be financed under Sub-component 1.2\***

Sector	Activities
Education	Rehabilitation of existing school buildings Furniture and equipment for schools
Disaster risk management	Rehabilitation of emergency shelters Nature-based solutions using retention ponds or constructed wetlands as part of flood risk management
Health	Rehabilitation of existing primary health care facilities Furniture and equipment for primary health care facilities
Transport	Maintenance of local roads (for the unclassified network which is under the purview of commune authorities), including measures for improved resilience climate change impacts such as saltwater intrusion and flooding
Water and sanitation	Rehabilitation of wells Water connections
Energy	Renewable energy off grid electrification Solar installations on public buildings
Environmental protection	Tree/mangrove planting/rehabilitation Waste management Anti-erosive soil structures Activities focused on soil and water conservation (for example, establishment and management of tree nurseries).
Economic infrastructure	Rehabilitation of public markets Maintenance of common storage facilities

\* Sub-project selection and design will consider climate risks and integrate climate-smart design features for climate change adaptation and mitigation

39. **An indicative per capita allocation sets the maximum amount each local government will receive under Sub-component 1.2.** This indicative maximum per capita amount will ensure transparency in the allocation of resources across local governments. Based on preliminary estimates, the targeted local governments will receive a per capita funding of approximately US\$13 for Sub-component 1.2 for the duration of the project. The total funds allocated to each commune will be made available in four annual tranches that will be budgeted based on the LDPs and the AIPs developed under Sub-component 1.1. The total amount per commune for the socio-economic projects would be US\$160,000 on average, or US\$40,000 per annual tranche. This would enable on average each commune to carry out one-two socio-economic sub-projects per year and four-eight sub-projects during the project duration.
40. **Sub-component 1.2 will be implemented by local governments (*maitrise d'ouvrage locale*) in partnership with local communities with support of the RDA** through *assistance à maitrise d'ouvrage* (project management assistance) and the PIU will handle finances and make contractor payments. The ARDs will solicit specialized works agencies as technical advisors for specific investments such as the AGEROUTE for road maintenance activities and other regional agencies and directorates as relevant (Education and Health Directorates, Water and Forests Department, Agriculture Directorate, Disaster Risk Management Directorate, Agency for Renewable Energy - ANER).

## **Component 2. Enhancing rural mobility and enhancing access economic activities and basic services (US\$15.0 million equivalent)**

41. **The rehabilitation and upgrading investments under this component will be identified through RMPs** developed under Sub-component 1.1 with the Regional Roads Directorates and AGEROUTE and the participation of commune authorities and CECs. The RMPs would prioritize interventions to enhance for local access (to schools and health centers for instance) and pay close attention to the priorities, safety and needs of women and girls particularly for



women and their security in this process as well as climate resilience of the proposed interventions. The use of local small and medium-sized enterprises (SMEs) and LIW approach to road maintenance would be prioritized whenever possible to build on the successful experiences of the PPDC. Employment opportunities for women in LIW activities will be promoted.

42. **This component would finance *inter alia*:** (a) rehabilitation works of secondary and tertiary and road network (250 km), including: (i) correcting the surfaces with limited re-graveling or paving to provide durable running surface over poor soils; (ii) building drainage structures (culverts, small bridges, and on steep gradients, removing landslides); and (iii) building retaining walls and erosion control structures and including their associated studies; (b) the building of small complementary facilities and structures, including lighting, bus stops, and other safety structures, in inhabited areas, near schools and around water kiosks and health centers; and (c) slope stabilization works. This component would also finance detailed design studies, including relevant social and environmental and social (E&S) risk management instruments for selected investments.
43. **Finally, this component will finance the scaling up of the community-based road maintenance program piloted under the PPDC.** The project will finance training, equipment and one-year operational costs for community groups and communes to establish community-based road maintenance contracts for the classified and non-classified networks. The financing for these activities would then be supported by the independent road maintenance fund (*Fond d'Entretien Routier Autonome* – FERA). This process would be facilitated at the community level with the community mobilizers and CECs supported under Sub-component 1.1. At least one group per participating commune will be established (60).
44. **Component 2 will be implemented by a works technical implementation agency (the Agency) through the selection and signature of the Delegated Contracting Authority Agreement (Convention de Maitrise d'Ouvrage Deleguée)** with the PIU, similar to the arrangements established under the PPDC (P125506). Through this Agreement, the Agency will be responsible, on behalf of the PIU, for all stages of the procurement activities including (i) the hiring of consultant (firm) for the design and preliminaries studies: signature, monitoring and management of the contract; (ii) the approval of the Designs (*Avant-Projet Détaillé*); (iii) the preparation of the bidding document for the works and/or equipment; (iv) the bid evaluation and the contracts awarding in order to select the contractor(s) on the basis of the open competition for execution of the works; and (v) the recruitment of the consultant (firm) for the supervision and control of the works. In addition, the World Bank's procurement team will conduct an implementation capacity and risk assessment for this Agency prior to signing the Agreement, in order to ensure that the Agency can manage procurement activities as per the World Bank Procurement Regulations. To avoid any delay, the payments related to these activities shall be under the PIU responsibility. Local governments capacity for the management of the non-classified network and community-based maintenance would be strengthened. Communities would be involved in monitoring progress on these investments through the CECs.

### **Component 3. Broadening sustainable rural livelihood opportunities (US\$9.8 million equivalent)**

45. **This component will support rural productive activities that increase resilience of farmers and disadvantaged groups within target communities.** The aim is that all parts of the community are able to benefit from opportunities created through the financed investments while building on synergies offered by improved road connectivity (Component 2) and enhanced access to climate resilient local services (Component 1). Robust economic activity can help climate-impacted populations mitigate against food insecurity, which is induced and exacerbated by climate shocks (e.g. by droughts and floods, which destroy crops). Component 3 will include the rehabilitation of rice growing areas with a strong focus on enhancing resilience to climate change (3.1) and the support for climate resilient



productive activities (3.2) in the form of grants to members of CBOs and capacity building to enhance access to economic opportunities and markets of intended beneficiaries based on an inclusive value chain development approach.

46. The identification of investments will be based on the citizen engagement platform established under Sub-component 1.1, in coherence with the commune and departmental development plans.

Sub-component 3.1. Enhancing the productivity and resilience of rice-growing areas (US\$5.9 million equivalent)

47. The sub-component seeks to enhance the productivity and resilience of rice growing areas, thereby contributing to the food and livelihood security of communities (better food availability and sources of income and employment). It will allow for an increase in productivity of cultivated areas as well as sustained rice yields through a better adaptation of rice-growing areas to the effects of climate change (by protecting against salinization and through the introduction of improved rice varieties that are drought-tolerant in particular).
48. The sub-component will finance rice-valley rehabilitation sub-projects in a set of 16 communes in the three regions of Casamance where primary investments were carried out as part of the PPDC. These were identified based on their agricultural potential, vulnerability to climate change, targeting of underserved areas and in coordination with other interventions in the region. The citizen engagement platforms established under Sub-component 1.1 in these communes will play an active role in validating the project interventions, facilitating the labor-intensive works approach for implementation and participatory monitoring and oversight. These investments will be screened for climate risk and be integrated in the Commune Development Plans. Capacity building support will be provided to the existing Valley Management Committees focusing on organizational capacity, water management and conflict mediation.
49. The total budget of the sub-component will be US\$5.9 million. It will allow the financing of secondary works, at a global unit cost of US\$1500 per ha, for a total estimated area of maximum 3500 ha. The secondary rice valley rehabilitation works will be entrusted by lot (corresponding to sub-watersheds or "valleys") to local companies. They will have to give priority to a maximum involvement of the communities in the works through LIPW. The contracts will be quadripartite between the concerned communes, the selected works company, the PIU (responsible for payments) and the valley committees which have formulated the rehabilitation sub-projects and will be responsible for O&M. Capacity support to Valley Management Committees will be provided by a specialized operator with proven expertise in the region. The PIU will oversee this sub-component jointly with the Regional Agricultural Directorate's rural engineering department.

Sub-component 3.2. Supporting collective and climate resilient productive activities (US\$3.9 million equivalent)

50. Grants will be allocated to CBOs<sup>21</sup> for investments in agricultural value chains (including livestock) that reinforce their competitiveness as well as their resilience to climate change. Particular priority will be given to investments to extend the supply of goods and services useful for production (including input stores, production and supply of quality and drought/salt resistant seeds, mechanization, packaging and grouping services) upstream and downstream of primary production. Attention will be paid to the development of the typical products of the Casamance terroir with a view to enhancing the quality and marketability of the products.

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<sup>21</sup> CBOs means all non-state organizations that bring together their members around activities of common economic interest such as common interest groups (CIGs), cooperatives, valley committees, self-help groups, and credit savings groups. The criteria defining eligibility and prioritization of CBOs will be detailed in the PIM.



51. The sub-component will cover the following types of investment: the acquisition of machinery (except vehicles), equipment and tools, the production of documents or promotional materials to enhance the image of products (such as bags, brochures, leaflets, radio / TV broadcasts), limited stocks of intermediate consumption, light construction (small warehouse or storage shed), production inputs for the most vulnerable members of the CBOs (such as improved seeds). All value chains will be eligible, including food, fruit, livestock and fisheries production, and activities will be screened to enhance climate resilience and contribution to adaptation and mitigation objectives. The project grants will be provided under the form of matching grants to partially finance the cost of eligible investments.
52. The identification of beneficiary CBOs and the prioritization of their investments under this sub-component will be based on the community centered approach to develop/update the LDPs and AIPs under Sub-component 1.1, with a view to strengthening intra- and inter-community links and maximizing the inclusion of women, youth and other disadvantaged groups.
53. Interested CBOs will be eligible to receive technical assistance from a service provider mobilized by the PIU for the identification, preparation and implementation of their sub-projects, in a view to maximize the productivity and profitability, and climate resilience potential of those investments. Assistance will include support on the necessary technical skills on the production techniques of specific value chains, their enhancement (quality, image), processing techniques and training for the improvement of added value and extension services for specific products. Coaching and mentoring will be provided to CBOs tailored to strengthen the participation of youth and women. CBOs will also be provided training to further leverage the investments realized as well as to consolidate their internal governance, mobilization skills and management capacity. To scale up their activities, capacity development will also include financial skills for CBO leaders, in view of facilitating access to financing rural credit facilities from well-established financial institutions such as “*La Banque Agricole*” former National Agriculture Credit Bank (*Caisse Nationale de Crédit Agricole au Sénégal -CNCAS*), the Mutual Credit of Senegal (*Crédit Mutuel du Sénégal, CMS*), The Agency of Credit and Savings (*MicroCred, Agence de Crédit et d'Epargne, ACEP*). The economic and financial profitability of sub-projects costing more than US\$20,000 will be assessed using an assessment tool (such as World Food Fund (WFF)’s RuralInvest).
54. During project early implementation, studies of the key value chains in the Casamance, including cashew (anacarde), horticulture and fisheries/oysters will be developed in order to: (i) identify the types of investments that could specifically benefit women (particularly those that could lighten women's workloads through the installation of specialized agricultural equipment such as transplanters, mowers, threshers, huskers, processing, bagging and sales units), young people and vulnerable groups; (ii) provide a diagnosis of the existing relationships between value chains and conflicts (existing or potential) as well as between value chains and vulnerability to climate change impacts in Casamance; and (iii) identify the potential for developing small, productive alliance agreements between producers and markets. This could, for example, be linked to the national school feeding program (*Programme Présidentiel de Cantine Scolaire*), or other institutional markets (such as food for public hospitals) or agri-food companies.
55. Capacity enhancement activities described above as well as the initial value chain studies will be performed by service providers and overseen by the PIU and the Senegal Institute for Agricultural Research (Institut Scientifique pour la Recherche Agricole ISRA). The PIU will oversee this sub-component jointly with MCTDAT’s RSSLD and the Regional Agriculture Directorates. To ensure long-term sustainability of matching grants, the following principles will apply: (i) investment proposals that include detailed E&S management mechanisms in line with World Bank policies; (ii) technical assistance provided during the start-up period to improve sustainability and reduce perceived risk by



financial institutions from CBOs may borrow; (iii) formal business registration of CBOs; and (iv) beneficiaries incentivized to save part of the proceeds in an account at a financial institution.

**Component 4: Supporting project management, digital innovations and knowledge management (US\$6.4 million equivalent)**

56. **Project management and implementation will follow a decentralized approach using, as much as possible, the existing government structures at the national, subnational and local levels.** This component will finance the PIU based in Ziguinchor to carry out day-to-day project management responsibilities: (a) the planning, implementation, and technical oversight of program activities; (b) E&S risk management; and (c) financial management (FM) and procurement. Relevant government agencies at the national and local levels will be involved in the implementation process with adequate capacity-building support. MCTDAT will strengthen their services in Kolda and Sédhiou to be focal points in those regions. The roles and responsibilities will be defined in the PIM. Activities will include (a) communication support; (b) monitoring and evaluation (M&E) arrangements, including the setup of a Management Information System (MIS); and (c) measures for enhanced transparency and accountability. The component will also strengthen the PIUs' capacities to monitor project activities while supporting an improved understanding of climate change risks and impacts, GHG sources and trends, design of adaptation and mitigation strategies, and policy actions in the face of climate change.
57. **The project will establish a Casamance Knowledge Management Platform to address gaps across data collection and analytics in the region.** Implementation of the Knowledge Management Platform (KMP) activities will be done in collaboration with the Assane Seck University of Ziguinchor, in particular the sociology department for social inclusion and gender issues and the geography department on climate change and agriculture. The Project will enable young researchers to reflect on issues directly related to the project and thus contribute to the analytics. The KMP will also enable greater transparency and real-time monitoring through the dissemination of local and DDPs and monitoring progress in their implementation through geo-locating investments, in conjunction with the CDD application discussed below.
58. **The project will support digital innovations to support the community-centered approach, strengthen CBOs and facilitate access to digital advisory services for farmers:**
- **CDD App:** The community-centered approach will be supported by a simple and innovative CDD application which will be introduced to support communities, facilitators, and local government engagement throughout the sub-project cycle. The CDD application will be customized to reflect the institutional arrangements and enhance two-way communication between communities and the Government. The tool will be gradually rolled out to ensure a simple user experience, and any needed modifications will be made before their scale-up. The use of simple digital solutions is expected to strengthen the project's community-centered approach by ensuring a regular flow of information; providing guidance throughout different stages of the subproject; as well as enhancing transparency on subproject approvals, available funding allocations, community needs, and financed investments. The CDD application will advance social inclusion objectives by tracking the needs and aspirations of different groups as recorded through focus group discussions, highlighting when their preferences are matched with actual investments. Collected data will also feed into and draw from the KMP. The CDD application will enable community-based monitoring of climactic events and inform local planning processes with climate risk maps. The project will finance servers, training activities, and smartphones for CEC's and community mobilizers.



- **Digital agricultural services:** The project will also build on the opportunities offered by the rapid development of digital technologies for the provision of advice, information and training in rural areas. It will aim to strengthen farmers' access to digital services useful for their rural economic activities (weather and seasonal forecasts, extension, meteorological services, market information), as well as to tools that can strengthen the governance and functionality of the grassroots community organizations to which they belong (stock management, information to members, grouping, etc.). For the later, existing CBOs and in particular those receiving sub-grants and Sub-component 3.2 will be given access to mobile technologies-based training. The approach will be support the deployment in Casamance of existing mobile-based ag-tech tools by financing: (i) the mobilization of field agents for the deployment of digital solutions at grassroots level; (ii) the integration and production of agricultural information and training content (e.g. videos) adapted to the Casamance context; (iii) the production of digital training materials to strengthen the governance and functionality of CBOs and their capacity to manage their activities (sale/invoicing of services, stock management, member information, etc.); and (iv) initial and transitional coverage of certain costs and fees for access to selected services (meteorological data, etc.). Specific attention will be paid to ensuring that the digital technologies are accessible for marginalized and vulnerable members of the communities including non-literate. The technical / Facilitating Partners will notably ensure deployment of the services in local languages.

#### Component 5: Contingent Emergency Response Component (CERC) (US\$0)

59. **This zero-budget component would serve as a contingent emergency funding mechanism that could be triggered in the event of a natural or man-made hazard event and/or health crisis such as pandemics through formal declaration of a national emergency, or upon a formal request from one of the Government.** In the event of such a disaster/crisis, funds from the unallocated expenditure category or from other project components could be reallocated to finance emergency response expenditures to meet urgent needs. The operations manual will describe in detail the implementation arrangements for the immediate response mechanism.

#### D. Project Beneficiaries

60. The project will focus on communities in selected intervention areas of the three regions of Casamance: Ziguinchor, Sedhiou, and Kolda. The project is expected to cover 60 communes (out of a total of 115). It will focus on rural municipalities, as the nine urban municipalities are covered by the PACASEN Project and will be targeted based on their vulnerability to climate-FCV risks and through a participatory process with national, regional, and local stakeholders.
61. The total number of beneficiaries (direct and indirect) is the population of these communes, estimated at 750,000. Particular focus will be on vulnerable populations in the selected intervention areas, which include women, youth and persons with disabilities. The participating local governments are listed in Table 3 below.

Table 3: Tentative intervention areas of project

Region	Departments and Communes
Zinghichor	Bignona (6-8 communes)
	Oussouye (6-8 communes)
	Ziguinchor (6-8 communes)
Sédhiou	Boukiling (6-8 communes)
	Sédhiou (6-8 communes)
	Goudomp (6-8 communes)
Kolda	Kolda (6-8 communes)



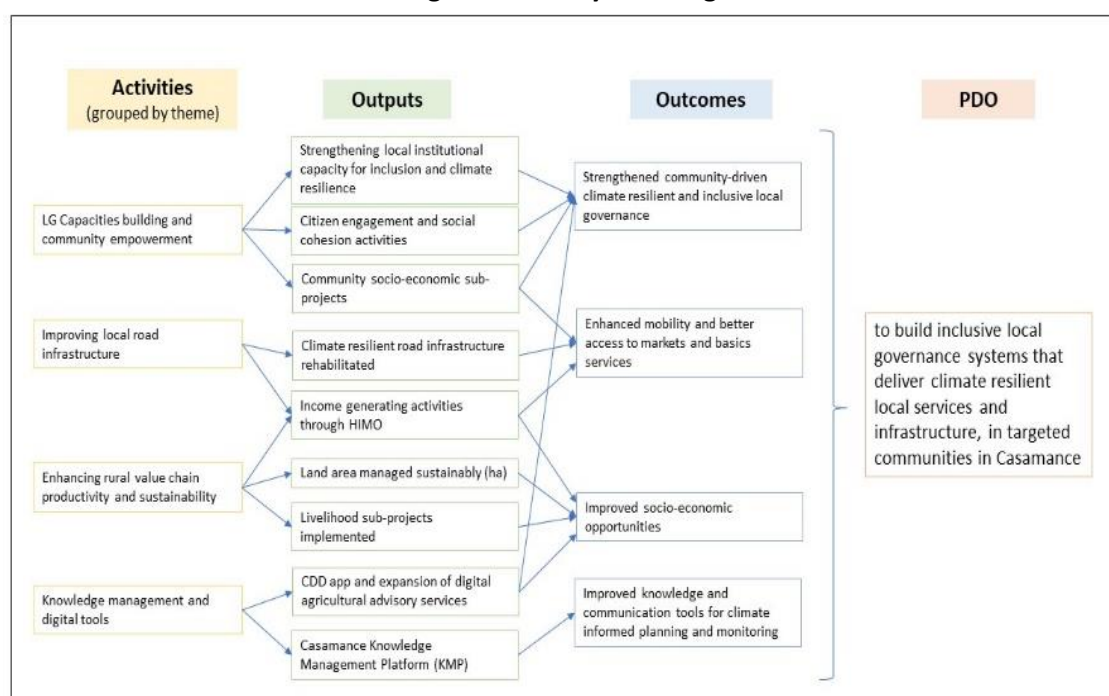


	Médine Yoro Foulah (6-8 communes)
	Vélingara (6-8 communes)

## D. Results Chain

62. The project's theory of change is illustrated in Figure 7 below. The PDO is in line with the Project's higher level objectives which are to contribute to the socio-economic development and resilience of Casamance and reduce the compounding risks of climate variability and change and risk of fragility and conflict for this region of Senegal.

**Figure 5: Theory of Change**



## E. Rationale for World Bank Involvement and Role of Partners

63. The proposed project addresses complex development challenges of social cohesion and resilience in areas where the World Bank has global expertise and can draw upon lessons learned from across the world. The World Bank has the convening power to support a community-centered approach that can support other activities in the Casamance for other stakeholders, including donors. The project activities will complement other activities financed by the Government and other donors.



64. The project is aligned with the Senegal CPF 2020-2024 and PSE and builds on the World Bank's experience in Senegal by drawing critical lessons from past and ongoing operations to improve the overall approach, the implementation arrangements and community mobilization. The proposed project builds on the PPDC focusing on peace and geographic exclusion, citizen engagement and values chains and building trust between community and local government. There have been efforts by the Government to improve socio-economic conditions in Casamance, but those efforts have to date suffered from a lack of coordination, with a wide range of duration, coverage and/or sectoral focus, resulting in sporadic and un-coordinated efforts. Based on its experience in Casamance and globally in promoting socio-economic development of lagging regions and given its convening power and presence, the World Bank can offer a unique set of technical, coordination, and financial support to more systematically and comprehensively promote local economic development and social cohesion and resilience in Casamance.
65. The project seeks to partner with others to raise the level of projects that can promote sustainable peace in Casamance. The European Union (EU), United Nations Development Program UNDP, African Development Bank (AfDB), United States Agency for International Development (USAID), and bilateral partners such as Germany, France, Spain, and Italy have significant programs, some of which are closely related to governance and peacebuilding (e.g., the Governance Program in Senegal, which has a specific component on Dialogue for Social Stability in Casamance, initiated by United States Agency for International Development (USAID)). Many humanitarian organizations/NGOs (WFP, UNHCR, Handicap International, the International Red Cross, etc.) are also active, including in demining activities. Given the large number of actors active in Casamance, there is a need for rigorous coordination by the State of Senegal to establish an effective coordination mechanism.
66. The International Finance Corporation (IFC) involvement in Casamance is limited. It has supported the establishment of a micro-finance institution operating in Casamance through its branch in Ziguinchor. The project will seek support from the IFC's Business Edge Program for capacity building in business planning, marketing and accounting for cooperatives, MSEs and other value chain actors. With respect to the management of the Bignona Platform, IFC has indicated that it is considering providing advisory services that can assist IDA in structuring public-private partnership (PPP) arrangements.
67. The project will facilitate the establishment of productive alliances between cooperatives, suppliers, buyers, service providers and financial products and other operators, including those of the Bignona Platform, operating in the value chain (service providers or solicitors) through contractual agreements. This will strengthen the links between production, post-harvest and markets. Similarly, the project will facilitate access to information on insurance services, tariffs and other dissemination services for small-scale producers and cooperatives involved in the rice sector. The project will strengthen the partnership between the cooperatives and the other operators targeted by the project in order to facilitate access to credit through financial institutions such as the CNCAS, the CMS, MicroCred, the ACEP, etc.

#### **F. Lessons Learned and Reflected in the Project Design**

68. **Improving trust in the government and social cohesion by working through an established network of local organizations.** PPDC implementation modalities have shown that effective community mobilization and capacity building of communes and communities to take ownership of their own local development can serve as effective platforms for citizen engagement in a context characterized by multidimensional fragility, high rates of poverty, low levels of trust in local government, and geographic exclusion. In these areas, it is possible to build on the achievements of the PPDC, as local committees (such as CECs) and CBOs now exist in many communities in





Casamance as a result of PPDC actions. They meet regularly, discuss outstanding issues, solve problems, and jointly develop solutions for their constituents. In future operations, the participatory mechanisms used by these committees and CBOs, as well as the feedback mechanisms with a wide range of established institutional actors (governors, DRAs, prefects, mayors, communes, etc.) can be leveraged and strengthened to encourage greater sustainability of efforts to improve community-based livelihood opportunities. In addition to the marketing infrastructure financed by the PPDC, the CEDP will finance sub-projects to further improve the efficiency of targeted value chains. In addition to these, other pro-poor sub-projects aimed at supporting fragile populations (persons with disabilities, returnees, etc.) will also be financed in the area of short-cycle livestock. These CBO-led sub-projects must undergo an in-depth analysis to demonstrate sustainability. An integrated multi-level approach involving communities as well as different tiers of local government (communes and departments) and sectoral agencies is important to ensure synergies in supported interventions as part of a broader territorial development approach.

69. **Overcoming barriers to inclusion by addressing social norms.** Overcoming barriers to inclusion by addressing social norms: The participation of women and youth in development processes is limited by social structures and cultural norms that negatively impact their ability to develop income-generating activities and access markets for their products. The PPDC found that there is a need to holistically address the social, economic, and physical infrastructure needs of women and youth to both facilitate the production of food for their own consumption and generate cash income through the marketing of surplus production. Its lessons reveal the great potential that exists for increasing livelihood opportunities for poor and vulnerable groups such as women and youth by supporting key value activities in which they primarily operate according to local traditional social norms, such as horticulture or specialized niche activities like oyster production. There is a need to move from supporting production only to supporting downstream value to access the market. In this regard, it is important to always incorporate a thorough gender/youth sensitive market value chain analysis into development operations. Sub-project financing should take into account the CBO's good governance criterion, promoting youth and women in governance wherever possible. Therefore, in order to track these more comprehensive impacts, it is necessary to carefully plan indicators that (a) closely follow the project's theory of change, also encompassing its social cohesion elements; and (b) are sufficiently disaggregated for all relevant indicators.
70. **Participatory planning, programming, budgeting and M&E processes.** The PPDC has made progress in developing community-level mechanisms, transparency of local development processes and procedures for resource planning and budgeting, as well as in collecting the data needed to monitor and evaluate implementation in a participatory manner with beneficiaries. An important feature of enhancing public participation and trust has been to establish predictable funding flows as a prerequisite for meaningful participation in local planning and budgeting. This has been done in particular through CECs that give voice to client populations. Such an approach has strengthened ownership and a sense of inclusion on the part of these populations at the grassroots level, as evidenced by the high level of satisfaction of beneficiaries under the PPDC (over 94 percent). These modalities were also applied by the PPDC to its own results framework, which was informed and monitored to the extent possible through participatory modalities with producer organizations (POs) and CBOs at the grassroots level.
71. **Locally-led climate action.** Finally, the project incorporates lessons and design features related to locally-led climate action and the role of community-driven development in strengthening climate resilience. The World Bank has decades of experience investing in community-driven development and a number of programs that have integrated climate and disaster risk management into large scale CDD programs, including in the Philippines, Indonesia, Bangladesh, and others. Most recently, the World Bank has invested in the first national scale of devolved climate finance in Kenya through the Financing Locally Led Climate Action Program (FLLoCA, P173065). FLLoCA strengthens



the capacity of county and local governments to work in partnership with communities in understanding climate risk and identifying solutions together, while at the same time establishing County Level Climate Change Funds to invest in the actions, they prioritize to adapt to climate change. Globally, learning and support for locally led climate action approaches have gained momentum in recent years. Eight Principles for Locally Led Adaptation<sup>22</sup> were developed by the Global Commission on Adaptation and endorsed by over 50 governments, global institutions and civil society organizations (CSO) in January 2021. Based on lessons from effective adaptation, the principles center on the importance of devolving climate finance and decision-making for adaptation to the local level; addressing the structural inequalities that drive climate vulnerability of marginalized groups, including women, youth, persons with disabilities, displaced groups, etc.; investing in the capacity of local institutions and multisectoral collaboration; ensuring flexible programming and learning; as well as integrating scientific and local/traditional knowledge to enable adaptive management. These principles and World Bank experiences are reflected in the project design.

### III. IMPLEMENTATION ARRANGEMENTS

#### A. Institutional and Implementation Arrangements

72. **The MCTDAT will be the project implementing entity responsible for overall implementation of the project.** MCTDAT has established a Ziguinchor based PIU to support implementation and undertake fiduciary responsibility. The PIU will be responsible for managing the project and producing progress reports. This includes financial, procurement, E&S management, and M&E, in accordance with World Bank guidelines and procedures.
73. **The PIU is headed by a project coordinator, supported by a core team of specialists in procurement, FM, E&S risk management, gender development, rural development, and M&E.** They will also be supported by a team of technical specialists (for example, in community mobilization, livelihoods, territorial development, infrastructure, accounting, communications, internal auditor, and information and communication technology (ICT)) that will be financed by IDA and seconded staff as relevant from different ministries. MCTDAT's regional offices (SARDL) in Sédhiou and Kolda will appoint a local development specialist to act as focal point for the project in those regions, according to terms of references (ToR) developed in the PIM.
74. **The PIU will be responsible for contracting implementing partners** (operators and public agencies) to implement activities under Sub-components 1.1, 3.1 and 3.2. Local investments under Sub-component 1.2 will be carried out by local governments (*maitrise d'ouvrage locale*) with technical assistance by the ARDs (*assistance à maitrise d'ouvrage*) while the PIU will manage the project funds and ensure payments. The PIU will contract with a technical works agency to implement Component 2 activities. Under Component 4, the PIU will partner with the Assane Seck University of Ziguinchor for analytics and research activities.
75. **A National Steering Committee (NSC) will be established,** chaired by MCTDAT, to guide and oversee the implementation of the project at the national level. At the regional level, the project will be overseen by the Regional Monitoring Committee (RMC), chaired by the Governor.

<sup>22</sup> [https://files.wri.org/s3fs-public/uploads/Locally\\_Led\\_Adaptation\\_Principles\\_-\\_Endorsement\\_Version.pdf](https://files.wri.org/s3fs-public/uploads/Locally_Led_Adaptation_Principles_-_Endorsement_Version.pdf)



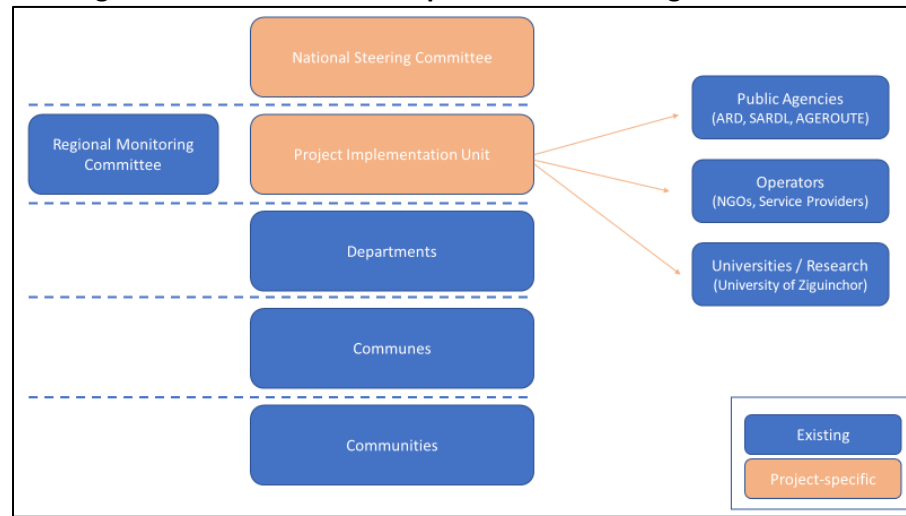
**Table 3: Key project related institutions and their roles and responsibilities**

	<b>Membership</b>	<b>Roles and Responsibilities</b>
<b>National Steering Committee</b>	MCTDAT, Ministry of Transport, Ministry of Finance and Budget (DODP, DDP), Economy, Ministry of Agriculture, Ministry of Industry, Ministry of Commerce, the association of the departments of Senegal, the association of the mayors of Senegal.	<ul style="list-style-type: none"> <li>• Strategic guidance and oversight of project management.</li> <li>• National level coordination.</li> <li>• Implementation, including approving the annual work plans and budgets of the relevant implementation levels.</li> </ul>
<b>RMC (1 in each region)</b>	Governors, Regional Support Services for Local Development ( <i>Services Régionaux d'Appui au Développement Local</i> , SRADL), Regional Development Agency ( <i>Agence Régionale de Développement</i> , ARD), Regional Directorate of Rural Development ( <i>Direction Régionale du Développement Rural</i> , DRDR), Scientific Institute for Agricultural Research ( <i>Institut Scientifique de Recherche Agricole</i> , ISRA), National Agency for the revival of economic and social activities in Casamance ( <i>Agence Nationale pour la relance des Activités économiques et sociales en Casamance</i> , ANRAC), Roads Directorate, AGEROUTE, association of the departments of Senegal, the association of the mayors of Senegal, the commerce, industry and agriculture chamber and the trade chamber, and civil society including organizations of women and youth.	<ul style="list-style-type: none"> <li>• Technical guidance and oversight of project management</li> <li>• Regional level coordination.</li> </ul>

76. **A detailed PIM will be prepared** two months after project effectiveness The PIM will detail the roles and responsibilities at the national, subnational, and local levels and implementation arrangements for the project components, the technical activities, E&S risk management, M&E, FM, and procurement procedures. The external auditor will be hired two months after the effectiveness.



Figure 8: Institutional and Implementation Arrangements



## B. Results Monitoring and Evaluation Arrangements

77. **M&E capacities will be ensured at the national, subnational, and local levels for the collection, organization, and analysis of project-related data.** The main instrument for M&E under CEDP will be the Results Framework. The indicators, data sources, and data collection methods take into account the citizen engagement principles and the limited institutional capacities in the project-targeted areas. Some indicators will be tracked annually, and some, especially those that require a perception survey, will only be measured at baseline (through a baseline study), during the MTR and at the end of the project. All indicators will be disaggregated by female and youth (percentage) for core indicators on direct project beneficiaries. As social cohesion is an important part and a higher-level objective that the project aims to contribute to, social cohesion related perception indicators will be designed and monitored through the project as well; while acknowledging that they will not form part of the project's results framework (as performance on social cohesion would not be attributable to only this project), monitoring them will provide important information on the Casamance and could inform future research or operational responses in this regard.
78. **Building on the innovative GIS based platform developed under PPDC,<sup>23</sup> the CEDP will further support deployment of a CDD app for real-time data collection and analysis** which will enable project teams to use tools for in-field collection of structured digital data that automatically feed into a centralized M&E system and the Casamance Knowledge Management Platform. The integrated data will include key project indicators, based on tailor-made forms; photos, audio, videos; time and date stamps; and global positioning system coordinates that allow for automated geo-mapping of the information. Using these tools systematically allows the project to enhance the transparency and accuracy of M&E.

## C. Sustainability

79. **Institutional sustainability.** The CEDP will be implemented through existing institutions at the national, subnational, and local levels. The project will contribute to institutional sustainability by building the capacities of these

<sup>23</sup> <http://www.sig-ppdc.org/>



institutions, as well as reinforcing coordination and collaboration across the national, subnational, and local levels, thus rendering local government planning and implementation processes more responsive to community needs. The project is also expected to strengthen links across various sectoral ministries or departments.

80. **Sustainability of investments.** The CEDP will actively engage the community in the planning and implementation of civil works for the construction or rehabilitation of roads, markets, water supply infrastructure, and so on thereby, building community ownership for the sustainability of the investments. The project will only invest in the upgrade and/or rehabilitation of the existing connectivity infrastructure and will work in close coordination with the respective sectoral agencies to ensure that the recurring O&M costs are included in annual budgets, guaranteeing the sustainability of investments. For public productive investments and agriculture livelihoods, only project investments that are building upon existing activities and/or are made in complementarity of such activities, and which are included in the LDPs, will be made. Citizen engagement and social cohesion activities will also build upon the existing community structures, institutions, and activities.
81. **Economic sustainability.** The project's economic analysis is discussed in Annex 4. Investments will mainly be based on community-identified priorities, technical feasibility, and market assessments to ensure that they are viable, enhance incomes for target communities, and maximize socioeconomic development benefits. The project will increase the vulnerable population's access to socioeconomic services, markets, water, means of production, and livelihoods and enhance the productivity of natural resources. The project will also provide skills training and enhance the productivity of agriculture. All these are expected to boost incomes and reduce the communities' vulnerability to climate change. Community empowerment through citizen engagement, social cohesion activities, and strengthened feedback mechanisms will contribute to maximize the sustainability of economic benefits.
82. **Environmental sustainability.** Project investments will be climate-resilient and environmentally sustainable and integrate climate change considerations (for example, maximizing climate co-benefits and promoting climate change adaptation measures). Examples include using climate smart innovative agricultural techniques, enhancing productivity of environmental resources, supporting soil and water conservation, as well as construction of climate-resilient small-scale water and drainage infrastructure.

#### IV. PROJECT APPRAISAL SUMMARY

##### A. Technical, Economic Analysis

83. **Technical analysis.** The project was designed to be technically sound, feasible, and appropriate for the fragile context of Casamance, as it was informed by national and global best practices, analytics undertaken during preparation, lessons learned from existing operations, and consultations with key stakeholders. An analysis of some of the key technical elements that the project includes are as follows:
- (i) **Community centered approach.** The project draws from the CDD operational approaches which has been increasingly recognized as the modality of choice for operating in remote and conflict-affected areas.<sup>24</sup> This needs-based approach has been deemed to be effective in delivering services in difficult-to-reach areas and low-capacity contexts<sup>25</sup>—characteristic of the project's targeted areas. This community-centered approach

<sup>24</sup> United Nations and World Bank. 2018. Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict. Washington, DC: World Bank.

<sup>25</sup> Independent Evaluation Group. 2015. World Bank Group Engagement in Situations of Fragility, Conflict, and Violence. Washington, DC: World Bank.



not only supports social cohesion and resilience but also provides for the necessary flexibility to develop customized responses to the diverse localized needs of the communities. The project also has a strong emphasis on strengthening the role and capacity of commune authorities in core management functions and delivering local services. By involving communes and communities in decision-making, this supports resource distribution and prioritization that is fair, socially accepted, and cost-effective thereby bringing the Governments closer to citizens, redressing long-standing grievances, fostering social trust, and incentivizing collective ownership and action. Additionally, the CDD model aligns with global good practice on disaster and climate risk management in terms of devolving funds and decision-making power to the local level. As the impacts of climate-related shocks and stressors are felt at the local level, decision-making and resources should be at the local level as well. Globally, there is growing recognition that locally led climate action can be more effective than adaptation interventions that operate in a top-down manner, as local actors are often more aware of the nuanced context in which they operate and what is required to effect change at local levels. The project design incorporates lessons learned from other successful international examples of large-scale CDD and livelihood programs, especially in Indonesia, Yemen, and Africa.

- (ii) **Good industry practices.** The technical design also follows best practices for development interventions using labor-intensive methods in climate vulnerable and fragile settings. In particular, the lessons learned from the LIPW programs in under PPDC in Casamance as well as other programs in Niger and Central African Republic. The project's design is also based on successful approaches developed under past and ongoing World Bank-financed projects for natural resource management, water, sanitation, and agriculture development.
- (iii) **Implementation arrangements.** Given the constraints in terms of reach, finance, and implementation capacity, the project aims to build upon existing local government structures and community platforms, as well as involve community institutions, NGOs, public agencies with technical expertise and ground presence to execute the project activities on time. The project will also embed community responsiveness in local development planning and budget processes, as well as supplement project monitoring with the innovative use of ICT and community accountability mechanisms.

84. **Economic and financial analysis.** The economic and financial analysis for the project is detailed in Annex 4. Significant socioeconomic benefits for the project are envisaged, key findings of the economic analysis include:

- (i) The computation of the net present value (NPV) and the internal rate of return (IRR) of the project reveals that the interventions identified under Sub-components 1.2, 2 and 3. are economically viable under the baseline scenario as well as under scenarios with less favorable conditions.
- (ii) The project will provide communities, especially women and youth, with livestock and agricultural inputs which will support the intensification and improvement of certain agricultural and livestock sectors and is expected to result in an increase in agricultural and livestock production in the target regions.
- (iii) Other incremental benefits could relate to financial and time savings derived from improved access to markets, water points, education, and health infrastructure, reduced transportation costs, and so on.
- (iv) Strengthening of citizen engagement, social cohesion, and capacity building will be non-quantifiable benefits that the project will provide. The involvement of local authorities in the implementation of the project and the organization of communication and awareness-raising activities will boost public trust in the state and resilience capacities of the populations. A robust capacity-building plan of local institutions will help ensure the sustainability of project benefits and allow future additional financings or projects to build upon these reinforced structures. Citizen engagement mechanisms such as consultations, grievance redress mechanisms (GRM), and community monitoring will also boost confidence in the state and provide channels for citizens'





voice and effective participation. This will also strengthen social cohesion and resilience with regards to the populations' existing coping mechanisms.

## B. Fiduciary

### (i) Financial Management (FM)

85. **An assessment of the FM arrangements of the PIU under the oversight of the MCTDAT was carried out in September 2021.** The assessment entailed a review of the PIU capacity and its ability to record, control, and manage project resources and produce timely, relevant and reliable information for key stakeholders including the Government and the World Bank. The objective of the assessment was to determine whether the FM arrangements in place are acceptable. The assessment complied with the FM Manual for World Bank Investment Project Financing (IPF) Operations, that became effective on March 1, 2010 and as last revised in September 2021. These arrangements would ensure that the implementing entity: (i) uses project funds only for the intended purposes in an efficient and economical way; (ii) prepares accurate and reliable accounts as well as timely periodic financial reports; (iii) safeguards assets of the project; and (iv) has acceptable auditing arrangements. The assessment revealed that the PIU is being established and that the FM system in place has the following capacity constraints: (i) weak internal control and; (ii) lack of adequate accounting and reporting system. However, key project's staff including the administrative and financial officer have already been recruited. An advanced draft of the financial and administrative Manuel has been already received for review and comments.
86. **Conclusion of the FM assessment:** The FM arrangements of the PIU are not yet adequate and do not satisfy the World Bank's minimum requirements under World Bank Policy and Directive on IPF effective in 2017. The overall risk for the project is rated as Substantial. An FM action plan including the below listed mitigation measures will be put in place.

### (ii) Procurement

87. **Applicable procurement rules and procedures.** Procurement under this project will be carried out in accordance with the World Bank's "Procurement Regulations for IPF Borrowers" (Procurement Regulations) dated July 2016 and revised in November 2017, August 2018 and November 2020 under the "New Procurement Framework (NPF), and the "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants", dated July 1, 2016. The procuring entity as well as bidders, and service providers, i.e., suppliers, contractors and consultants shall observe the highest standard of ethics during the procurement and execution of contracts financed under the project in accordance with paragraph 3.32 and Annex IV of the Procurement Regulations.
88. **Procurement implementation arrangement.** The Borrower will set up a PIU located in the MCTDAT. To ensure performance in procurement activities and avoid delay, the PIU will obtain a waiver from the Regulatory Body (ARMP) to have an internal Procurement Committee (*Commission des Marches*) and a Procurement Unit (*Cellule de Passation de Marches*), as for some World Bank funded projects so the PIU will handle procurement processes while approval of contracts remain as planned by the National Procurement Code. Beside the PIU, the project will further build on PPDC's experience with technical executing agencies—including, FNDASP, ISRA within their respective fields of intervention. These agencies will work directly with local authorities (municipalities) and producer organizations in the field.



89. **Procurement capacity and risk assessment.** The procurement capacity and risk assessment were carried out by the World Bank in March 2021. The Procurement Risk Assessment Management System (PRAMS) showed that the main issues/risks concerning the procurement activities for the project's implementation are: (i) the PIU and other executing agencies have not enough experience in the new World Bank NPF; (ii) the lack of manual of administrative and financial procedures for the proposed project; (iii) the PIU need more equipment and/or space to file the documents of the proposed project; and (iv) the procurement specialist to be hired may need sufficient experience in the new World Bank NPF. A detailed procurement description and institutional arrangements can be found in Annex 2.
90. **Mitigation measures proposed.** To address these risks, the mitigation measures below were proposed: (i) hiring a consultant to develop the administrative, procurement, accounting, and financial procedures in the PIM; (ii) identification of more space and/or purchasing of additional equipment to file archives of the executing agencies; (iii) recruitment of a full-time procurement specialist for the duration of project implementation who will be mapped in the PIU but available to support all executing agencies; and (iv) training of staff and technical experts involved in project implementation in World Bank basic procurement procedures. The technical responsibilities in preparing procurement packages (including technical specifications and ToRs as well as amending basic procurement document templates, such as data sheets) will be carried out by the relevant specialists/experts and not by the procurement team.
91. **The overall project risk for procurement is rating as "Substantial".** The residual level risk is expected to be "moderate" once the mitigation measures are implemented.
92. **Project Procurement Strategy for Development (PPSD).** The PPCSD prepared by the Borrower describes how procurement activities will support project operations. The PPCSD is linked to the project implementation schedule and will help ensure proper sequencing of project activities. The PPCSD covers procurement institutional arrangements, including roles and responsibilities, procurement methods, thresholds, and prior review arrangements. It also includes a detailed description and assessment of the implementing entities' capacity for carrying out procurement and managing contracts within an acceptable governance structure and accountability framework. The procurement arrangements described above are based on the weaknesses and mitigation measures explained in the PPCSD.
93. **Frequency of procurement implementation support.** In addition to the prior review supervision which will be carried out by the World Bank, semi-annual implementation support missions are recommended. Annual World Bank procurement post review will be conducted by the World Bank procurement specialist. The sample size will be based on the procurement risk rating. The prior review procurements will be reviewed and cleared in STEP by the World Bank procurement specialist.
94. **Contract management and administration.** For all prior review contracts, contract management plans (in line with the provisions of Regulations Annex XI) will be developed during contract creation and completed at the time contracts are signed.





### 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

95. **Environmental Risk is Moderate.** Project activities that aim to improve accessibility to the most isolated rural communities will be done with improvement, rehabilitation / maintenance of existing roads. There are also plans to construct / rehabilitate small buildings and production centers to support rural productive activities that would increase economic opportunities for farmers and marginalized groups within target communities. These activities could generate site-specific, localized negative environmental impacts and moderate risks. These include nuisances such as dust, noise, poor management of construction waste and probably a slight loss of vegetation. In addition, there are health and safety problems for the populations living near the roads but also for workers during construction/rehabilitation. Some project activities will also aim to promote the sustainable use of natural resources as sources of livelihood as well as important cultural and natural heritage sites.
96. **Social Risk is Substantial.** The project will strength social inclusion of vulnerable groups within target communities; and will support both the Government's national cohesion process and economic development goals outlined by the national strategy by targeting agricultural production, improvements in accessibility through infrastructure initiatives, and citizen engagement. It will reinforce social cohesion and resilience of target communities and their institutions. While the project will be taking place in the Casamance region which has a history of civil unrest and violence, under the PPDC (P125506) there have been not reported cases of violence. However, the social risk of the project is nonetheless considered Substantial as (i) the project intervention area is subject to latent conflict, with recent interventions by state military forces. Casamance is a fragile region regarding the context of conflict and rebellion; (ii) the project will involve the active participation of women with a potential risk of GBV given the liabilities of the area; and (iii) the risk of GBV is likely to be exacerbated by the potential influx of labor related to the rehabilitation of the roads and rice valleys. (iv) there is a risk of elite capture, i.e., the control of the process by politicians, influential groups such as socio-professional associations already structured and benefiting from productive means, (v) Sexual exploitation and abuse and sexual harassment risk (SEA/SH) risk rating is substantial.
97. **In addition, the project will work towards a consensus on the notion of vulnerability**, on the criteria that define it and the rating of these criteria in order to minimize any social risk inherent in the strategy of targeting youth and vulnerable groups. Potential social risks include physical and economic displacement, risks to contractor's labor working in conflict areas/low security zones, and other labor risks (including child labor), as well as risks of the exclusion of vulnerable individuals and groups to receive project benefits, such as exclusion from employment opportunities in the project, and from consultation. Similarly, the introduction of a skilled workforce into project areas may heighten risks of SEA/SH, exacerbate social conflicts), disrupt social cohesion and increase risks related to the transmission of communicable diseases to and from local communities.



98. **Risk Mitigation Measures.** The identified E&S risks as well as the improvement of the sustainable management of natural resources have been included in the environmental and social management framework (ESMF), covering the environmental screening, health and safety at work (OHS) and the development of environmental and social management plans (ESMP). The ESMF has been publicly disclosed January, 10, 2022. The Annex of the ESMF contains a Response Plan for the Prevention, Mitigation and Management of SEA/SH. The design of the project includes the recruitment of a full-time environmental specialist and a full-time social specialist with solid experience in stakeholder engagement, GRM operationalization, and GBV/SEA/SH issues at the PIU. The project has developed and disclosed a Stakeholder Engagement Plan (SEP), a Resettlement Policy Framework (RPF), an Environmental and Social Commitment Plan (ESCP) and Labor Management Procedures (LMP). The ESCP and the SEP have been disclosed on January 24, 2022. The LMP and CPF have been disclosed on the 9<sup>th</sup> of January. All these documents were also disclosed on the country website and the ESMS WB. The final version of each resettlement action plan (RAP) shall be submitted to the Bank for review and acceptance and disclosed at the country level and on the World Bank website.
99. **Citizen engagement is integrated across the project design and embedded in various activities through social inclusion, community-centered approach, and the effective implementation of GRMs.** During preparation a SEP has been prepared and disclosed. It includes actions to ensure beneficiary engagement through enhancing their voice and participation throughout the project's implementation. Community engagement in early stages of the project will be supported to enhance beneficiaries voice, ensure their ownership of the project interventions and to reflect communities' priority needs. This will include consultations through various venues and channels including: (i) focus group discussions with local NGOs members and community representatives; and (ii) community meetings, individual meetings with local leaders and public meetings in targeted villages or communes. The CEDP promotes an integrated approach to local development through complementary investments focused on the most vulnerable communities in Casamance. In each beneficiary commune, communities will identify and prioritize their most urgent needs for socio-economic infrastructure and livelihood support. The GRM procedures will be designed in consultations with various government and non-government stakeholders to ensure uptake accessibility as well as timely resolutions and feedback. To allow for informed beneficiary feedback, the citizen engagement interventions will be supported by sequenced communication actions through local radios and traditional community communication channels to disclose information and keep communities informed on the project progress and key information. The communication messaging will also inform the GRM procedures as well as the uptake locations and timeframe of resolutions. The project will support the development and strengthening of the CDD app to provide access to information on all interventions to a broader audience and support the project's community-centered approach. The strengthening of social cohesion and community resilience in Casamance are the main objectives of the project through a multidimensional and inclusive approach. Citizen engagement will be captured in the result framework through monitoring Grievances received and addressed in the determined timeframe-% ". In order to count for a CE mechanism the satisfaction survey has to be done at the latest by project midterm so that the feedback can be taken into account in the remaining project interventions.
100. **Gender and youth sensitive interventions.** To address stark gender and youth inequalities, the project has integrated gender- and youth-sensitive interventions into the project components through actively boosting their roles in public life and community decision making by supporting their participation in local development processes, empowering them to identify and prioritize investments, engaging them actively in local dialogues and social cohesion events under Component 1. In response to gender and youth-based disparities in economic opportunities and climate vulnerability, CEDP will target women and youth through a multi-faceted approach of livelihood, agribusiness, and labor-intensive activities (through for example rural road maintenance). Increasing women and youth's roles in public life and decision making will be supported by women and youth's participation in community



engagement processes supported under Component 1. Strengthening local governance and enhancing access to local services for improved inclusion and resilience, the socio-economic empowerment will be supported through local capacity building, inclusive targeting and linking women and youth to tailored and relevant socio-economic resources under Components 1 and 3. Finally, through consulting women and girls on their local transportation needs and the movement restrictions they may face, the project will seek to design the connectivity component in a way that accounts for these needs and barriers, thus increasing women's access both to services and markets under Component 2. Finally, gaps in women's agency and voice will be addressed through leadership development and the promotion of GBV prevention and mitigation measures and response mechanisms.

101. **Gender tag results chain.** Although this project has many activities to address gender, for the gender tag, the project's theory of change addresses the issues of women being constrained from using health services due to a lack of time and distance. To illustrate, a 2011 Senegal Demographic and Health and Multiple Indicator Cluster Survey found that survey only 45 percent of births in Casamance are attended by trained personnel, leaving women more exposed to maternal mortality or birth complications. The survey also found that the primary barriers for accessing health services cited by women was distance of health facility (62 percent and 59 percent of women in Sedhiou and Kolda respectively) and expenses (62 percent and 58 percent in Sedhiou and Ziguinchor respectively) this is followed closely by social norms where women require permission to access health services or fear going alone. These issues have continued with the COVID-19 pandemic and subsequent lockdowns, which has put women at an even more precarious state of health. This indicates that improvements to local connectivity that are gender sensitive could have an impact on women's access to services but that these would need to be accompanied by economic empowerment as well as community-based interventions that take into account these socio-economic barriers. Due to this key gap, the project activities will reduce the amount of time taken for women to access and go to health center. The RMP developed under Sub-component 1.3 would prioritize interventions to enhance local access (to schools and health centers for instance) and pay close attention to the priorities, safety and needs of women and girls particularly for women and their security in this process as well as climate resilience of the proposed interventions. This will also include safe lighting, bus stops, and safety structures in and around health centers. The proposed project aims at contributing to improve overall access to maternal health for selected rural communities, by investing in all-weather roads access and strengthening the resilience of the secondary and tertiary road network. These investments are expected to bring about significant improvements in women's and infant physical access to health facilities, and in the long-run could induce significant productivity gains for affected communities. The project will measure this by having an indicator in the results framework that measures the increase in the number of women who can access health services within 60 minutes in select project areas, with an expected end target of 60,000 women.

102. **Grievance Redress Mechanism (GRM).** The CEDP is built on the PPDC project which had a strong GRM. The CEDP prepared a GRM in SEP and in LMP for workers where specific SEA/SH sensitive procedures are prepared. The SEP and the LMP were disclosed at World Bank and in country and will be implemented including the ethical treatment and resolution of complaints proportionate to the potential risks and negative impacts of the project. The project has established a structured approach to stakeholder's access to information on GRM procedures including uptake and timeframe for resolution and feedback. The project's GRM will be structured around transparent procedures that will be informed by regular consultations considering excluded groups, women and girls to ensure accessibility and a timely resolution and feedback to complainants. The CDD app will also offer GRM functionalities for submitting complaints and tracking their resolution. As the PIU is on board and some activities of the PPA will be implemented soon, the team are working to operationalize the CEDP build on the PPDC lesson learnt and engagement with communities. The CEC will be fully implicated in the process of operationalization and divulgation.



## V. GRIEVANCE REDRESS SERVICES

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 dependent 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](http://www.inspectionpanel.org).

## VI. KEY RISKS

104. **The overall risk for this project is rated Moderate.** Though the subnational fragility of Casamance increases political and governance risks, relative to working in other parts of Senegal, this risk is mitigated by the familiarity of the PIU with the local context and its strong network of local civil society, as well as the community-based design of the project.
105. **Political and governance risk (Substantial):** In view of the FCV characteristics of Casamance, this risk is considered as substantial. The project will mitigate this risk by drawing on the experience of the PPDC Project and personnel, which were able to effectively work in Casamance. Mitigating measures include physically locating the PIU in Ziguinchor to ensure close dialogue and trust-building with local civil society and other actors and weigh prior experience in the Casamance as part of the selection criteria of PIU staff. In case of outbreaks of conflict or protests affecting the project implementation, the project will adopt a risk-based approach that will enable the project to adapt its implementation if local security conditions change. The project enjoys a high degree of Government commitment as Casamance is a priority area for public investment. The local elections have been held on the 24<sup>th</sup> of January 2022 prior to the project becoming effective should be beneficial to the project in ensuring a certain continuity in interlocutors at the local level for the duration of the project and supporting incoming local authorities in developing/updating LDPs.
106. **Macroeconomic risk (Substantial):** the risks are rated as substantial given the current context of COVID-19 and external macroeconomic shocks. The COVID-19 pandemic has resulted in major outbreaks globally with significant public health and economic impacts, which has affected the region. COVID-19-related movement restrictions, including border closure, are also expected to have a significant impact, negatively affecting the economy.
107. **Sector Strategies and Policies (Moderate).** Following the PPDC experience, there is a supportive authorizing environment and limited uncertainties regarding implementation in Casamance for the proposed project activities. Mitigation measures will include a strong stakeholder engagement strategy and close collaboration with all relevant ministries and development actors.



108. **Institutional capacity for Implementation and Sustainability (Moderate).** The administrative and human resources capacities at the national and local levels are experienced in the project target areas. The project will invest in capacity building of different stakeholders across the government structures, and to enhance their capacity by setting up the hub office in Ziguinchor.
109. **Fiduciary risk (Substantial).** While Senegal has been implementing the World Bank financed projects with relative good track record, given that the project targets lagging, remote zones and with extensive engagement of local stakeholders, the fiduciary management risks are considered Substantial. The conclusion of the FM assessment is that the FM arrangements of the PIU are not yet adequate and do not satisfy the World Bank's minimum requirements under World Bank Policy and Directive on IPF effective in 2017. An FM action plan will be put in place. Capacity enhancement at multiple levels, regular oversight and periodic audits will be required to ensure the efficiency and transparency of the project's fiduciary management.
110. **Environmental and Social (Substantial).** While the project will be taking place in the Casamance region which has a history of civil unrest and violence, Casamance is a fragile region regarding the context of conflict and rebellion. The COVID-19 transmission risks amongst project workers and in project communities will be mitigated through measures detailed in the project's ESMF. The overall E&S risk of the project is assessed to be Substantial. The PPDC PIU had implemented the E&S aspects of the previous project with satisfaction. They received training on the Environmental and Social Framework (ESF) in November-December 2018. The project established a GRM built on PPDC GRM which will be operationalized throughout the project. This experience will promote the effective implementation of the present project.



## VII. RESULTS FRAMEWORK AND MONITORING

### Results Framework

COUNTRY: Senegal

Casamance Economic Development Project

#### Project Development Objectives(s)

The development objective of the project is to build inclusive local governance systems that deliver climate resilient local services and infrastructure, in targeted communities in Casamance.

#### Project Development Objective Indicators

Indicator Name	PBC	Baseline	Intermediate Targets				End Target
			1	2	3	4	
Inclusive local governance systems that deliver climate resilient local services and infrastructure							
Beneficiaries in project target areas provided with improved access to climate resilient socio-economic services (disaggregated by females and youth) (number) (Number)		0.00	250,000.00	500,000.00	750,000.00	750,000.00	750,000.00
Females in project target areas provided with improved access to climate-resilient socio-economic services (Number)		0.00	125,000.00	250,000.00	375,000.00	375,000.00	375,000.00
Youth in project target areas provided with improved access to climate resilient socio-economic		0.00	60,000.00	125,000.00	250,000.00	250,000.00	250,000.00



Indicator Name	PBC	Baseline	Intermediate Targets				End Target
			1	2	3	4	
services (Number)							
Beneficiaries surveyed that feel project investments reflected their needs (disaggregated by females and youth) (Percentage) (Percentage)		0.00	0.00	0.00	75.00	0.00	85.00
Females surveyed that feel project investments reflected their needs (Percentage)		0.00			75.00		85.00
Youths surveyed that feel project investments reflected their needs (Percentage)		0.00			75.00		85.00
Increase of population within 5 kms of an all-weather road (Percentage)		0.00	2.00	5.00	10.00	13.00	15.00
Land area managed sustainably (Hectare(Ha))		0.00	0.00	500.00	1,500.00	4,000.00	6,000.00
Female beneficiaries reporting an increase in annual income as a result of benefiting from agricultural services (Number)		0.00	500.00	2,000.00	4,000.00	8,000.00	8,000.00





### Intermediate Results Indicators by Components

Indicator Name	PBC	Baseline	Intermediate Targets				End Target
			1	2	3	4	
Component 1: Strengthening local governance and enhancing access to local services							
Number of LDPs prepared/updated promoting participation, social inclusion and are climate-informed (Number)		0.00	20.00	40.00	60.00	60.00	60.00
Number of Local Mobility Plans developed promoting social inclusion and are climate-informed (Number)		0.00	3.00	9.00	9.00	9.00	9.00
Implementation of LDPs in participating communes (Percentage)		0.00	10.00	20.00	40.00	70.00	90.00
Communes more transparent through disseminating information on local planning processes and results (Number)		0.00	20.00	40.00	60.00	60.00	60.00
Female beneficiaries saying they have a say in community decision-making (Percentage)		0.00	30.00	40.00	50.00	60.00	70.00
Number of climate-smart socio-economic sub-projects (Number)		0.00	40.00	120.00	200.00	330.00	330.00
Component 2 : Enhancing rural mobility and enhancing access to local services							
Number of people who can access regional size markets within 120 minutes in project area (Number)		0.00	0.00	500,000.00	550,000.00	600,000.00	650,000.00



Indicator Name	PBC	Baseline	Intermediate Targets				End Target
			1	2	3	4	
Increase in the number of females who can access health services within 60 minutes in select project areas (Number)		0.00	0.00	15,000.00	30,000.00	45,000.00	60,000.00
Climate resilient all-weather roads rehabilitated (secondary and tertiary) (Kilometers)		0.00	10.00	90.00	150.00	200.00	250.00
<b>Component 3 : Broadening sustainable rural livelihood opportunities</b>							
Beneficiaries of livelihoods sub-projects (Number)		0.00	2,000.00	4,000.00	6,000.00	8,000.00	8,000.00
Implementation of inclusive and resilient value chain strategies (Percentage)		0.00	0.00	20.00	40.00	60.00	90.00
Increase in women and youth participation in CBO governance structures (Percentage)		0.00	0.00	10.00	20.00	30.00	30.00
<b>Component 4 : Supporting Project management, digital innovations and knowledge management</b>							
Casamance Knowledge Management Platform established and operational (Yes/No)		No	No	Yes	Yes	Yes	Yes
Number of regular users of digital services (CDD app and Digital Agriculture services) (Number)		0.00	100.00	500.00	1,000.00	2,000.00	3,000.00
Female regular users of digital services (CDD app and Digital Agriculture services) (Number)		0.00	50.00	250.00	500.00	1,000.00	1,500.00



**Monitoring & Evaluation Plan: PDO Indicators**

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Beneficiaries in project target areas provided with improved access to climate resilient socio-economic services (disaggregated by females and youth) (number)	Number of persons having access to and use of project-built infrastructure and services (e.g., all weather roads, water, schools, health services, markets, trainings, etc.). This indicator should also be disaggregated by gender and youth. The target for women beneficiaries is 50% and youth 40%.	Annual	Project MIS, field reports	Review of sub-project proposals and completion reports	PIU
Females in project target areas provided with improved access to climate-resilient socio-economic services	Number of females having access to and use of project-built infrastructure and services (e.g., all weather roads, water, schools, health services, markets, trainings, etc.).	Annual	Project MIS, field reports	Review of sub-project proposals and completion reports	PIU
Youth in project target areas provided with improved access to climate resilient socio-economic services	Number of youths having access to and use of project-built infrastructure and services (e.g., all weather roads, water, schools, health	Annual	Project MIS, field reports	Review of sub-project proposals and completion reports	PIU



	services, markets, trainings, etc.).				
Beneficiaries surveyed that feel project investments reflected their needs (disaggregated by females and youth) (Percentage)	Measures perception of community members on project investments. Percentage of community members based upon sample.	Measured twice during the project (before the project's mid-term review and during the last year of the project)	Study/survey reports	Qualitative / perception survey	PIU
Females surveyed that feel project investments reflected their needs	Measures perception of females on project investments. Percentage of females based upon sample.	Measured twice during the project (before the project's mid-term review and during the last year of the project)	Study/survey reports	Qualitative / perception survey	PIU
Youths surveyed that feel project investments reflected their needs	Measures perception of youths on project investments. Percentage of youths based upon sample.	Measured twice during the project (before the project's mid-term review and during the	Study/survey reports	Qualitative / perception survey	PIU



		last year of the project)			
Increase of population within 5 kms of an all-weather road	Increase access to all weather road in participating localities	Annual	Based on Rural Mobility Plans	As defined in Rural Mobility Plans	PIU
Land area managed sustainably	Area of land managed sustainably	Annual	PIU monitoring reports	Progress reports	PIU
Female beneficiaries reporting an increase in annual income as a result of benefiting from agricultural services	Increase in income for female beneficiaries	Annual	Study / survey reports	Qualitative / perception survey	PIU

#### Monitoring & Evaluation Plan: Intermediate Results Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Number of LDPs prepared/updated promoting participation, social inclusion and are climate-informed	PCDs are prepared/updated promoting participation, social inclusion and are climate-informed	Annual	Project		PIU
Number of Local Mobility Plans developed promoting social inclusion and are climate-informed	RMPs prepared following PIM methodology are adopted by Departmental Authorities	Annual	Evidence of adoption of RMP included in annual project	PIU in consultation with department authorities	PIU



			report		
Implementation of LDPs in participating communes	Measures implementation of PCD and indicates efficiency and credibility of the planning process	Annual	Based on PCD implementation reports prepared by municipal authorities	PIU in collaboration with municipal authorities, based on methodology detailed in the PIM	PIU
Communes more transparent through disseminating information on local planning processes and results	Communes complying with criteria for enhanced transparency as detailed in project POM	Annual	Reported in ARD progress reports	ARD carries out spot check in municipalities	PIU in collaboration with ARDs
Female beneficiaries saying they have a say in community decision-making	Women beneficiaries saying they have a say in community decision-making	Mid term and end of project	survey	quantitative survey	PIU
Number of climate-smart socio-economic sub-projects	Identifies number of climate-smart socio-economic sub-project supported by the Project	Annual	PIU progress report, based on PCD implementation reports of municipal authorities	Progress reports	PIU
Number of people who can access regional size markets within 120 minutes in project area	Indicator to measure increase access to markets. The monitoring will be disaggregated by age, gender and those with mobility impairments.	Baseline, MTR and end of project	Survey	Quantitative survey	PIU



Increase in the number of females who can access health services within 60 minutes in select project areas	Indicator to assess enhance access to services for women	Baseline, MTR and end of projet	Survey	Quantitative survey	PIU
Climate resilient all-weather roads rehabilitated (secondary and tertiary)	Indicator to measure improvement to road network	Annual	Progress report on component 2	Progress report	PIU
Beneficiaries of livelihoods sub-projects	Indicator to assess number of beneficiaries of livelihood interventions	Annual	Project progress report on Component 3	Project progress report	PIU
Implementation of inclusive and resilient value chain strategies	Assess preparation of value chain assessments, per methodology defined in the POM	End of Year 1	PIU progress report	Verify completion of assessments based on POM methodology	PIU
Increase in women and youth participation in CBO governance structures	Assess participation of women and youth in the governance of livelihood activities	Annual	PIU progress reports on component 3 / MIS	PIU progress reports	PIU
Casamance Knowledge Management Platform established and operational	Establishment and operation of KMP	Annual	MIS	Periodic spot checks to assess active use of KMP	PIU
Number of regular users of digital services (CDD app and Digital Agriculture services)	Assess users of digital innovations	Annual	MIS	Digital tools utilization rates / surveys	PIU
Female regular users of digital services (CDD app and Digital					





Agriculture services)					



## Annex 1: Implementation Arrangements and Support Plan

### Part I. Detailed Description of Institutional and Implementation Arrangements

1. The institutional arrangements for CDEP reflect the contextual challenges outlined above, as well as the broader objectives of strengthening horizontal and vertical social cohesion. The institutional and implementation arrangements are based on the following principles: (a) build institutional capacity by supporting existing local government planning systems; (b) support Act III of the decentralization policy, which aims to enhance citizen engagement and strengthen trust in the state; and (c) ensure effective coordination of what will be a multi-sector operation by engaging relevant government agencies in project implementation and supervision.
2. **Project oversight and supervision.** The responsible implementing agency is the MCTDAT. Funds will be released to the responsible ministry (the implementing agency for the project) according to the procedures outlined in the fiduciary management section. MCTDAT will be responsible for overall coordination and supervision of project activities. A NSC will be established within one month of project effectiveness. The NSC will be chaired by the Minister or a designated representative. The NSC's principal functions are to (a) provide the project with overall guidance; (b) facilitate national coordination of project operations; and (c) ensure coherence between the project and other GoS and similar donor-supported programs in the Casamance. Other members of the NSC will comprise representatives of, among others, Ministry of Transport, Ministry of Finance and Budget, Ministry of Economy, Ministry of Agriculture, Ministry of Industry and the Ministry of Commerce as well as representatives of the association of the departments of Senegal and the association of the mayors of Senegal. In Casamance, the RMCs, chaired by the Governor in each region, will (a) provide technical guidance and oversight of project management and (b) facilitate regional level coordination of project activities. The RMC are chaired by the Governors of Sedhiou, Kolda and Ziguinchor, and comprises SRADL, ANRAC, ARD, DRDR, ISRA, Roads Directorate, AGEROUTE in its capacity of managing the classified network, the association of the departments of Senegal, the association of the mayors of Senegal, the commerce, industry and agriculture chamber and the trade chamber, and civil society including organizations of women and youth.
3. **Project coordination and management.** MCTDAT will delegate the power of execution to a PIU for the CDEP established in Ziguinchor as the implementing agency. This PIU will be under the supervision of the MCTDAT. The PIU will provide the secretariat for the NSC and RMC. It will be responsible for following up on the implementation of NSC and RMC recommendations and decisions. Its management responsibilities will include recruitment of operators, contracting with public agencies, consolidation of work plans and budgets, progress reports, M&E, communications and outreach, and overall oversight of project activities. The PIU will have the overall FM responsibility for project implementation. It will oversee adherence to procurement and ESF requirements. It will have primary responsibility for implementing the project as a whole. In particular, it will ensure that the operators and public agencies execute activities according to the agreed terms of contract. The PIU will work closely with government entities at the regional, department and municipal levels (commune). The PIU staff will include: (i) one project coordinator; (ii) one FM specialist; (iii) one accountant; (iv) one procurement specialist; (v) one rural infrastructure specialist; (v) one M&E specialist; (vi) one ICT specialist; (vii) one rural development specialist; (viii) one internal auditor; (ix) one social risk management and gender specialist; (x) one environmental risk management specialist; (xi) one communication specialist; and (xii) one finance of sub-projects and CBOs specialist.



MCTDAT's regional offices (SARDL) in Sédhiou and Kolda will appoint a local development specialist to act as focal point for the project in each region, according to ToRs developed in the PIM.

Main PIU staff. The following positions are considered key staff (which are crucial for the operating of the PIU). At this stage all these mentioned key staff are recruited, except the accountant whose recruitment is in progress.

4. **Project implementation.** The PIU will be responsible for contracting implementing partners (operators and public agencies) to implement activities under Sub-components 1a, 3a and 3b. Local investments under Sub-component 1b will be carried out by local governments (*maitrise d'ouvrage locale*) with technical assistance by the ARDs (*assistance à maitrise d'ouvrage*) while the PIU will manage the Project funds and ensure payments. The PIU will contract with a technical works agency to implement Component 2 activities. Under Component 4, the PIU will partner with the Assane Seck University of Ziguinchor for analytics and research activities.
5. **Role of ARDs.** Through contractual agreements with the PIU the ARDs will play an important technical assistance role to support participating local governments in building their institutional capacity under Sub-component 1a and through *assistance à maitrise d'ouvrage* for the local investments under Sub-component 1b. The PIU will establish a framework agreement with the RADs in Casamance to their roles and responsibilities under the Project. This agreement will be included as an annex in the PIM.
6. **Commune and Department Councils.** Communes councils will play a major part in project implementation, consistent with the decentralization policy and the local government law. The commune councils tasks will include: (a) prepare/update LDPs and associated AIP, through consultations with communities; (b) approve the LDP and AIP, ensuring that priority is given to vulnerable groups and is climate-informed; (c) prepare and approve subprojects for project financing, with input from sector line agencies where appropriate; (d) procure goods and services for subprojects for Sub-component 1b (although the PIU will handle funds); and (e) monitor subproject implementation and support O&M. The commune with ARD support, will be responsible for preparing the contract documents and contracting. The commune will be accompanied by the ARD which will initiate the procurement procedures, prepare the technical files and the ToRs to ensure that the IDA procedures are respected. Department Councils will be supported to develop RMPs.
7. **Communities.** Through CEC platforms, communities will be mobilized to actively participate in the process of development, implementation and monitoring of the LDP, AIPs and RMPs. Communities will also be involved in direct sub-project implementation through the use of LIW, where appropriate (mostly for road maintenance activities). To this end, identified community leaders will be trained to improve their leadership and ensure that all vulnerable groups are involved in the process at all stages of local development processes. Annex 5 provides additional information on the community-centered approach including the roles and responsibilities of the CEC.
8. **PIM.** A PIM, acceptable to the World Bank, will be completed at the latest 60 days after project effectiveness. The PIM will describe all implementation and M&E arrangements, the sequence of project activities and expected implementation schedule and FM procedures, investment funding mechanism, GRM, and procurement procedures for the PIU. The PIM will provide all project actors clear guidelines and procedures for planning, budgeting, procurement, contract management, and FM arrangements.



## **Part II. Implementation Support Plan**

9. **Strategy and Approach for Implementation Support.** The strategy for supporting project implementation will focus on successfully mitigating the risks identified at various levels and supporting the risk management proposed in the SORT. It will consist of (a) implementation support missions and (b) technical assistance in areas of weaknesses and where innovations are introduced.

### **10. Implementation Support Plan**

Arrangements made at preparation phase will be maintained during implementation support involving a Task Team Leader (TTL) based in Dakar.

The Implementation Support Plan will comprise a number of critical review instruments to assess progress toward achieving the PDO and overall implementation progress and to effectively respond to issues and challenges as they arise. Such reviews will include, among others, (a) semiannual implementation support missions; (b) an MTR that will include a comprehensive assessment of the progress achieved at the mid-point of project implementation and will serve as a platform for revisiting project design issues and where adjustments might be needed; and (c) implementation completion where an independent assessment of the project will be undertaken, and lessons drawn to inform future or similar operations.

The implementation support missions will specifically focus on reviewing the quality of implementation; finding solutions to implementation problems; assessing the likelihood of achieving the PDO; reviewing with the PIUs the action plan and disbursement programs for the next six months; reviewing the project's fiduciary aspects, including disbursement and procurement; verifying compliance of project activities with the E&S safeguard policies (including the GRM) and reviewing the results against the Results Framework. The missions would combine some field visits and multi-stakeholder discussions.

At the technical level, the World Bank will assemble the appropriate technical skills and experience needed to support implementation of this operation. Fiduciary reviews will be conducted by the World Bank FM and procurement specialists to ensure that fiduciary systems and capacities remain adequate during project implementation in accordance with IDA's fiduciary requirements.



## Annex 2: Procurement

1. **Applicable procurement rules and procedures.** Procurement under this project will be carried out in accordance with the World Bank's "Procurement Regulations for IPF Borrowers" (Procurement Regulations) dated July 2016 and revised in November 2017 August 2018 and November 2020 under the NPF, and the "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants", dated October 2006 and revised in January 2011 and as of July 1, 2016.

The procuring entity as well as bidders, and service providers, i.e., suppliers, contractors and consultants shall observe the highest standard of ethics during the procurement and execution of contracts financed under the project in accordance with paragraph 3.32 and Annex IV of the Procurement Regulations.

2. **Procurement arrangement.** The Borrower will set up a PIU located in the MCTDAT. To ensure performance in procurement activities and avoid delay, the project will obtain a waiver from Regional Agency for Public Procurement Regulation (*Agence Régionale de Régulation des Marchés Publics*, ARMP) to have an internal Procurement Committee (*Commission des Marchés*) and a Procurement Unit (*Cellule de Passation de Marchés*), as for some World Bank funded projects (ie: PDIDAS, PARIIS, etc.), so the PIU will handle procurement processes while approval of contracts remain as planned by the National Procurement Code.
3. The PIU will prepare annual work plans and budgets and ensure coordination with technical ministries, local technical agencies, other donors, territorial collectivities, and population. It will be staffed with a coordinator, an M&E specialist, a safeguards specialist, technical specialists in the key project areas (a knowledge management officer, a procurement specialist and a FM officer).

Beside the PIU, as main Implementation Agency, the project will further build on PPDC's experience with technical executing agencies—including ISRA and DAPSA—within their respective fields of intervention. These agencies will work directly with local authorities (municipalities) and producer organizations in the field.

4. **Advertisement:** The Borrower shall prepare and submit to the World Bank a General Procurement Notice (GPN) and the World Bank will arrange for publication of GPN in United Nations Development Business (UNDB) online and on the World Bank's external website. The Borrower may also publish it in at least one national newspaper.
5. **The Borrower shall publish the Specific Procurement Notices (SPNs)** for all goods, works, non-consulting services, and the Requests for Expressions of Interest (REOIs) on their free-access websites, if available, and in at least one newspaper of national circulation in the Borrower's country, and in the official gazette. For open international procurement selection of consultants using an international shortlist, the Borrower shall also publish the SPN in UNDB online and, if possible, in an international newspaper of wide circulation; and the World Bank arranges for the simultaneous publication of the SPN on its external website.
6. **Procurement documents:** In the event of international competitive procurement of goods, works, non-consulting services, and consulting services, the Borrower shall use the applicable World Bank standard procurement documents with minimum changes, acceptable to the World Bank, as necessary to address any project-specific conditions.



7. **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, related correspondence, and so on, will be maintained at the level of respective ministries in an orderly manner, and be made readily available for audit; and (b) contract award information will be promptly recorded, and contract rosters as agreed will be maintained.
8. **PPSD and procurement plan:** The Borrower (with support from the World Bank) prepared a PSD which describes how fit for purpose procurement activities will support project operations for the achievement of PDOs and deliver Value for Money (VfM). The procurement strategy is linked to the project implementation strategy, ensuring proper sequencing of the activities. It considered institutional arrangements for procurement; roles and responsibilities; thresholds, procurement methods, and prior review, and the requirements for carrying out procurement. It also included a detailed assessment and description of government capacity for carrying out procurement and managing contract implementation, within an acceptable governance structure and accountability framework. Other issues taken into account included the behaviors, trends and capabilities of the market (i.e. Market Analysis) to inform the procurement plan.
9. **Procurement plan.** The Procurement Plan (PP) covering the first 18 months of project implementation was prepared and discussed and approved by the World Bank during project negotiation. The PP will be updated by the procuring entity on an annual or as-needed basis to reflect actual project implementation needs and improvements in institutional capacity. Updates of the PP will be submitted to the World Bank for ‘no-objection’ and the PSD updated accordingly.
10. **Operational costs financed** by the project would be incremental expenses, including office supplies, communication costs, rental expenses, utilities expenses, consumables, transport and accommodation, per diem, workshop, supervision costs, and salaries of locally contracted support staff. Such service needs will be procured using the procurement procedures specified in the PIM accepted and approved by the World Bank.
11. **Procurement capacity and risk assessment.** The assessment carried out during project preparation (March 2021) based on the Procurement Risk Assessment Management System (PRAMS) showed that the main issues/risks concerning the procurement activities for the project’s implementation are: (i) the PIU and other executing agencies have not enough experience in the new Procurement regulations; (ii) the lack of manual of administrative and financial procedures for the proposed project; (iii) the PIU need more equipment and/or space to file the documents of the proposed project; and (iv) the procurement specialist to be hired may need sufficient experience in the NPF.
12. **Mitigation measures proposed:** To address these risks, the proposed mitigation measures are reflected in the table below. The technical responsibilities in preparing procurement packages (including technical specifications and ToRs as well as amending basic procurement document templates, such as data sheets) will be carried out by the relevant specialists/experts and not by the procurement team.
13. **Summary of the PSD.** The PSD and Procurement Plan detailing the first 18 months of implementation of project have been prepared by the Borrower and have been submitted to the World Bank before the



completion of negotiations. The information gathered in the PPSD indicates that there are a large number of local qualified and experienced contractors involved in the procurement of work including (a) the rehabilitation of existing school buildings and primary health care facilities; (b) the maintenance of local roads (for the unclassified network which is under the purview of commune authorities); (c) rehabilitation works of secondary and tertiary and road network, comprising (i) correcting the surfaces with limited re-graveling or paving to provide durable running surface over poor soils; (ii) building drainage structures (culverts, small bridges, and on steep gradients, removing landslides); and (iii) building retaining walls and erosion control structures and including their associated studies. For the supply of equipment and computer hardware and all types of goods, there also large local companies with experiences and competencies to deliver. For individual consultants and consultancy services by firms to be recruited, it has been proven that there is local capacity, and the expertise is available. For the recruitment of firms for consultancy services, there are a good number of local qualified firms for the studies to be conducted. Regarding the international open competition, the foreign firms based at the subregional or regional level could participate. The PPSD is summarized in the table below.





### **Annex 3: Financial Management and Disbursement Arrangements**

1. **Internal Control arrangements.** The Administrative and Accounting Procedures Manual will be finalized to provide a division of roles and responsibilities between implementing entities, a clear description of the approval and authorization processes in respect of the rule of segregation of duties. The administrative and financial procedures should have a separate chapter that will clarify the financial and follow up process for the support for collective productive investments. It will also define the selection procedure for micro projects to be financed.
2. **Internal auditing arrangements.** A part time basis internal auditor with qualification and experience satisfactory to the World Bank will be recruited.
3. **Accounting arrangements.** The SYSCOHADA current accounting standards in use for ongoing World Bank-financed projects will be applicable. Annual financial statements will be prepared by the PIU in compliance with SYSCOHADA standards. A multi-project accounting software will be set up and customized for the project accounts. The financial and administrative officer is recruited and is on board 2 month before Negotiations. The recruitment of a qualified accountant is being finalizing and he will be on board no later than two months after effectiveness.
4. **Budgeting arrangements.** The budget monitoring will be clearly defined in the Administrative and Accounting Manual of Procedures. The project will prepare an annual budget based on agreed annual work program. The budget should be adopted before the beginning of the year and its execution will be monitored on a quarterly basis and reports of budget monitoring and variance analysis will be prepared and included in the interim financial reports (IFR). Annual draft budgets will be submitted to the steering committee and then be submitted to the World Bank for non-objection no later than November 30, every year.
5. **Financial Reporting arrangements.** The PIU will prepare each quarter an IFRs for the project in form and content satisfactory to the World Bank. These IFRs will be submitted to the World Bank within 45 days after the end of the quarter to which they relate. FM team will prepare Project' Financial Statements in compliance with SYSCOHADA and World Bank requirements.
6. **External Auditing arrangements.** The Disbursement and Financial Information letter (DFIL) will require the submission of Audited Financial Statements for the project to IDA within six months after the end of each fiscal year end. The audit report should reflect all the activities of the project. An external auditor with qualifications satisfactory to the World Bank will be recruited by DODP in collaboration with the PIU to conduct annual audits of the project financial statements in accordance with audit ToR agreed with the World Bank. In accordance with World Bank policy on access to information, the Borrower is required to make its audited financial statements publicly available in a manner acceptable to the World Bank. Following the World Bank's formal receipt of these statements from the Borrower, the World Bank also makes them available to the public.
7. **Banking Arrangements.** A designated account (DA) for the project will be opened in commercial banks acceptable to IDA, managed by the public expenditures directorate (DODP), the entity assigned with the overall responsibility of payments. Arrangements for the management of the DA will be described in the



updated manual, and in the disbursement letter. At the request of the project, a sub-account may be opened by DODP to be managed by the PIU.

8. **Disbursement arrangements.** Disbursements would be transactions-based whereby withdrawal applications will be supported with Statement of Expenditures (SOE). The following disbursement methods may be used under the project: reimbursement, advance, direct payment and special commitment as specified in the DFIL and in accordance with the Disbursement Guidelines for IPF, dated September 2021 the last assessment in the Senegal CMU. Documentation will be retained at the PIU for review by World Bank staffs and auditors. The DFIL provided details of the disbursement methods, required documentation, DAs ceiling and minimum application size. These was also discussed and agreed during negotiations of the Financing Agreement. Monthly replenishment will be sent to ensure sufficient funds.



#### Annex 4: Economic and Financial Analysis

1. **The computation of the NPV and the IRR of the project reveals that the interventions identified under Sub-components 1.2, 2 and 3.1 are economically viable under the baseline scenario as well as under scenarios with less favorable conditions.** The economic analysis computes the NPV and the IRR of Sub-components 1.2 and 3.1 based on the stream of direct costs and monetary value of selected benefits, as well as intangible returns, in order to assess their economic viability. An annual discount rate of 6 percent is assumed, which is the time value of money (i.e., the opportunity cost of capital) for Senegal. The activity horizon is assumed to be 15 years. The economic analysis points to a positive NPV and an IRR in excess of the discount rate of 6 percent across.
2. **The economic analysis of Sub-component 1.2 on enhancing access to local services indicates a NPV of US\$44.3 million and an IRR of 70.4 percent.** The cost of the component is assumed to be US\$10 million, with recurrent operations and maintenance assumed to be equivalent to 2 percent of capital cost. A block grant of US\$160,000 per community is assumed to be distributed across a total of 83 communities each comprised of a population of 3,500 individuals, on average. The component is expected to be implemented over four-year period, with an equal disbursement in capital cost of US\$2.5 million per year. Given the impossibility of determining the exact composition by type of sub-project in a CDD approach, the economic analysis assumes an equal distribution across four sub-projects, i.e., schools, health centers, boreholes and road infrastructure. The stream of benefits for each of the sub-projects is assumed as follows:
3. **Primary educational facility.** It is assumed that child mortality will be reduced by 50 percent and that maternal deaths will decline by 67 percent if a mother has completed primary education, and that annual income will increase by 10 percent per additional year of schooling completed.<sup>26</sup> With regard to the first stream of benefits, it is assumed that 11.7 school children lives are saved through the mother's education which, combined with a value of a statistical life of US\$2,394<sup>27</sup> and a sub-project effectiveness rate of 50 percent, would lead to annual benefits of US\$14,005. With regards to the second stream of benefits, it is assumed that 0.05 maternal lives are saved through the mother's education which, combined with a value of a statistical life of US\$2,394 and a sub-project effectiveness of 100 percent, would lead to annual benefits of US\$120. Finally, with regards to the third stream of benefits, it is assumed that GDP per capita will increase by 10 percent per additional year of schooling over a five-year period, resulting in an additional GDP per capita of US\$144.70 per year which, multiplied by a classroom size of 30 students, would lead to annual benefits of US\$4,341.
4. **Health center.** The benefits of improved access to a health center consist of the value of reduced maternal mortality and the value of reduced morbidity-related deaths. With regards to the first stream of benefits, it is assumed that 81 maternal lives would be saved which, combined with a value of a statistical life of US\$2,394 and a sub-project effectiveness rate of 10 percent, would lead to annual benefits of US\$19,439. With regards to the second stream of benefits, it is assumed that the risk of morbidity-related deaths of 27.3 percent (representing 669 individuals) would be reduced by 25 percent, which, combined with a value of a statistical life of US\$2,394 and an effectiveness rate of 10 percent, would lead to annual benefits of US\$40,040.
5. **Water borehole.** Benefits of the construction of water boreholes consist of: (i) health benefits related to reduced risk of diarrhea morbidity; (ii) value of time saved to access drinking water; and (iii) cost savings



from decreased need to purchase water. With regards to (i), the risk of diarrhea morbidity of 1.7 percent is assumed to be reduced by 25 percent which, combined with a value of a statistical life of US\$2,394<sup>26</sup> and a sub-project effectiveness rate of 50 percent, would lead to estimated annual health benefits of US\$1,424. With regards to (ii), it is assumed that 4.5 hours are saved per household per week, on average, accessing water, or 234 hours per year, which, combined with an opportunity cost of US\$0.09 per hour and an estimated 350 households, would lead to annual benefits of US\$7,371. With regards to (iii), it is assumed that there will be savings of US\$5 per household per year on reduced expenditures on water purchases, which would lead to benefits of US\$1,750 per year.

6. **Road infrastructure.** It is assumed that 5 km of road is being rehabilitated. The benefits derived from this intervention consist of: (i) value of increased trade and economic activity; and (ii) value of reduced mortality related to decrease in road accidents. With regards to (i), it is assumed that the value of trade and economic activity would increase by 10 percent, corresponding to US\$2,880, per year. With regard to (ii), it is assumed that five deaths will be avoided every year for a 5 km stretch of road which, combined with a value of a statistical life of US\$2,394 and a sub-project effectiveness rate of 5 percent, would lead to estimated annual benefits of US\$599.
7. **The economic analysis of Component 2 on enhancing rural connectivity and access to economic activities points to an NPV of US\$53.3 million and an IRR of 56.2 percent.** The cost of the component is assumed to be US\$15 million. The benefits of the intervention featured under this component are expected to be mainly generated through the time saved in traffic congestions. It is assumed that there is an average of 25,000 personal commuters, on average, per day and 2,000 commercial commuters, on average, per day. It is also assumed that three-tenths of an hour is saved per commuter, on average, per day. The opportunity cost of personal and commercial commuters is assumed to be US\$0.20 per hour, on average, and US\$40 per hour, on average, respectively. The annual stream of benefits is estimated at US\$8.8 million.
8. **The economic analysis of Sub-component 3.1 on enhancing the productivity and resilience of rice-growing areas points to an NPV of US\$10.0 million and an IRR of 25.1 percent.** The cost of the component is assumed to be US\$6 million, with recurrent costs assumed to be equivalent to 2 percent of capital cost. It is assumed that roughly 6,000 hectares of agricultural land will benefit from this intervention through improved rice yields, from an assumed yield of 1 tonne of rice per hectare to 1.2 tonnes of rice per hectare. The price of rice is assumed to be US\$2 per kg. The component is expected to be implemented over four-year period, with an equal disbursement in capital cost of US\$1.5 million per year.

<sup>26</sup> Global Partnership for Education, which can be accessed at: <https://www.globalpartnership.org/education/the-benefits-of-education>.

<sup>27</sup> W. Kip Viscusi\* and Clayton J. Masterman Income Elasticities and Global Values of a Statistical Life, which can be accessed at: [https://law.vanderbilt.edu/phd/faculty/w-kip-viscusi/355\\_Income\\_Elasticities\\_and\\_Global\\_VSL.pdf](https://law.vanderbilt.edu/phd/faculty/w-kip-viscusi/355_Income_Elasticities_and_Global_VSL.pdf).



9. The sensitivity analysis, which computes the NPV and the IRR under less favorable conditions, also indicates that the project would be economically viable under less favorable conditions. The sensitivity analysis assesses the robustness of results to increased costs of 10 percent, reduced benefits by 10 percent and a lag in benefits by two years. The results of the sensitivity analysis are presented in Table 4.1.

**Table 4.1: Results of the Economic and Sensitivity Analysis**

	Sub-component 1b		Sub-component 2		Sub-component 3a	
	NPV	IRR	NPV	IRR	NPV	IRR
<b>Baseline scenario</b>	44,294,038	70.4%	53,347,339	56.2%	9,960,069	25.1%
<b>Sensitivity analysis</b>						
Costs increase by 10%	43,217,134	63.6%	51,731,984	50.8%	9,052,268	22.0%
Benefits reduce by 10%	38,787,730	62.9%	46,397,250	50.3%	8,056,261	21.7%
Benefits lag by two years	39,273,332	46.7%	47,382,096	40.0%	8,326,036	19.8%

Source: Based on World Bank staff calculations.



## **Annex 5: Description of the Community-Centered Approach**

1. **Community participation and inclusion** are at the core and the engines of the CEDP design through the project's community-centered approach. A key building block to promote social cohesion and resilience are the CEDP's higher level objectives which the project activities will contribute to through a multi-pronged approach. Hallmarks of strong, productive social cohesion and resilience include: (i) a sense of shared purpose and trust within and among communities; (ii) high levels of trust in public institutions and representatives of the government; and (iii) a genuine willingness of communities to engage and cooperate with each other. The different frameworks that have been proposed to help policy-makers operationalize emerging insights into the dynamics driving social cohesion highlight the importance of three sets of relationships: those connecting individuals within a given community (bonding), those connecting individuals across distinct communities (bridging), and those connecting citizens to people or structures in a position of power (linking). The first two sets of relations constitute "horizontal" social cohesion, while linking is often referred to as "vertical" social cohesion. The framework adopted in this project reflects this consensus. This approach works simultaneously with local government and communities to ensure a better match between investments and needs, improve social inclusion and accountability, and restore trust between the Government and citizens.
2. **This annex presents the general framework for the project's approach to embedding citizen engagement mechanisms** in the selection and implementation of investments under Sub-components 1.2, 2 and 3. Close alignment with existing national and local institutional arrangements will be ensured by building on past experiences under the PPDC and drawing synergies with other ongoing initiatives. Underpinning this approach are three key elements where citizens and communities will play a critical role, building two-way communication channels with governments to strengthen social cohesion and enhance citizens' voices:
  - Participatory monitoring and supervision (and execution in case of LIPW activities)
  - Feedback and grievance mechanisms
  - Community consultations, participatory climate risks and needs assessments, and participatory planning
3. **The project will address climate resilience by:**
  - Investing in community resilience, which entails targeting of investments in climate vulnerable communities, integrating a climate filter in participatory needs assessments and local planning and screening and prioritizing of investments that are climate smart and adapted, as well as activities that promote climate resilience; and rehabilitation and maintenance of infrastructure will integrate climate-resilient design practices;
  - Building capacity for community resilience, through raising community awareness on climate change risks and providing technical assistance and capacity building of key stakeholders on climate dimensions;
  - Building the knowledge base on climate change, which involves data collection, analysis and enhanced knowledge on climate change risks and trends in Casamance, supporting research studies on climate change towards policy action, climate diagnostics (using the CDD app) for Community Facilitators to promote climate-informed local development planning, and engaging communities in collecting climate data (using the CDD app) and monitoring climate risks with the CDD application

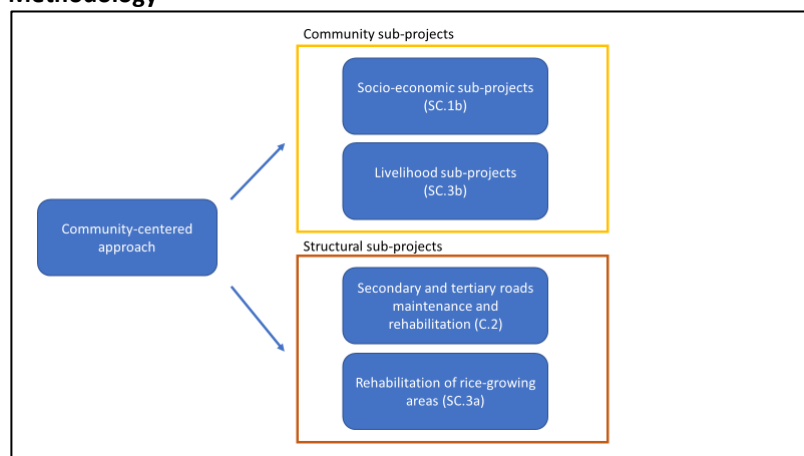


#### 4. Intervention types

The project will support two types of interventions community sub-projects and structural sub-projects with an adapted community-centered approach to reflect the different size and scale of the investments.

- **Community sub-projects** are those included in LDPs of communal authorities and comprise *socio-economic sub-projects* under Sub-component 1b which includes investment under the purview of local governments such as the rehabilitation of schools, health centers, water and sanitation systems, transport and trade facilities, agricultural, energy and other local public infrastructure and *livelihood sub-projects* under Sub-component 3b which will include the provision of collective productive assets and capacity building support to CBO.
- **Structural sub-projects** are larger investments beyond the scope of individual communal authorities and require a higher-level coordination. They include investments to maintain and rehabilitate secondary and tertiary roads, under the purview of AGEROUTE, and the rehabilitation of 6,000 ha of rice growing areas.

**Figure 5.1: The Community-centered Approach Applies to Community and Structural Sub-projects with an Adapted Methodology**



The community centered approach will be tailored to the different sub-project types but based on a common core of principles, see Box 5.1.

#### 5. Allocation of funds

*Community sub-projects.* Funds for community sub-projects will be allocated in annual envelopes. The overall pool of funds available for community sub-projects (Sub-components 1b and 3b) will be divided in annual envelopes for four allocation cycles (2022–2025). A final fifth allocation cycle will cover residual funding to enable the timely conclusion of activities before project closure. The annual pool of funds will be allocated to participating local governments based on a per capita basis.





**Table 5.1: Estimated Annual Envelope of Funds for Community Sub-projects – Sub-components 1b and 3b (US\$, million)**

Community sub-projects	Total Funds Available	2022	2023	2024	2025	2026
Socio-economic sub-projects (1b)	10	2.5	2.5	2.5	2.5	TBD
Livelihood sub-projects (3b)	4	1	1	1	1	TBD

6. **Structural sub-projects.** The allocation of funds for the structural sub-projects is as follows: (i) US\$15 million for rehabilitation and upgrading of secondary and tertiary roads and (ii) US\$6 million for rehabilitation of rice-growing areas. Roads sub-projects will be identified through RMPs which will be developed in each participating department by combining the national road sector strategy (SDIT) with community priorities to enhance access to services and markets. The rice-valley sub-projects will support secondary investments based on the primary investments carried out in the PPDC in rice growing valleys in the three regions of the Casamance for their agricultural potential, targeting of underserved areas and in coordination with other interventions in the region. The rice valley sub-projects will cover 16 communes. The structural sub-projects will be implemented during Years 1-4 of the project. Through community monitoring and feedback mechanisms, adjustment or updates to the initial plans may be adopted during implementation.

#### **Institutional Arrangements at the Local Level**

7. **At the local government (commune) level, the Communal Council's Development Committees - comprising both municipal authorities and community representatives—**will play an active role in prioritizing investments at the commune level based on community-level proposals. This will feed into the preparation of or revisions to the LDPs, with technical support by the ARDs. The review and validation of these LDPs by sector coordination platforms (*Conférence Territoriale*) at the department and regional level will help bring together the participating local governments, administration, and sector departments and will facilitate an alignment of project investments with the Government (MCTDAT and sectoral ministries), donors, and NGOs' planned/implemented activities.
8. **At the community level, the project will work with existing CECs or support the mobilization of new CECs,** building on the PPDC pilot initiative. These CECs will be the main conduit for community participation and monitoring and will be the community interface for participatory local planning processes; ensuring inclusion and participation in decision-making of the poorer and more marginalized groups within all development efforts; leading the participatory community empowerment process, subproject implementation monitoring, communication, and outreach; and participating in the GRM. The CECs will comprise diverse community stakeholders (including vulnerable groups) and support the participation of women, youths and persons with disabilities. The CECs will be trained and supported by community mobilizers mobilized by a FP.



### **Facilitating Partners (FP)**

9. To support implementation of the community-centered approach, operators (NGO or NGO consortium, possibly one per region) with the requisite experience will be mobilized by the PIU as FPs. The FPs, through community mobilizers, will provide TA and capacity-building support to communal development committees and CEC to facilitate the implementation of the community-centered approach. The FPs will be selected based on proven relevant experience in Casamance; their capacity to operate at scale and in partnership with the administration and local governments; and demonstration of a keen understanding of the inherent social, conflict, and institutional dynamics that will underpin implementation. The FPs will also be responsible for implementing activities on exclusionary social norms and may act as implementation partners for certain livelihood sub-projects.
10. Key responsibilities of the community mobilizers will include (a) providing capacity support to communities to carry out (i) community diagnostic and mapping processes; (ii) facilitation of planning processes in a conflict-sensitive, climate-informed and inclusive manner (including for women, youth, and people with disabilities); (iii) participatory M&E including community monitoring, social audit, GRMs, and climate monitoring to feed into the KMP; and (b) activities on exclusionary social norms. The FPs will work closely with the ARDs who will be providing support to the communes to prepare, update and implement the LDPs and the agencies planning and implementing the structural sub-projects.
11. **Leveraging Digital Tools.** To support the implementation of the community centered approach throughout the sub-project cycle, the project will introduce the use of innovative digital tools (CDD app) for community mobilizers, CECs and communal authorities. The tool will enhance two-way communication between communities and government. Specifically, it will include six core functions: (a) e-learning, including instructional material with concrete guidance for CECs, facilitators, and communal authorities on their role at different stages of the annual investment cycles, (b) participatory diagnostics, designed to support the mapping of available infrastructure and services and document prioritized needs by different groups, (c) sub-project cycle, connected to the project MIS, which allows to submit agreed investment proposal, track approvals, and monitor implementation, (d) community pulse surveys, consisting of high-frequency or on demand surveys to gain regular community insights to help project implementation, (e) community scorecards to allow citizens to assess sub-projects, and (f) a GRM through multiple channels (analogue, feature phones, smartphones, web form) for citizens to voice complaints, concerns or provide feedback on project activities. Collected data will also feed into the publicly accessible Casamance Knowledge Management Platform developed under the Component 4, to inform dialogue among practitioners, policymakers and the public. The deployment of these tools will take into consideration connectivity and literacy constraints.



## Annex 6: CEPD's Gender-sensitive Approach

**Gap:** *Women are constrained from using health services due to lack of time and distance*

1. **Analysis:** Although this project has many activities to address gender gaps further detailed in this annex, for the gender tag, the project's theory of change addresses the issues of women being constrained from using health services due to a lack of time and distance. To illustrate, a 2011 Senegal Demographic and Health and Multiple Indicator Cluster Survey found that survey only 45 percent of births in Casamance are attended by trained personnel, leaving women more exposed to maternal mortality or birth complications. The survey also found that the primary barriers for accessing health services cited by women was distance of health facility (62 percent and 59 percent of women in Sedhiou and Kolda respectively) and expenses (62 percent and 58 percent in Sedhiou and Ziguinchor respectively) this is followed closely by social norms where women require permission to access health services or fear going alone.<sup>29</sup> These issues have continued with the COVID-19 pandemic and subsequent lockdowns. This indicates that improvements to local connectivity that are gender sensitive could have an impact on women's access to services but that these would need to be accompanied by economic empowerment as well as community-based interventions that consider these socio-economic barriers.
2. **Actions:** Due to this key gap, the project activities will reduce the amount of time taken for women to access and go to health center. Under Sub-component 1b and 2, the project will support the rehabilitation and improve the conditions of transport through the maintenance of local roads, which will contribute to alleviating some of the issues related to time and distance to health services for women and children. The RMPs will prioritize interventions to enhance for local access (to schools and health centers for instance) and pay close attention to the priorities, safety and needs of women and girls particularly for women and their security in this process as well as climate resilience of the proposed interventions. This will also include safe lighting, bus stops, and safety structures in and around health centers. The proposed Project aims at contributing to improve overall access to maternal health for selected rural communities, by investing in all-weather roads access and strengthening the resilience of the secondary and tertiary road network. These investments are expected to bring about significant improvements in women's and infant physical access to health facilities, and in the long-run could induce significant productivity gains for affected communities.
3. **M&E:** The project will measure this project by having an indicator in the results framework that measures the increase in the number of women who can access health services within 60 minutes in select project areas, with an expected end target of 60,000. These investments are expected to bring about significant improvements in women's and infant physical access to health facilities, and in the long-run could induce significant productivity gains for affected communities.

### Gender Gap Analysis

4. Using a gender –sensitive and social inclusion lens unpacking the various value chains that women and girls and men and boys are involved in will be key in addressing some of the economic disadvantages' women suffer. Issues of agency and economic productivity are interlinked. Taking into consideration women's role in agriculture and livestock production, and household labor allocation there is a significant opportunity with this project to boost household income and food security. However, success



will depend on a nuanced approach that is location-, value chain-, rights- and gender-specific to achieve maximum outcomes. Gender mainstreaming does not necessarily mean women-only solutions, as household-level solutions that include both women and men have proved positive in other projects. In implementation, one should consider a gender advisor to consult on each aspect of the project to avoid harming women and capitalize on gender-specific opportunities.

**Table 6.1: Results:** The matrix below captures the project's strategy for addressing gender gaps.

<b>GAP</b>	<b>Actions</b>	<b>Indicators</b>	<b>Results</b>
<b>Socio Economic Power:</b> Gaps in information, skills and economic resources due to social norms	Targeting social norms of exclusion of women from production factors	Number of social norms of exclusion of women identified	Availability of information on factors that exclude women
	Implemented actions to raise awareness in the communities, particularly among men (Identify "champion" men to act as relays for raising awareness among community authorities)	% of women and men, youth (M/F) reached at community level	Reduction of discriminatory practices against women and girls in accessing and managing resources
	Organization of capacity building sessions in leadership, gender and personal development of women	-% of women on community committees -Number of strategic positions held by women and girls	Increased participation of women in local decision-making bodies
<b>Access to services:</b> Gaps in access to services and markets due to distance and socio-economic barriers	Organizing consultations with women and girls to gather their specific needs in terms of access to services and markets	Number of consultations conducted with women and girls to gather their specific needs for access to services and markets	Availability of specific needs analysis reports on access to services and markets
	Development of awareness-raising activities among community leaders that promote women's access to services and markets	% of women and girls reporting fewer barriers to accessing services and markets compared to baseline	Improved access to services and markets for women and girls
	Production facilities in identified strategic value chains (e.g., small buildings, production centers, workshops, processing facilities, etc.)	Number of production facilities in strategic value chains	The net income of women and girls has increased significantly from the baseline
<b>Control of Assets</b> Gaps in land ownership and management	Networking of women in order to benefit from support, primarily access to land and water	Number of women's networks created and supported in terms of land	-Improved land access rates for women and youth (M/F) -Reduced gaps in land ownership and management by women and girls

<sup>29</sup> Agence Nationale de la Statistique et de la Démographie (ANSD) [Senegal], and ICF International. 2012. Senegal Demographic and Health and Multiple Indicator Cluster Survey (EDS-MICS) 2010-2011. Rockville, Maryland, USA: ANSD and ICF International.



## Annex 7: Climate related activities financed by the project

Climate-related project activity	How will activity address climate-related vulnerabilities?
<b>Area 1: Investing in community resilience</b>	
1. Targeting of investments in climate vulnerable communities	Project investments will target communes identified based on their vulnerability to climate and conflict risks. Vulnerability is based on a communes' exposure, sensitivity, and adaptive capacity and will be estimated by using spatially explicit and publicly available datasets (including indicators on predicted climate change, water availability and land cover change/ forest lost). This approach will ensure communities most at risk to climate change are prioritized to benefit from the project.
2. Integrating a science-based participatory climate risk assessment in needs assessments and local planning	A participatory climate risk assessment based on available past and projected climate data and local knowledge mobilization on past climate risks will be conducted for each local needs assessment and used to guide and prioritize climate smart investments in the supported local plans.
3. Screening and prioritizing of investments that are climate smart and adapted, as well as activities that promote climate resilience	<p>Investments will be prioritized and screened based on their contributions to climate change adaptation or mitigation and improved natural resource management to ensure climate smart and climate-sensitive investments.</p> <p><u>Under Sub-component 1b:</u> This could include but is not limited to climate smart connectivity investments (like trees buffer on roadsides), natural resource management and climate adaptation (like tree/mangrove planting, anti-erosive soil structures and activities to support soil and water conservation). Furthermore, rehabilitated water supply systems and drainage canals will also help address water scarcity in the region and support flood risk management, thereby contributing toward mitigating climate change risks and preventing potential conflicts over water resources. Rehabilitation and equipping of public infrastructure will prioritize climate-sensitive interventions, such as climate smart water and sanitation infrastructure; as well as improved storage facilities, equipment, electrification, and lighting of public infrastructure that are energy efficient and will consider climate friendly technologies such as solar power.</p> <p><u>Under Component 2</u> – this will include support for enhancing all weather access to secondary and tertiary roads thus contributing towards making transports networks more resilient to climactic events (including mega-storms) and enhancing community resilience through better access to markets and services.</p> <p><u>Under Component 3</u> – will include support to enhancing resilience of rice growing areas through adaptation to the effects of climate change by protecting against salinization and supporting efficiency improvements to the management of water for irrigation purposes. Under Sub-component 3b, grants and capacity building will be provided for CBOs to support collective and climate change resilient productive activities. Capacity building will include the promotion of skills training for beneficiaries that promotes climate-smart agriculture practices and production and use of energy efficient tools/equipment. Increased access to markets and robust economic activity, can also help climate-impacted populations mitigate against food insecurity, which is induced and exacerbated by climate shocks (e.g. by droughts and floods, which destroy crops).</p>
4. Rehabilitation and maintenance of infrastructure will integrate climate-resilient design	Climate risk reduction building codes will be adopted for rehabilitation of buildings (e.g. schools and health facilities) to be climate proofed to cope with seasonal flooding, landslides, and temperature extremes, as well as rehabilitated with options promoting low carbon emissions and greater natural light for improved energy efficiency. Procurement guidelines will encourage the inclusion of climate mitigation measures such as installation of solar



practices.	panels, LED lights, and use of reflective paint. Maintenance mechanisms will also incorporate climate risks and adaptation.
<b>Area 2: Building capacity for community resilience</b>	
5.Raising community awareness on climate change risks	The communities will be sensitized on the project and relevant climate information to create awareness in communities about the impacts of climate change and needed action. This will be embedded as part of the participatory and bottom-up approaches that follow the project's community-centred approach.
6.Technical assistance and capacity building of key stakeholders on climate dimensions	The component supports institutional and human capacity to enhance the delivery of climate resilience actions and investment at the local level. First, there will be training for local government staff and community mobilizers on climate change and resilience in subproject management. Their capacities will be enhanced to support local participatory climate action prioritization and implementation response at the community level. Second, communities will receive training (including youth- and gender-specific training) on climate change, which could include climate smart practices or climate shock preparedness and response, with a focus on droughts and flooding. There will also be capacity building of local market stakeholders, government officials and technical partners to support local communities and local market stakeholders to gain knowledge and adopt agricultural, business or natural resource management practices that improve resiliency to climate change, such as efficient water use and use of climate smart practices.
<b>Area 3: Building the knowledge base on climate change</b>	
7.Data and enhanced knowledge on climate change risks and trends in Casamance	Regional data on climate change and vulnerability will be collected and analyzed under the Casamance KMP. Support will also be provided to establish a multi-disciplinary Observatory for Sustainable Development of the Casamance hosted by the Assane Seck University in Ziguinchor.
8.Supporting research studies on climate change towards policy action	The project will not only consolidate existing studies on climate change risks through the research catalogue of the KMP; it will also fund policy-relevant research studies through the Observatory to improve understanding of FCV and climate dynamics in the Casamance, so as to better inform policy for climate action, as well as climate sensitive project implementation. This would include providing research grants for studies on natural resources and climate change (including the climate change – security nexus).
9.Climate diagnostics for Community Facilitators to promote climate-informed local development planning	The CDD app will furnish community mobilizers with local climate diagnostics at the commune level. The climate diagnostic will consolidate existing data on socio-economic vulnerability, climate fragility and hazard risks from the KMP - presented and/or visualized in a manner that is adapted/simplified for local actors. Beyond diagnostics, the app would also provide key tasks to orient local actions that can support climate planning (i.e. mapping community experiences with climate risks, facilitating climate screening of sub-project proposals, providing illustrative list of potential investments given existing climate risks, etc.) Based on the diagnostic and communities' own knowledge and risk management strategies, communities will prioritize climate smart investments or local climate actions with facilitation and technical support of community facilitators. This will help incorporate climate considerations into LDPs, which could include prioritizing adaptation activities (like flood control structures) for expected changes in temperature, rainfall, storm surge, and sea level rise.
10.Engaging communities in collecting climate data and monitoring climate risks with the CDD application	The CDD application will advance regional knowledge on climate change by supporting the collection of local data on climate risks and indicators which will feed back into the KMP database, to inform regional dialogue. With the support of community facilitators, the community could be involved in participatory climate risk assessments to help identify, estimate, map, and monitor climate change risks and other hazards. Community representatives will also have the opportunity share local knowledge and experiences.



## **Annex 8: Environmental and Social Risks**

### **ESS1: Assessment and Management of E&S Risks and Impacts**

1. ESMF has been developed by PIU and it defines the screening mechanisms and provides guidelines to be followed during project implementation for the preparation of a subproject-specific E&S assessment, including an ESMP once the route alignments and production center sites are known. The ESMF has been disclosed, along with all other E&S instruments on January 8 2022 on the MCTDAT's website and disclosed on the Environmental and Social Management System (ESMS) on January 10 2022. The ESMF also presents mitigation measures for potential E&S risks during the different phases of the project. Thus, for the planning and design phase, it will be necessary to put in place certain measures such as the definition of selection criteria for priority areas to be opened up and their disclosure to stakeholders, particularly at the level of local authorities, for approval and appropriation, the development of selection criteria for eligible areas and vulnerability criteria, the development of E&S exclusion criteria in order to avoid critical natural habitats, the development of hydrological reports as part of the technical studies to identify the points of passage of runoff water and the integration in the design of projects of hydraulic structures to maintain the axes of runoff of rainwater. The ESMF also includes an assessment of risks related to SEA/SH, and proposed mitigation measures. A summary of the specific measures is included in the ESCP, prepared by the Borrower, in collaboration with the World Bank. The project LMP proposes measures to address avoid any form of SEA/SH risks for all workers. The project/PIU staff must also sign Codes of Conduct with clear and unambiguous language as to what constitutes SEA/SH, its prohibition, and the sanctions for breaching this conduct. The LMP also proposes a GM which will be accessible to all workers.

### **ESS2: Labor and Working Conditions**

2. The project footprint is envisaged as relatively large. The project will focus on communities in selected intervention areas of the three regions of Casamance: Ziguinchor, Sédhiou, and Kolda. The project is expected to cover 60 communes (out of a total of 115). It will focus on rural municipalities, as the nine urban municipalities are covered by the PACASEN project. The project will include the recruitment and employment of direct workers hired in PIUs, such as environment and social specialists; contracted workers (skilled and non-skilled workers hired by contractors of each subproject); primary supply workers (workers engaged for essential construction materials to be purchased on an ongoing basis, as defined in ESS2) and community workers.

### **ESS3 Resource Efficiency and Pollution Prevention and Management**

3. Air emissions: During the rehabilitation works of buildings, health structures and roads, the expected air emissions are the exhaust gases of heavy vehicles and machinery, and the dust generated by construction activities. Waste management: waste is mainly expected from rehabilitation works sites. The site specific ESMPs will determine the source, type and risks associated with the wastes likely to be generated by the project and, if such wastes cannot be avoided, appropriate measures will be proposed to minimize, reduce and, where this is not possible, mitigate the risks associated with the waste.





#### **ESS4 Community Health and Safety**

4. Civil works will have an overall risk and impact on community health and safety. The mitigation measures, including the enforcement of a code of conduct for the civil works will be clearly stipulated in the contractor's ESMP (C-ESMP) and based on the project's ESMP, which the contractor will be fully responsible to implement. An SEA/SH risk assessment has been carried out for each participating region and mitigation measures proposed in all prepared documents. A code of conduct, including SEA/SH risk mitigation measures for ensuring community health and safety, is prepared and will be included in all bidding documents. The project's GM will be designed to safely and ethically register complaints, and to address and document complaints and allegations, and include a dedicated channel for SEA/SH allegations during the project implementation.

#### **ESS5 Land Acquisition, Restrictions on Land Use and Involuntary Resettlement**

5. Resettlement Policy Framework (RPF) has been prepared, reviewed and approved by the World Bank before project Appraisal. As soon as the locations and activities are known, site-specific resettlement action plans will be prepared (if necessary) in accordance with the provisions outlined in the RPF.

#### **ESS6 Biodiversity Conservation and Sustainable Management of Living Natural Resources.**

6. It is likely that some project activities such as the rehabilitation of roads, trails or rice valleys could impact biodiversity or natural habitats. Therefore, the E&S screening that will be carried out for each sub-project will allow to see the impact of the activities on biodiversity and will propose the appropriate tool for the management of the potential risks. This work will be done in close collaboration with the Ministry of Environment and Sustainable Development via the DREECs of the concerned regions.

#### **ESS7 Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities.**

7. This standard is not considered relevant as there are no Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities currently identified in the project area. Should the presence of indigenous communities be confirmed through further screening during implementation, the necessary assessments, consultations and instruments will be undertaken per the requirements of this standard.

#### **ESS8 Cultural Heritage.**

8. The risks related to the impact of project activities on cultural heritage and sacred sites have been taken into account in the ESMF with an annex that describes the procedure for cultural heritage management. These aspects will be included in the construction/rehabilitation contractors' contracts to ensure compliance with procedures in case they encounter cultural heritage during implementation.





**ESS9 Financial Intermediaries.**

9. This ESS does not apply.

**ESS10 Stakeholder Engagement and Information Disclosure**

10. The Borrower has prepared a Stakeholder Engagement Plan (SEP) that aims to ensure that the views and interests of all stakeholders, including local communities and vulnerable individuals and groups, are taken into consideration throughout the project cycle.
11. A project-level grievance mechanism has been designed and will be implemented throughout the project cycle. This includes consulting local communities (and in particular women and girls) on an SEA/SH reporting mechanism that is accessible, safe and appropriate to the context. The GM will include channels/procedures for SEA/SH complaints, including multiple and accessible entry points, referral to GBV service providers, and the management of complaints in a confidential and survivor-centered manner as indicated on the SES/SH response plan. If major changes occur in the scope of activities during implementation, a revised SEP is required and should be publicly disclosed.