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PROJECT PAPER

FOR

SMALL RECIPIENT EXECUTED TRUST FUND (RETF) GRANT

US\$0.36 MILLION

TO THE

PAN AFRICAN CLIMATE JUSTICE ALLIANCE

FOR A

PAN-AFRICAN CIVIL SOCIETY
FOREST CARBON PARTNERSHIP FACILITY CAPACITY BUILDING PROGRAM
ON REDD+ PROJECT

MARCH 14, 2016

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FISCAL YEAR

July 1 – June 30

ABBREVIATIONS AND ACRONYMS

AMCEN	African Ministerial Conference on the Environment
CBP	Capacity Building Program
CEC	Continental Executive Committee
COP	Conference of Parties
CSO	Civil Society Organization
DGM	Dedicated Grant Mechanism
FAO	UN Food and Agricultural Organization
FCPF	Forest Carbon Partnership Facility
FIP	Forest Investment Program
FMT	Facility Management Team
FPIC	Free Prior and Informed Consent
GA	General Assembly
GEF	Global Environment Facility
GRM	Grievance Redress Mechanisms
IP	Indigenous Peoples
LC	Local Communities
M&E	Monitoring and Evaluation
MPIDO	Mainyoto Pastoralists Integrated Development Organization
NGO	Non-Governmental Organization
OFD	Other Forest Dwellers
PA	Participants Assembly
PACJA	Pan African Climate Justice Alliance
PC	Participant Committee
PDO	Project Development Objective
REDD	Reducing Emissions from Deforestation and Forest Degradation
SDG	Sustainable Development Goal
SRETF	Small Recipient Executed Trust Fund
UNEP	UN Environment Program
UNFCCC	UN Framework Convention on Climate Change

Regional Vice President:	Makhtar Diop
Country Director:	Ahmadou Moustapha Ndiaye
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AFRICA
Pan-African Civil Society FCPF Capacity Building Program on REDD+ Project

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DATA SHEET*AFRICA*

Pan-African Civil Society FCPF Capacity Building Program on REDD+ Project

Small RETF Grant Project Paper*Africa Region*

Basic Information			
Project ID P155374	EA Category C - Not Required	Team Leader Nicholas Meitiaki Soikan	
Lending Instrument Investment Project Financing (IPF)	Fragile and/or Capacity Constraints []		
	Financial Intermediaries []		
	Series of Projects []		
Project Implementation Start Date March 30, 2016	Project Implementation End Date June 30, 2018		
Expected Effectiveness Date March 30, 2016	Expected Closing Date June 30, 2018		
Joint IFC No			
Practice Manager/Manager Robin Mearns/ Jan Weetjens	Senior Global Practice Director Ede Jorge Ijjasz-Vasquez	Country Director Ahmadou Moustapha Ndiaye	Regional Vice President Makhtar Diop
Approval Authority			
Approval Authority Regional Vice President			
Recipient: Pan African Climate Justice Alliance (PACJA)			
Responsible Agency: Pan African Climate Justice Alliance (PACJA)			
Contact:	Mr. Mithika Mwenda	Title:	Secretary General
Telephone No.:	+254 208075808	Email:	info@pacja.org/mithika@pacja.org
Project Financing Data(in USD Million)			
Total Project Cost:	0.36	Total Bank Financing:	0.36

Financing Gap:	0.00									
Financing Source										
										Amount
Readiness Fund of the Forest Carbon Partnership Facility										0.36
Total										0.36
Expected Disbursements (in USD Million)										
Fiscal Year	2016	2017	2018	0000	0000	0000	0000	0000	0000	0000
Annual	0.07	0.18	0.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cumulative	0.07	0.25	0.36	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Institutional Data										
Practice Area (Lead)										
Social, Urban, Rural and Resilience Global Practice										
Contributing Practice Areas										
Cross Cutting Topics										
<input checked="" type="checkbox"/> Climate Change <input type="checkbox"/> Fragile, Conflict & Violence <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Jobs <input type="checkbox"/> Public Private Partnership										
Sectors / Climate Change										
Sector (Maximum 5 and total % must equal 100)										
Major Sector	Sector					%	Adaptation Co-benefits %	Mitigation Co-benefits %		
Agriculture, fishing, and forestry	Forestry					100				
Total					100					
<input checked="" type="checkbox"/> I certify that there is no Adaptation and Mitigation Climate Change Co-benefits information applicable to this project.										
Themes										
Theme (Maximum 5 and total % must equal 100)										
Major theme					Theme			%		

Social dev/gender/inclusion	Participation and civic engagement	20
Social dev/gender/inclusion	Other social development	20
Social dev/gender/inclusion	Social Inclusion	60
Total		100
Proposed Development Objective(s)		
The Project Development Objective (PDO) is to strengthen: (i) the knowledge of targeted southern civil society organizations and local communities of REDD+ Readiness at the national level and (ii) knowledge exchange at the regional level.		
Components		
Component Name	Cost (USD Millions)	
Component 1: National Capacity Building and Awareness Raising	0.23	
Component 2: Regional Exchange and Sharing Lessons Learned	0.09	
Component 3: Management, M&E and Reporting	0.04	
Compliance		
Policy		
Does the project depart from the CAS in content or in other significant respects?	Yes []	No [X]
Does the project require any waivers of Bank policies?	Yes []	No [X]
Have these been approved by Bank management?	Yes []	No []
Does the project meet the Regional criteria for readiness for implementation?	Yes [X]	No []
Safeguard Policies Triggered by the Project	Yes	No
Environmental Assessment OP/BP 4.01		X
Natural Habitats OP/BP 4.04		X
Forests OP/BP 4.36		X
Pest Management OP 4.09		X
Physical Cultural Resources OP/BP 4.11		X
Indigenous Peoples OP/BP 4.10		X
Involuntary Resettlement OP/BP 4.12		X
Safety of Dams OP/BP 4.37		X
Projects on International Waterways OP/BP 7.50		X

Projects in Disputed Areas OP/BP 7.60				X
Legal Covenants				
Name	Recurrent	Due Date	Frequency	
Maintenance of a Secretariat	X			
Description of Covenant				
The Recipient shall maintain, at all times during Project Implementation, the Secretariat with mandate, composition and resources satisfactory to the World Bank, to be responsible for Project oversight, including preparation and implementation of work plans, the fiduciary aspect of the Project, safeguard compliance, grievance redress mechanism, Project reporting and Project monitoring and evaluation.				
Name	Recurrent	Due Date	Frequency	
Maintenance of a Continental Executive Committee	X			
Description of Covenant				
The Recipient shall, at all times during Project implementation, maintain the Continental Executive Committee as well as the General Assembly with mandate, composition and resources satisfactory to the World Bank to provide guidance and oversee the Secretariat.				
Name	Recurrent	Due Date	Frequency	
Sub-grants	X			
Description of Covenant				
No proposed Sub-project shall be eligible for financing under Part A.1.(b) of the Project unless: (i) the Recipient has determined, on the basis of an appraisal conducted in accordance with guidelines acceptable to the World Bank, that the proposed Sub-project satisfies the eligibility criteria specified below in paragraph (b) of this Section, and such additional criteria as may be specified in the Project Operational Manual; and (ii) the World Bank has approved such Sub-project, unless the World Bank shall have previously notified the Recipient in writing that its approval of Sub-projects is no longer required.				
Conditions				
Source Of Fund	Name			Type
FCPF Grant	Withdrawal Conditions			Withdrawal
Description of Condition				
Notwithstanding the provisions of Section 3.01 of this Agreement, no withdrawal shall be made for payments made prior to the date of this Agreement.				
Team Composition				
Bank Staff				
Name	Role	Title	Specialization	Unit
Nicholas Meitiaki Soikan	Team Leader (ADM Responsible)	Social Development Specialist		GCCFL

Joel Buku Munyori /Pascal Tegwa	Procurement Specialist	Senior Procurement Specialist		GGODR
Henry Amena Amuguni	Financial Management Specialist	Senior Financial Management Specialist		GGODR
Vidya Narasimhan	Financer Officer	Finance Officer		WFALN
Hanna Jang	Counsel	Counsel		LEGEN
Marie Roger Augustin	Counsel	Legal Analyst		LEGAM
Johanna van Tilburg	Safeguards Advisor	Senior Social Development Specialist		OPSOR
Kennan W. Rapp	Window Manager	Senior Social Development Specialist		GCCFL
Edward Felix Dwumfour	Team Member	Senior Environmental Specialist		GENDR
Kristyna Bishop	Peer Reviewer	Senior Social Development Specialist		GSURR
Dianna M. Pizarro	Peer Reviewer	Senior Social Development Specialist		GSURR
Luis Felipe Atahualpa Duchicela Santa Cruz	Peer Reviewer	Adviser, Indigenous Peoples		GSURR
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Robin Mearns	Program Manager	Practice Manager		GSURR
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Melissa C. Landesz	Environmental Specialist	Natural Resources Mgmt. Spec.		GENDR
Mirtha Liliana Escobar Saenz	Team Member	Operations Analyst		GCCFL
Pascal Tegwa	Team Member	Senior Procurement Specialist		GGODR
Sachiko Morita	Counsel	Senior Counsel		LEGEN
Varalakshmi Vemuru	Peer Reviewer	Senior Social Development Specialist		GSURR
Anders Jensen	Monitoring and Evaluation	Senior M&E Specialist		GPSOS

Ayala Peled Ben Ari	Operations Specialist	Consultant			GENDR
Extended Team					
Name	Title	Office Phone	Location		
Locations					
Country	First Administrative Division	Location	Planned	Actual	Comments
Burkina Faso, Cameroon, Central African Republic, Democratic Republic of Congo, Republic of Congo, Cote d'Ivoire, Ethiopia, Gabon, Ghana, Kenya, Liberia, Madagascar, Mozambique, Nigeria, Sudan, Tanzania, Togo, Uganda			X	X	
Consultants (Will be disclosed in the Monthly Operational Summary)					
Consultants Required?					
No					

I. STRATEGIC CONTEXT

A. Regional Context

1. **Deforestation and forest degradation are the second leading cause of global warming, responsible for about 15 percent of global greenhouse gas emissions, which makes the loss and depletion of forests a major issue for climate change.** The UN Food and Agriculture Organization (FAO) 2010 Global Forest Resources Assessment estimates that the world's forests store 289 gigatonnes (Gt) of carbon in their biomass alone, and during the period 2005–2010, carbon stocks in forest biomass worldwide decreased by an estimated 0.5 Gt annually, mainly because of a reduction in global forest area.¹ Research has shown that reducing emissions from deforestation and forest degradation (REDD) is a potentially effective way to reduce net emissions through increased carbon sequestration.²

2. **REDD was first considered by the United Nations Framework Convention on Climate Change (UNFCCC) 11th Conference of the Parties (COP11) in Montreal in December 2005.** Five years later in Cancun, COP16 parties agreed that “developing countries could contribute to mitigation actions in the forest sector by reducing emissions from deforestation; reducing emissions from forest degradation; conserving forest carbon stocks; sustaining management of forests; and enhancing forest carbon stocks.” This became known as the REDD+ agenda.

3. **The Forest Carbon Partnership Facility (FCPF) was launched in 2007 as a result of strong interest of developing countries in REDD, and a clear demand from both industrialized and developing country governments for a mechanism that would help forested countries reduce emissions from deforestation and forest degradation and conduct demonstration activities to show how REDD could be implemented.** Decisions taken that year at COP13 in Bali specifically invited parties to further strengthen and support ongoing REDD efforts, support capacity building, provide technical assistance and address the institutional needs of developing countries. The FCPF has since become a global partnership of governments, businesses, civil society and indigenous peoples (IPs), which comprises 47 partner developing countries (18 in Africa³, 18 in Latin America and the Caribbean, and 11 in the Asia-Pacific Region) and 17 financial contributors from both the public and private sectors. The main focus of the Facility has been on laying the ground for future REDD+ activities, and piloting performance-based payment systems. The FCPF has two complementary funding mechanisms to achieve its strategic objectives (see Box 1 and Figure 1): the *Readiness Fund*, which assists tropical and sub-tropical developing countries in preparing to participate in a future, large-scale system of positive incentives for REDD+; and the *Carbon Fund* for testing a program of performance-based incentive payments in pilot

¹ FAO (2010). Global Forest Resources Assessment 2010. Forestry Paper 163. Rome, Food and Agriculture Organization of the United Nations.

² For example, Gullison et al. (2007) estimate that total emissions reductions from reducing deforestation rates by 50 percent by the year 2050, and maintaining those rates for another 50 years, would save the equivalent of worldwide fossil fuel emission for the past six years.

³ Burkina Faso, Cameroon, Central African Republic, Democratic Republic of Congo, Republic of Congo, Côte d'Ivoire, Ethiopia, Gabon Ghana, Kenya, Liberia, Madagascar, Mozambique, Nigeria, Sudan, Tanzania, Togo and Uganda

countries. The World Bank is the Facility's Trustee as well as one of its Delivery Partners. It also houses the FCPF Facility Management Team (FMT) that is responsible for the operation of the Facility. Concrete activities implemented under the Readiness Fund include the development of Reference Levels and a REDD+ strategy, the design of monitoring systems for reporting and verification, the establishment of REDD+ national management arrangements, and the identification of social and environmental impacts associated with REDD+.

4. In order to provide coordinated support to partner countries, the FCPF works closely with the Forest Investment Program (FIP) under the Climate Investment Funds (CIF), and shares secretariat responsibilities with the UN-REDD Program under a REDD+ Partnership.⁴ Coherence and cooperation across the different FIP and FCPF activities have been achieved especially in the DRC, Ghana, Indonesia, and Mexico, as governments ensure that activity planning is closely coordinated between the two initiatives. At the secretariat level, the FCPF is an observer to the FIP governing body, and FIP has equally participated in the FCPF meetings. Coordination between the FCPF and the UN-REDD Program involves joint scheduling of governance body meetings, coordination of analytical and capacity-building efforts, and joint delivery of secretariat services to the REDD+ Partnership. FY14 marked the first year of regional workshops in Asia, Latin America and Africa, where the process of country needs assessments was furthered, and capacity was enhanced to take key readiness steps and access REDD+ finance. Together, the FCPF, FIP and UN-REDD Program support REDD+ readiness and investment activities in 48 countries across Africa, Asia-Pacific and Latin America.

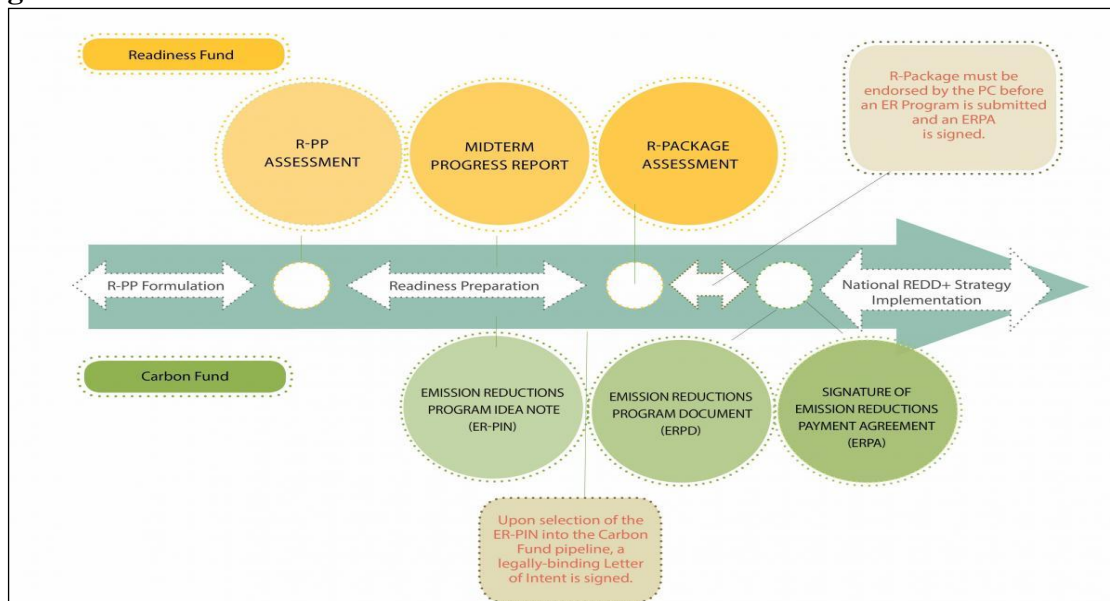
Box 1. The Forest Carbon Partnership Facility's objectives

The FCPF pursues four strategic objectives:

- To assist eligible REDD+ Countries in their efforts to achieve Emission Reductions (ER) from deforestation and/or forest degradation by providing them with financial and technical assistance in building their capacity to benefit from possible future systems of positive incentives for REDD+;
- To pilot a performance-based payments system for ER generated from REDD+ activities, with a view to ensuing equitable sharing and promoting future large-scale positive incentives for REDD+;
- Within the approach to REDD+, to test ways to sustain or enhance livelihoods of local communities and to conserve biodiversity; and
- To disseminate broadly the knowledge gained in the development of the Facility and implementation of Readiness Plans and ER Programs.

⁴ The REDD+ Partnership is an international interim platform for its partner countries to scale up actions and finance for REDD+.

Figure 1. Milestones of REDD+ Readiness



B. Sectoral and Institutional Context

5. **Forest-dependent IPs, southern civil society and local communities⁵ (LC) are key partners in REDD+ design and implementation.** REDD+ Readiness activities in particular involve a high degree of consultation amongst various stakeholders, including civil society, IPs, LC and private sector, among others, and the national REDD+ strategy must itself be rooted in a broad-based consultative process. The participation of civil society and LC is, therefore, critical for REDD+, and requires deep understanding of the objectives of REDD+, the related risks and opportunities and their potential role in the process. In a number of countries, CSOs are increasingly granted opportunities to participate in national level REDD+ related decision making structures, while in others participation is either very limited or lacking. In most of the cases, even in instances where the right to participation is granted by the government, lack of access to resources negates this gain. In terms of CSOs coordination, structures and avenues for engagement in national REDD+ processes, a significant number of countries are already organized into some form of structure or platform (e.g., working groups and National Steering Committees), while in others, these are yet to be established.

6. **A series of regional dialogues between the FCPF and civil society representatives that have taken place since the beginning of the FCPF resulted in a request to enhance their capacity to more strongly engage in REDD+ activities at the national and regional levels.** The FCPF has organized regional dialogues in Africa, Latin America and Asia, where forest-dependent IPs and civil society representatives raised a number of concerns with

⁵ As defined in the FCPF 2008 Charter. LC are sometimes also referred to as “Other Forest Dwellers” (OFD).

respect to REDD+ in general and the FCPF in particular, and requested a regional and national capacity building program to enhance their knowledge on climate change and the technicalities of REDD+, and help them coordinate their advocacy actions. They felt this would enable them to play a more meaningful role in the REDD+ Readiness process in their respective countries. While capacity needs vary between countries, a number of common priority areas have emerged; these include (i) research and publication of knowledge products on REDD+; (ii) awareness raising on REDD+ policies, concepts and processes; (iii) coordination, communication and information sharing systems within and across countries; (iv) collaboration between CSOs and national REDD+ decision makers; (v) recognition and respect for local knowledge critical that is c in climate change adaptation and mitigation; and (vi) understanding of the threats to land tenure and local livelihoods in the context of REDD+. Capacity and participation needs of women and youth have been recognized as requiring affirmative action across the board.

7. The dialogue also acknowledged that efforts to enhance IPs, southern civil society and LC's understanding of REDD+ required strategic and systematic plan of action and funding. Consequently, a Global Action Plan was issued that provided a roadmap for their engagement in the FCPF, and the FCPF Capacity Building Program (CBP) was established to provide information, knowledge and awareness on REDD+. The program was conceived to be a demand-driven one, in which forest-dependent IPs and CSOs were to make proposals to the FCPF based on their needs. The CBP provides avenues through which LC and civil society can be more informed and knowledgeable about REDD+ in a manner that facilitates their active engagement in (i) informing national REDD+ strategies, (ii) consultation and participation processes in REDD+ readiness in the respective countries, (iii) analysis of land tenure, benefit distribution, and governance that are pertinent in the region, (iv) designing and contributing to the implementation of social and environmental safeguards, and (v) monitoring and evaluating REDD+ implementation.

8. Phase I of the CBP (2008-2015) has funded 29 projects in Asia, Latin America and the Caribbean and Africa (including two global projects), with a total allocation of over US\$1.7 million, supporting awareness-raising workshops, publication of training manuals and capacity-building activities. Under the projects in Africa, CSOs participation has been vast. Proposals for capacity building activities have been processed through the World Bank's general corporate procurement system where IP organizations and CSOs were selected and contracted as consultants to carry out specific capacity building activities (see Box 2 below for a list of Phase I beneficiary organizations). During this phase, CSOs in Africa, Latin America and the Caribbean and Asia have been engaged in national REDD+ planning and formulation and played an active role in partnering with governments to implement consultation activities. In addition, during this period CSOs have played an important role in the decision making process of the FCPF through self-selected observers in the FCPF Participants Assembly (PA) and Participants Committee (PC) meetings⁶ and as

⁶ The Participants Assembly includes all FCPF participants and is responsible to elect members to a Participants Committee (PC); provide general guidance to the PC; review decisions made by the PC with respect to certain items specified in the charter; and serve as a forum for exchanging information and sharing knowledge among participants and observers. The PC is made up of an equal number of REDD+ countries (14) and financial contributors (14), and it also comprises observers representing IPs, civil society, international organizations, the UN-REDD Program, the

members of the Ad Hoc Technical Advisory Panel (TAP).⁷

Box 2. CBP Phase 1: Beneficiary Organizations

SOUTHERN CSOs

- African Women's Network for Community Management of Forests (REFACOF)
- Pan African Climate Justice Alliance (PACJA)
- Dalit Alliance for Natural Resource (DANAR)
- Nepal Law Society (NLS)
- Instituto del Bien Común (IBC)
- Instituto para el Desarrollo Sustentable en Mesoamérica A.C (IDESMAC)
- Derecho, Ambiente y Recursos Naturales (DAR)
- Red Mexicana de Organizaciones Campesinas Forestales (MOCAF)

IP ORGANIZATIONS

- Wildlife Conservation Society (WCS) on behalf of CACO REDD+
- Dynamique des Groupes des Peuples Autochtones (DGPA)
- Réseau des Peuples Autochtones et Locaux pour la Gestion Durable des Ecosystèmes d'Afrique Centrale (REPALEAC)
- Indigenous Peoples of Africa Coordinating Committee (IPACC)
- Rainforest Nations Conservation Alliance
- Children's Development Association (CDA)
- Nepal Federation of Indigenous Nationalities (NEFIN)
- Perkumpulan Telapak
- Organización de Pueblos y Naciones Indígenas en Argentina (ONPIA)
- Coodinadora de las Organizaciones Indígenas de la Cuenca Amazónica (COICA)
- Organización de Pueblos Indígenas de la Amazonia Colombiana (OPIAC)
- Instituto de Investigaciones y Desarrollo de Kuna Yala (IIDKY)
- Mainyoto Pastoralist Integrated Development Organization (MPIDO)
- Association of Indigenous Leaders in Suriname (VIDS)
- Fundación para la Promoción del Conocimiento Indígena (FPCI)
- Asociación Sotz'il
- Red Indígena de Turismo de México (RITA)

9. **In moving forward to Phase II of the CBP, the FMT in June 2012 decided to transition the execution of the program to Small Recipient-Executed Trust Fund (SRETF) grants.** It was agreed to implement the program through regional IP and CSO organizations/networks (called Recipient Organizations), allowing the World Bank to better supervise funded activities and foster a stronger sense of ownership for beneficiaries. As countries are starting to engage relevant stakeholder groups in developing their REDD+ strategies, it was agreed to invest in awareness raising and capacity building of southern civil

UNFCCC Secretariat and the private sector. The PC meets twice a year, and is the main decision-making body of the FCPF.

⁷ The TAP is an independent forum of technical experts that provides technical advice and information to the PC and PA on specific issues.

society and local communities; engage them in all phases of REDD+ (i.e., readiness, investments, and performance-based payments); and build a knowledge base on climate change and REDD+, thus empowering them to translate global knowledge into actionable plans at the national and regional levels. Based on an open call for proposals and an agreed set of criteria, six Recipient Organizations were selected (see Table 1).⁸ Through six individual SRETFs, each organization is expected to be responsible for selecting and supporting small capacity-building projects within their regions.

Table 1. Recipient Organizations Selected for Implementation of CBP Phase II

Region	Indigenous Peoples Organizations	Civil Society Organizations
Africa	Mainyuito Pastoralist Integrated Development Organization (MPIDO)	Pan African Climate Justice Alliance (PACJA)
Asia	Indigenous Peoples' International Centre for Policy Research and Education (Tebtebba)	Asia Network for Sustainable Agriculture and Bioresources (ANSAB)
Latin America	Association Sotz'il	Asociación Coordinadora Indígena y Campesina de Agroforestería Comunitaria de Centroamérica (ACICAFOC)

10. The proposed project seeks to finance the CBP Phase II for southern civil society and LC in Africa, titled “Pan-African Civil Society FCPF Capacity Building Program on REDD+ Project” for a total of US\$356,440. The selected Recipient Organization for this project is the Pan African Climate Justice Alliance (PACJA), based in Kenya.⁹

C. Higher Level Objectives to which the Project Contributes

11. The project is consistent with the **Sustainable Development Goals (SDGs)**, in particular SDG13 of taking urgent action to combat climate change and its impacts, SDG15 on protecting, restoring and promoting sustainable use of terrestrial ecosystems, sustainably manage forests, and SDG16 on promoting peaceful and inclusive societies for sustainable

⁸ The choice of organizations is an outcome of a rigorous competitive global selection process undertaken by the FMT of the FCPF in late 2012/early 2013 through an open call for proposals, and subsequent evaluation in collaboration with World Bank regional social development staff (eligibility criteria included the applicants’ level of credibility and solid track record, and administrative and fiduciary capacity to manage World Bank funds). The outcome of the assessment process was reviewed by members of the PC and respective IPs and CSOs Observers to the FCPF, who gave a no-objection report.

⁹ The decision to process separately two small grants per region instead of a joint CSO/IP grant per region was based on the facts that (i) the grants address two different constituencies; and (ii) OP/BP 4.10 is triggered by only one of the two projects (P155373).

development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

12. **World Bank Group Strategy (2013).** The concept of “civic engagement” began to receive more emphasis in 2013, when the World Bank Group hosted a conference with CIVICUS (an international civil society alliance) and InterAction (NGOs alliance) to highlight the value of engaging with citizens for effective development. The World Bank corporate change process later adopted the recommendation to scale up engagement with citizens for improved results in World Bank operations. The project responds to the decision to engage more systematically with citizens and beneficiaries and integrate citizen voices in development programs as a key accelerator to achieve results. The project is further aligned with the World Bank Group Strategy and the twin goals of ending extreme poverty and promoting shared prosperity that cannot be achieved without addressing climate change and securing ecosystem integrity. The project fulfills the Strategy’s premise of creating an inclusive society, not only in terms of economic welfare but also in terms of the voice and empowerment of all groups in decision-making processes.

13. The project fulfills the vision of the **Bank’s Environment Strategy 2012-2022 (2012)** on low-emission development strategies and innovative finance, calling for cross-region and cross-sector work to find innovative carbon finance and climate finance solutions to help countries adopt low-emission paths to development and improve resource efficiency. The project also closely responds to the three *World Bank’s Forests Strategy (2002)* pillars of (i) Harnessing the potential of forests to reduce poverty; (ii) Integrating forests in sustainable economic development; and (iii) Protecting vital local and global environmental services and values. The project conforms to the Strategy’s principle working with local groups, NGOs and other partners to integrate forest, agroforestry, and small enterprise activities in rural development strategies; and the recognition that greater involvement of LC and other key stakeholders in forest management and planning is needed to produce equitable outcomes and raise the overall social value of forests.

14. **The World Bank Strategy for sub-Saharan Africa (2011)** recognizes that the region’s poor are likely to be hit hardest by climate change, and encourages regional integration and knowledge investments to improve connectivity, leverage economies of scale, improve development outcomes and make aid more effective. The project will supplement the Strategy’s climate change priorities¹⁰ by building capacity of southern civil society and LC to (i) further the region’s priority area of inclusion and empowerment of stakeholders in development processes, including REDD+, ii) directly support both the climate change and the shared prosperity agenda by strengthening the capacity of civil society to participate in REDD+ activities, and iv) enhance regional integration and cooperation by disseminating good practices and lessons learned to support the capacity-building needs of civil society at national and regional levels for their effective engagement in all REDD+ aspects.

15. **United Nations Framework Convention on Climate Change, COP16 in Cancun (UNFCCC, 2010).** The proposed project is consistent with the UNFCCC COP16 recognition of the need to engage a broad range of stakeholders at the global, regional, national and local

¹⁰ Investing in climate-change adaptation techniques and disaster risk management

levels, including government, private business and civil society, for effective action on all aspects of climate change. COP16 further invited parties to foster the participation of women, youth, indigenous peoples, civil society groups and relevant stakeholders in decision-making on climate change at the national level and their attendance at relevant intergovernmental meetings.

16. **Relationship to CAS/CPS/CPF.** The following describes the alignment of the project with each of the participating countries' assistance/partnership strategies¹¹:

Table 2. Participating Countries' Strategies' Relevant Instructions

Country	Assistance/partnership strategy's relevant instructions
Burkina Faso	Country Partnership Strategy for the period FY13-FY16 (Report No. 78793), Strategic Objective Three: Reduce social, economic, and environmental vulnerabilities: promotion of low-carbon rural development to ensure sustainable use of the land and natural resources
Cameroon	Country Assistance Strategy for the period FY10-FY13 (Report No. 52997), Pillar 2 (Improve transparency, equity, and sustainability in the use of natural resources): strengthen public and private efforts to achieve socially, economically, and ecologically sustainable use of national forest and wildlife resources.
Central African Republic	Country Engagement Note for the period FY16-FY17 (Report No. 96209): Environment and climate change: Work to date includes implementation of the regional GEF-supported REDD strategy (Reducing Emissions from Deforestation and forest Degradation) for the entire Congo Basin (efforts under crosscutting themes).
Democratic Republic of Congo	Country Assistance Strategy for the period FY13-FY16 (Report No. 66158): Climate Change Cross-Cutting Theme: protecting the environment and fighting climate Country Partnership Strategy for the period FY13-FY16 (Report No. 71713), Foundation: Strengthening Government Capacity and Governance; Supporting reforms in the forestry sector by enhancing the participation of local communities in forest management.
Côte d'Ivoire	Systematic Country Diagnostic (Report No. 98178), practice sustainable agriculture to improve rural incomes and reduce greenhouse gas emissions caused by deforestation and forest degradation. Harness international financial incentives for REDD+.
Ethiopia	Country Partnership Strategy for the period FY13-FY16 (Report No. 71884), Cross Cutting Issue: Climate Change: continue engaging in few climate change-specific tasks such as climate information systems or other specific AAA products or supporting the agenda on Reducing Emissions from Deforestation and Forest Degradation.
Gabon	Country Partnership Strategy for the period FY12-FY16 (Report No. 67343), advancing reforms in natural resource management as part of the Reducing Emissions from Deforestation and Forest Degradation (REDD+) initiative.
Ghana	Country Partnership Strategy for the period FY13-FY16 (Report No. 76369), Pillar 2: Improving Competitiveness and Job Creation: address climate change issues through support for Reducing Emissions from Deforestation and Forest Degradation (REDD) and programs focused on attention to water management and land

¹¹ See Section II.B. below on participating countries

	degradation.
Kenya	Country Partnership Strategy for the period FY14-FY18 (Report No. 88940), Domain Two: Protection and potential—delivering shared prosperity: improved capacity to manage risks from climate change and Domain Three: Consistency and equity (governance): consistent and equitable treatment of vulnerable groups, including IPs; a program of dialogue and capacity building of key national authorities working in this field.
Liberia	Country Partnership Strategy for the period FY13-FY2017 (Report No. 74618), Pillar I: Economic Transformation: National REDD+ strategy is prepared and validated by national stakeholders (indicator for Improved management and productivity in agriculture, forestry and fisheries).
Madagascar	Country Environmental Analysis (Report No. 77993), REDD+: put in place legislation and a national-level mechanism that allows REDD+ funds to be allocated in an efficient manner to those actors that effectively contribute to reducing emissions, thus creating the assets being paid for. Once a full-fledged REDD+ system at the national level is in place [...] funds management mechanism will have to allocate resources from the national to the local level.
Mozambique	Country Partnership Strategy for the period FY12 - FY15 (Report No. 66813), Pillar II: Vulnerability and Resilience: progress in achieving lower carbon-intensity development and helping to ensure sustainable use and preservation of the country's vast tracts of forests for carbon sequestration (outcome for climate change mitigation and adaptation activities).
Nigeria	Country Partnership Strategy for the period FY14-FY17 (Report No. 82501), First Strategic Cluster: Federally Led Structural Reforms for Growth and Jobs, Agricultural Productivity and Climate Change (Resilience): reducing immediate and long-term climate risks to rural livelihoods by treating and reversing land degradation, supporting climate smart agriculture, water catchment management, reducing deforestation and forest degradation and fostering reforestation, and enhancing capacity to prevent and manage climate-related disasters including through more efficient hydro-meteorological systems and innovative finance to respond to shocks.
Sudan	Interim Strategy Note for the period FY14-FY15 (Report No. 80051), Cross-Cutting Themes: Governance and Gender: support institutional and governance reforms that enhance participation, transparency and voice, especially for marginalized groups, such as women, youth, and conflict-affected populations.
Tanzania	Country Assistance Strategy for the period FY12-FY15 (Report No. 60269), Objective 1: Promote Inclusive and Sustainable, Private Sector-led Growth, Enhanced sustainability and improved management of natural resources: support Tanzania's work to prepare a climate change strategy, secure funding, and adapt to and mitigate climate change.
Togo	Joint IDA-IMF Staff Advisory Note on the strategy for boosting growth and promoting employment (Report No. 86108), Pillar 5: Promoting Participative, Balanced, and Sustainable Development Environment, Sustainable Management of Natural Resources, and Quality of Life, Combating Climate Change: strengthening the institutional framework for implementing the UNFCCC and adapting principal development sectors to climate change remain challenges to be faced. The sectors identified as the most vulnerable to climate change and for which adaptation/mitigation measures must be a priority include: agriculture, forestry, energy, water resources, human settlements, health, and the coastal area.

Uganda	Country Assistance Strategy for the period FY11-FY15 (Report No. 54187), Strategic Objective 1: Promote Inclusive and Sustainable Economic Growth: Mitigation of greenhouse gas emissions will target one of the most significant sources of greenhouse gas emissions in Uganda—deforestation and forest degradation—and will be implemented through a forestry or natural resource management operation and through support for renewable energy.
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II. PROJECT DEVELOPMENT OBJECTIVES

A. PDO

17. The Project Development Objective (PDO) is to strengthen: (i) the knowledge of targeted southern civil society organizations and local communities of REDD+ Readiness at the national level and (ii) knowledge exchange at the regional level.

18. This PDO is a derivative of the FCPF CBP’s objective: to provide forest-dependent IPs on one hand, and southern civil society and LC on the other, with information, knowledge and awareness on REDD+ in order to enhance their understanding of REDD+, and to engage more meaningfully in the implementation of REDD+ Readiness activities. The PDO will be achieved by funding activities that enhance LC and CSOs’ capacity, knowledge and networking capabilities around the REDD+ Readiness process nationally, and strengthening collaboration regionally.

B. Project Beneficiaries

19. The beneficiaries of the project will be Southern CSO networks from the 18 FCPF eligible countries in Africa¹², namely **Burkina Faso, Cameroon, Central African Republic, Democratic Republic of Congo, Republic of Congo, Cote d’Ivoire, Ethiopia, Gabon, Ghana, Kenya, Liberia, Madagascar, Mozambique, Nigeria, Sudan, Tanzania, Togo and Uganda**, which will be eligible to participate in regional learning and exchange activities (activities funded under Component 2). Of the 18 countries, Southern CSOs and Local communities¹³ from eleven countries will be eligible to participate in national-level capacity building, awareness raising and networking activities (under Component 1), namely **Cameroon, Republic of Congo, Côte d’Ivoire, Ethiopia, Liberia, Madagascar, Mozambique, Nigeria, Sudan, Togo and Uganda**. These countries have been prioritized for national-level activities for the following reasons:

- i. Their respective governments have signed Readiness Grant Agreements with the FCPF, thereby allowing the project to reinforce their REDD+ Readiness efforts¹⁴;

¹² These are developing countries located in a subtropical or tropical area that have signed a Participation Agreement to participate in the FCPF Readiness Fund.

¹³ Note that IP communities and IP organizations and networks are the beneficiaries of the CBP Phase II *Pan-African Forest-Dependent Indigenous Peoples FCPF Capacity Building Program on REDD+ Project* (P155373), to be implemented by MPIDO.

¹⁴ Informed by FMT Note 2012-5, which states in part that the CBP activities reinforce national REDD+ readiness efforts. If additional countries (beyond the 11 Component 1 eligible countries) sign Readiness Grant Agreements during the course of the project, they may be eligible to participate in Component 1.

- ii. They are not beneficiaries of the Global Dedicated Grant Mechanism (DGM) for Indigenous Peoples and Local Communities project of the FIP¹⁵; and
- iii. They are countries at advanced stages of REDD+ phases, and which are piloting Emission Reduction projects/programs.

20. The beneficiary CSO networks are CSOs alliances and local communities in the eligible countries.¹⁶ These networks are national civil society alliances on climate change and sustainable development. The beneficiary CSOs and LC are the members of the CSO networks, and include farmer groups, women's groups, farmer cooperatives and community forest groups among others. Non-member LC may also be identified by PACJA to benefit from capacity building and awareness raising activities under Component 1. The government entity implementing REDD+ Readiness or Carbon Fund activities will be engaged from time to time and consulted with in order to enhance coordination at the national level.

21. Other potential project beneficiaries are national and regional stakeholders from the REDD+ community that will benefit from project-funded regional meetings, and studies and reports on good practices in REDD+ capacity building. This includes FCPF REDD+ Country Participants from Asia and LAC; FCPF Donor Participants and Carbon Fund Participants¹⁷; Readiness Fund Delivery Partners (the UN Development Program–UNDP and the Inter-American Development Bank), FIP and Global Environment Facility (GEF) partners and other multilateral, bilateral and private sector entities and fora.

22. *See Annex 4 for a Project Map.*

A. PDO Level Results Indicators

23. The following Results Indicators will be used to measure the achievement of the PDO:
- i. National knowledge exchange products disseminated in appropriate languages (Target to be determined before project effectiveness in accordance with the agreed work plan)
 - ii. Regional knowledge exchange products disseminated in appropriate languages and accessible formats (Target: 2)
 - iii. Meetings held between CSO networks, and between CSO networks and national REDD+ decision making entities (Target: 55)
 - iv. Direct project beneficiaries, of which female (Core Indicator) (Target to be determined before project effectiveness in accordance with the agreed work plan)
 - v. Examples of the participation of direct project beneficiaries in national REDD+ processes and structures (target to be determined)¹⁸

¹⁵ Informed by PC 19 guidance from May 2015, seeking to ensure coordination between the FIP Dedicated Grant Mechanism and the CBP, and also to ensure that as many eligible organizations and countries can benefit from the DGM and CBP, while avoiding any potential duplications of beneficiary organizations and countries under the two programs.

¹⁶ For details on PACJA's national chapters, see <http://pacja.org/index.php/en/where-we-are-in-the-world>

¹⁷ For the full lists of FCPF participants, see <http://forestcarbonpartnership.org/participants-page>

¹⁸ Direct project beneficiaries are members of CSOs who will participate more actively in the design of national

24. Information for the above indicators will be aggregated by PACJA from meeting summaries, reports of CSO networks carrying out capacity building and awareness raising activities, and records of networks' participation in regional and bilateral activities. PACJA will analyze the results of capacity building activities and bilateral and multilateral meetings with emphasis on good practices and lessons learned that could inform the design of similar programs and be discussed at the regional workshops.

25. *See Annex 1 for the Project Results Framework.*

III. PROJECT DESCRIPTION

A. Project Activities

26. The Pan-African Civil Society FCPF Capacity Building Program on REDD+ Project is financed through a US\$356,440 Recipient-Executed Trust Fund from the FCPF CBP, and implemented by the Pan African Climate Justice Alliance (PACJA), which is located in Kenya. Financed activities will be grouped into the following three components:

Component 1: National Capacity Building and Awareness Raising (US\$230,300)

27. Component 1 will support capacity building and awareness raising activities for Southern CSO networks, CSOs and LC representatives in the eleven participating countries, with specific focus on women and youth. Activities may be carried out at the national, sub-regional and/or jurisdiction levels. The design and choice of activities will be informed by the key principles of language diversity within the region (ensuring a balance between activities in Anglophone, Francophone and Lusophone countries and making sure knowledge products are produced in key local languages), gender considerations (funding women-specific activities and actively seeking a balance between female and male beneficiaries), and understanding of infrastructural constraints, especially those related to means and forms of communication. Activities will also be considered in view of past and present REDD+ capacity building programs in the region and elsewhere, and use to the extent possible existing manuals, training material, and other tools. The progress of countries in the REDD+ Readiness process will also be considered.

Sub-component 1.1: Implementation of capacity building and awareness activities

28. Through a review of existing appropriate (in terms of content and language) learning materials, PACJA will determine which new studies, analytical reports and learning materials need to be developed for the use of CSO networks to deliver key messages, and these will be produced in simple formats and relevant languages by PACJA and/or hired consultants, as appropriate. Once they have been finalized, these knowledge products will be shared with the networks executing capacity building and knowledge sharing activities, to be used in such activities and translated to local languages as needed. In parallel to the identification and

REDD+ strategies and Emission Reduction Programs, and are represented more effectively in the various REDD+ thematic working groups and steering committees set up at the national level.

development of the knowledge products, PACJA will work with its member CSO networks on preparing and implementing capacity building and awareness raising programs for representatives of its member CSOs and LC. It is possible that CSO networks will identify non-member LC recipients to whom component 1 activities would be highly beneficial.

Sub-component 1.2: Support and empowerment of CSO networks

29. In parallel to the activities described under sub-component 1.1, the project will finance activities that strengthen the capacities of CSO networks to engage more meaningfully in the implementation of REDD+ Readiness activities. The project will help enhance CSO networks' REDD+ capacities by: (i) strengthening the dialogue between national networks within a given country through workshops and meetings around key REDD+ themes; (ii) facilitating liaisons between national networks and the respective national REDD+ focal points¹⁹, FCPF civil society observers, and governmental committees for climate change through joint workshops and meetings around key themes; and (iii) supporting CSO representatives' participation in R-PP implementation, coordination, supervision and monitoring structures nationally²⁰ by creating an infrastructure for a self-selection process.

Key Outputs of Component 1:

- i. Studies, analytical reports and learning materials for use by CSO and local community networks
- ii. Capacity building and awareness raising activities for LC and CSO representatives
- iii. Workshops and meetings between national CSO networks around key REDD+ themes and the self-selection process
- iv. Agreed ToRs for self-selection
- v. Workshops and meetings between national CSO networks and the respective national REDD+ focal points, FCPF civil society observers and governmental committees for climate change around key REDD+ themes

Component 2: Regional Exchange and Sharing Lessons Learned (US\$90,500)

30. In response to civil society representatives' calls for knowledge sharing and dissemination, and in order to strengthen regional CSO collaboration, the focus of Component 2 funding will be the design and implementation of a robust regional platform for information exchange and knowledge sharing between CSO networks of all 18 FCPF member countries as well as other national and regional REDD+ processes and climate change fora. The project will finance the following activities:

Sub-component 2.1: Regional learning and exchange

¹⁹ Focal points are officially nominated national liaisons with the UNFCCC secretariat and the relevant bodies under the Convention. In the context of this project a focal point could also mean a liaison between the national government and the FCPF. They are also referred to as National REDD+ Coordinators.

²⁰ Structures include technical working groups and committees, local governance structures, structures for key REDD+ components and cross-cutting themes, SESA preparation groups, etc.

31. PACJA will convene a regional workshop which will serve to: (i) disseminate available REDD+ knowledge products, including deliverables of Phase I of the CBP and any knowledge products developed by the project under sub-component 1.1, and most recent advances in various climate change processes in the region and globally; (ii) share lessons learned, good practices and recommendations from capacity building and awareness raising activities under Component 1; and (iii) raise participants' awareness of the project under CBP Phase II. The workshop will bring together representatives of CSO networks, REDD+ Focal Points of the African FCPF countries, as well as regional institutions such as the African Union and global entities such as the UNFCCC, GEF and FIP secretariats. It will comprise a side event that will discuss challenges and good practices related to women and youth participation and representation in the REDD+ Readiness process.

32. In addition to the workshop, the project will facilitate South-South exchanges between advanced and less advanced participating countries to encourage first-hand learning and sharing of experiences from civil society engagement in REDD+ Readiness processes. The number of visits will be determined by the availability of project funding as well as co-financing from candidate countries based on proposals made by CSO networks.

Sub-component 2.2: Dissemination of knowledge products and lessons learned

33. This sub-component will fund the development and dissemination of existing and new REDD+ educational and knowledge products, and communication of lessons learned/good practices from Component 1 to the wider civil society audience in FCPF countries (in Africa and elsewhere) as well as in national and regional climate change fora. The first step would be review and adapt PACJA's existing communication strategy to determine the key messages, audiences and communication techniques by which the products will reach LC and Southern CSOs, paying particular attention to women and youth audiences, and reflecting the views and voices of LC and CSOs. It is expected that the strategy will incorporate production and publication of Information, Communication and Education (IEC) materials, policy briefs on REDD+ informed by case study research, analyses of REDD+ policies and processes, and media engagement. The strategy will draw upon existing resources, relationships, networks and events (like the African Carbon Forum, African Ministerial Conference on the Environment (AMCEN) meetings, COP regional preparatory fora and other events in the region) to the extent possible, and prepare a budget and an "exit strategy" for post-project communication. PACJA will prepare and publish educational and knowledge products, which could include written and audio-visual materials in culturally appropriate and accessible formats and in commonly used languages.

Key Outputs of Component 2:

- i. A regional civil society workshop
- ii. South-South exchanges (in content and number to be proposed by the participating countries and depending on availability of project and countries' financing, respectively)
- iii. Dissemination of existing and new REDD+ educational and knowledge products, including lessons learned and good practices in accordance with the project communication strategy

Component 3: Management, M&E and Reporting (US\$35,640)

34. This component will finance the overhead costs of the PACJA team that will manage the project. Project management includes procurement, financial management, environmental and social safeguard monitoring, monitoring and evaluation (M&E) and reporting, and preparation of work plans and budgets acceptable to the World Bank. This component will also finance an annual audit of the project account by an external auditor and any costs related to the execution of a grievance redress mechanism. For further information on M&E, see section IV.B.

Key Outputs of Component 3:

- i. Work plans and budgets
- ii. Quarterly progress reports (including financial data)
- iii. Annual external audits
- iv. Operational grievance redress mechanism

35. *See Annex 2 for a Detailed Project Description.*

B. Project Financing

Instrument

36. The project will be financed by a SRETF grant from the FCPF, to be implemented over 27 months. The grant will be governed by the World Bank's "Procedures for Small Recipient-Executed Trust Fund Grants", which specify the process for the design and implementation of small grants. In a letter dated April 28, 2014 to the World Bank Country Director for Kenya, the Principal Secretary of the National Treasury of Kenya confirmed its no-objection to provide the grant directly to PACJA to implement the project and to proceed with the signing of a grant agreement.

C. Lessons Learned and Reflected in the Project Design

37. The project puts into practice lessons learned by the FCPF and other REDD+ instruments in Africa and elsewhere²¹ about the importance of engaging civil society in the REDD+ Readiness process, and the recognition that engagement is more effective when targeted communities are well-informed and have the capacity to participate. While capacity and willingness to participate are clearly related to local culture and education, it has been shown that they can be enhanced through various training instruments, especially through partnering with local leaders, opinion leaders, and existing local institutions. Working with CSO networks and putting them in the lead of capacity building activities for REDD+ is also one of

²¹ See: FCPF Working Paper #1 (revised version). Harvesting Knowledge on REDD-plus: Early Lessons from the FCPF Initiative and Beyond (Report No. 61123); FCPF and the Amazonas Sustainable Foundation. REDD+ and Community Forestry: Lessons Learned from an Exchange between Brazil and Africa (Report No. 76565); Salas, Paula Cordero. *Implementation of REDD+ Mechanisms in Tanzania*. World Bank. Washington, DC: Policy Research Working Paper No. 6815, March 2014

the main lessons learned from CBP Phase I, which this project will implement toward the end of increasing the effectiveness of capacity building efforts.²²

38. While there is a plethora of lessons learned on community engagement in rural development projects, specific recommendations²³ to the REDD+ Readiness process, which the project will incorporate under sub-component 1.1, point to the importance of clearly explaining to LC and CSOs how REDD+ activities work in ways that are compatible with local cultures; managing inordinate expectations about the magnitude and timing of benefits; allowing for flexibility in the way CSOs communicate with stakeholders; addressing issues related to land and carbon property rights and livelihoods; working with locally trusted CSOs which identify with specific ethnic or other culturally distinct groups; and maintaining stakeholder participation over the project lifetime.

39. From a broader point of view, the project echoes two of the lessons highlighted by the Independent Evaluation Group (IEG) for the FCPF in 2011²⁴, the first one being the need to enhance the effectiveness of FCPF management by taking advantage of internal World Bank reforms relating to micro and small grants; and the second one about giving priority to “no regrets” investments and activities which are also useful outside of the REDD+ context and could be synergistic with the World Bank’s wider country partnership objectives. The use of the World Bank procedures for SRETF to prepare and implement this project is in response to the first lesson learned, while the concentration on capacity building, awareness raising and regional and national collaboration is considered a valuable result which goes beyond the forests sector.

IV. IMPLEMENTATION

A. Institutional and Implementation Arrangements

Project institutional arrangements

40. The World Bank is the home of the FCPF Facility Management Team (FMT, the FCPF Secretariat) that is responsible for the operation of the Facility and relations with the Facility’s governing body, the FCPF Participants Committee (PC). The project will be implemented according to a grant agreement that will be signed by the World Bank and PACJA, the selected Recipient Organization for this project. In the case of the proposed project, capacity building activities at the national level will be implemented by PACJA’s national chapters and other selected CSO networks (in countries where PACJA does not have national chapters) through agreed work programs and sub-grants, respectively. Regional activities will be coordinated by PACJA.

²² As can be seen in PACJA’s draft summary report from its activities in Kenya, Uganda and Ethiopia under CBP Phase I in February 2013 – May 2014 (reference pending)

²³ Blomley, Tom, and Michael Richards. *Community Engagement Guidance: Good Practice for Forest Carbon Projects*. In *Building Forest Carbon Projects*, Johannes Ebeling and Jacob Olander (eds.). Washington, DC: Forest Trends, 2011.

²⁴ IEG. 2011. *The Forest Carbon Partnership Facility: Global Program Review Vol. 6, Issue 3*.

Project implementation arrangements

41. **Pan African Climate Justice Alliance (PACJA) will be the grant recipient and the implementing agency of this project; as such, it will be responsible for the overall management of the project.**²⁵ PACJA is one of the largest and most prevalent civil society platforms in climate change and sustainable development in Africa, with a membership of more than 1,000 organizations and networks in 45 African countries, including 29 National Chapters and 16 Focal Points. At the regional level, it is recognized for representing a unified African civil society voice on issues related to climate change, by, for example, promoting the accountability of the African Union, African Ministerial Conference on the Environment (AMCEN) and national governments in general to promote climate justice and equity. It has established effective mechanisms to ensure collaboration and strategic alliances with international partners, national governments and regional governmental bodies to promote the continent's visibility in international climate change dialogue processes, including under the UNFCCC negotiations. These regional ties will be utilized by the project for the implementation of project activities to the extent possible.

42. **PACJA has previous experience with World Bank and other donor-funded projects, and its internal structure is expected to allow it to successfully perform its responsibilities as the project implementing agency.** In 2013-2014 under the CBP Phase I, it implemented a regional project in East Africa that delivered knowledge amongst CSOs on the development of REDD+ strategies, established formal contacts with national REDD+ Focal Points, and trained CSO members on REDD+ related issues. It has been implementing regional CSO capacity building and networking projects with the support of other multilateral and bilateral aid agencies such as the Swedish International Development Agency (Sida), Oxfam International and other organizations and NGOs. PACJA's existing Nairobi-based Secretariat, which includes a project manager, a procurement specialist, a financial management specialist and thematic specialists, will manage the project. The Secretariat has experience managing funds from the World Bank (under CBP Phase I) and other donors, and the necessary internal mechanisms and procedures. During the implementation of the CBP Phase I contract, PACJA demonstrated strong technical and operational capacities, delivering quality products in a timely manner. The Bank will provide training to PACJA staff on procurement and safeguards to ensure its understanding of the relevant policies and its responsibilities. The training will also look at participation of stakeholders in the design and implementation of capacity building activities. The Secretariat will be overseen by and receive guidance from the organization's Continental Executive Committee (CEC) and General Assembly (GA).

43. *See Annex 3 for Detailed Implementation Arrangements.*

B. Results Monitoring and Evaluation

²⁵ PACJA was selected following an FMT/World Bank evaluation of candidate organizations' (i) eligibility criteria as outlined in FMT Note 2012-12 and related documentation; (ii) the organizations' level of credibility and solid track record, evidenced by letters of recommendation received from partner organizations familiar with their work; and (iii) the organizations' administrative and fiduciary capacity to manage World Bank funds, based on the information provided by the organizations in the World Bank Integrated Assessment Framework.

44. **Project M&E is derived from and aligned with the overall FCPF Program Level Monitoring and Evaluation Framework.**²⁶ The framework is designed to keep track of countries' REDD+-Readiness status, consisting of a structure and system to ensure that all key data is collected, analyzed and used in a way that helps ensure learning and adaptive management at the Facility level. It is informed by country-specific monitoring and evaluation, and is linked to key milestones that are monitored and recorded in the FCPF Dashboard.²⁷ The proposed project is expected to contribute to achieving the FCPF Outcome 3 (Engagement of all stakeholders (Governments, CSO, IPs, private sector and delivery partners) to sustain or enhance livelihoods of local communities and to conserve biodiversity within the approach to REDD+) by helping to increase the engagement of southern civil society and LC in REDD+ in Africa.

45. **PACJA will utilize the project results framework (see Annex 1) to monitor and evaluate project progress.** An assessment of PACJA's capacity for M&E concluded that PACJA had experience in monitoring and evaluation of projects, experienced M&E staff in place and an M&E manual. It will utilize its expertise to train recipient networks on M&E and reporting at the beginning of the project to ensure the flow of quality information from each participating country. PACJA will synthesize information from recipient CSO networks and from its own records into quarterly progress reports (by August, November, February and May) that it will submit to the World Bank. The Bank will share the reports with the FCPF FMT which, in turn, will update the PC during its regular meetings.

C. Sustainability

46. **The project's concept, design and implementation arrangements are based on the principles of social, environmental, institutional and financial sustainability.** The CBP was established to help create a long-lasting enabling environment for social inclusion and empowerment for IPs, civil society and LC, which would bring them to the forefront of the REDD+ dialogue at all levels, and the project is the one of principle mechanisms for executing this vision. The project is expected to put a focus on communities' traditional knowledge that may be critical to climate change adaptation and at the same time help reduce their vulnerability to the impacts of climate change by bringing in new knowledge about sustainable forest management and the associated potential financial benefits.

47. Creation and dissemination of knowledge products in formats that do not need further printing or updating, together with building capacity, are the cornerstones of the sustainability of this project. Capacity building and awareness raising activities will take place at the national and sub-national level in countries piloting emission reduction programs, and through existing CSO networks that are recognized and trusted by the communities they support; the experience they will gain through the project will allow them to continue their engagement

²⁶ As adopted by the PC in March 2013 at its fourteenth meeting in Washington DC and edited in June 2013. Available at:

https://www.forestcarbonpartnership.org/sites/fcp/files/2013/june2013/Final%20Draft%20ME%20framework_June%202013_FMT%20Note%202012-11%20rev%20_English.pdf

²⁷ https://www.forestcarbonpartnership.org/sites/fcp/files/2015/May/FCPF%20Readiness%20Progress__051515.pdf

with CSOs and LC on REDD+ beyond the project. The project will help strengthen the relationships between CSO networks and national and regional REDD+ decision making entities to ensure that civil society's interests are better represented and reflected in government-based decision making during the timeframe of the project and afterwards, and promote networking and partnerships between CSO networks at the country level and regionally. The project will use learning material and knowledge products from the existing pool of REDD+ resources to the extent possible, and develop new ones only where needed. Similarly, existing communication platforms will be used to reach stakeholders and a communication long-term strategy will be developed.

48. The project will not establish new implementation structures but rather work through an existing and well-established implementing agency (PACJA), utilizing its in-house expertise, national and regional chapters, and internal management structures. The financial sustainability of supported activities will depend on the relationships that CSO networks will be able to establish with potential REDD+ partners nationally and regionally, and the project will support them in this through the planned national-level support (component 1) and regional workshops and communication program (component 2) that it will finance.

D. Donor Harmonization

49. **The project will tap into and build on national, regional, and global processes, ongoing and pre-existing networks, and capacity building efforts.** By doing so, the project is expected to avoid duplicating existing efforts, promote synergistic capacity building actions and leverage additional resources.

50. **Coordination with CBP Phase II regional organizations.** PACJA will communicate on an ongoing basis with the other five CBP Phase II regional organizations, especially the Mainyoto Pastoralists Integrated Development Organization (MPIDO), as their respective projects begin implementation. By doing so, the staff for all six projects will be able to learn from each other's experience, reduce costs by adapting already produced materials and communication platforms, and avoid duplication of efforts. The FMT will facilitate the interaction between the recipient organizations as it will maintain an overall view of the program.

51. **Collaboration with the UN-REDD Program.** Collaboration between the FCPF and the UN-REDD Program (led by FAO, UNDP and the UN Environment Program-UNEP) will continue to involve coordination of analytical and capacity-building efforts and, whenever possible, the joint scheduling of regional meetings. Country reporting to the FCPF and UN-REDD Program will continue to be synchronized and include progress reporting and lessons learned from project-funded activities. The project has begun collaborating with the Community Based REDD+ (CBR+), which is a partnership between UN-REDD and the GEF Small Grants Program that supports community level capacity building and development of experiences in pilot countries²⁸, and will continue to do so during the implementation phase through exchanging of experiences and knowledge products.

²⁸ The countries are Nigeria, Democratic Republic of Congo, Panama, Paraguay, Cambodia and Sri Lanka.

52. **Collaboration with the Forest Investment Program.** The FIP is currently active in eight pilot countries²⁹, including through the Global Dedicated Grant Mechanism (DGM) for Indigenous Peoples and Local Communities project, approved in March 2015. The proposed project will not finance national-level activities in these eight countries in order to avoid duplication of efforts; however, regional activities will be coordinated with the DGM project through meetings between the governing bodies.

53. **Collaboration with the GEF and other key multilateral and bilateral agencies that are involved in sustainable forest management** will be enhanced through the Collaborative Partnership on Forests (CPF), of which the World Bank is member, as are the GEF Secretariat, the Center for International Forestry Research (CIFOR), FAO, the International Tropical Timber Organization (ITTO), the International Union for Conservation of Nature (IUCN), the International Union of Forest Research Organizations (IUFRO), UNEP, the UN Forum on Forests (UNFF) and others. The CPF provides the agencies with a platform for collaboration and streamlining of work, shared expertise and pooled resources.

V. KEY RISKS AND MITIGATION MEASURES

A. Systematic Operations Risk-Rating Tool (SORT)

Risk Categories	Rating
(a) Political and governance	M
(b) Macroeconomic	N/A
(c) Sector strategies and policies	M
(d) Technical design of project or program	M
(e) Institutional capacity for implementation and sustainability	S
(f) Fiduciary	M
(g) Environment and social	M
(h) Donor Harmonization / Stakeholders	S
OVERALL	M

B. Overall Risk Rating Explanation

54. **The overall risk rating is Moderate.** The main implementation risks of the project relate to (i) political or economic instability in some of the participating countries that may hamper in-country collaboration with key stakeholders and cause tensions between civil society and the respective governments; (ii) the relevance of capacity building activities in countries where the REDD+ Readiness process is either too premature or very advanced; (iii) high expectations from CSO networks for project resources and conflicting views on the scope of the capacity-building activities; (iv) difficulties in affecting real impact using a small budget; (v) high transaction costs for geographically dispersed audiences (sometimes speaking different languages); (vi) lack of coordination among stakeholders that could result in the duplication of effort or gaps; and (vii) the possibility that PACJA’s legitimacy to represent

²⁹ The countries are Brazil, Burkina Faso, the DRC, Ghana, Indonesia, Lao PDR, Mexico and Peru. “In its meeting of November 2015, the FIP Sub-Committee selected an additional 15 countries to join the Program, but these countries are not considered here because their DGMs are not likely to become operational within the timeframe of this project.”

wider CSO interests throughout the region will be questioned by other CSO organizations, as well as their ability to inspire confidence among potential participants and those not selected to carry out capacity building activities.

55. To mitigate these risks: (i) PACJA will partner directly with its member CSO networks and other key networks in the beneficiary countries who are committed to and have the mission of supporting their own member LC and CSOs (alleviating instability risk); (ii) capacity building and awareness raising activities on REDD+ will be beneficial to CSOs and LC in all stages of the readiness process, and the fact that activities in each country will be strategically targeted and take into consideration the stage of the REDD+ readiness activities (alleviating the relevance risk); (iii) open and up-front dialogue between PACJA and CSO networks from all 18 countries to clarify the scope of capacity building activities, maintain project support, and set realistic expectations, and development of clear and transparent criteria for the selection and design of capacity-building programs (mitigating the risk of high expectations and discontent around Component 1); (iv) using existing implementation structures and funding relatively low cost, grassroots activities (addressing the risk of low impact due to small budget); and (v) the availability of clear engagement guidelines and selection criteria, as well as the engagement of the World Bank and CSO networks in the approval of the project's work plan, which address the issues of misrepresentation, transaction costs and lack of coordination.

56. PACJA is one of the leading civil society platforms in Africa on climate change, with strong national and regional membership. It is well structured within AMCEN and has also been playing a critical role in the UNFCCC in coordinating the African civil society voice. Nonetheless, mitigation measures have been incorporated into the design of the project, and will be monitored and mitigated through supervision by the World Bank. In addition, the World Bank will strengthen PACJA's fiduciary capacities, obtain no-objections from the relevant governments prior to the implementation of some activities, and ensure that the activities are aligned with the respective countries' wider engagement strategies with the Bank in relevant sectors.

VI. APPRAISAL SUMMARY

Technical

57. The principles for partnering with southern civil society and LC under the FCPF is dictated by and detailed in the "Guidelines on Stakeholder Engagement in REDD+ Readiness - with a Focus on the Participation of Indigenous Peoples and Other Forest-Dependent Communities" (August 2012 version). In line with these guidelines, the project will ensure effective stakeholder engagement by:

(a) **Reaching a broad range of stakeholders at the national and local levels:** Within its budgetary limitations, the project will seek to engage with as diverse an audience as possible in the recipient countries. At the national level, this will be achieved through partnering with PACJA's member CSO networks in countries where these exist, and with other prominent CSO networks in countries where PACJA does not have national charters, to propose capacity

building and awareness raising activities. Recipients' eligibility criteria are structured in a way that ensures a diverse representation of communities. Under sub-component 1.2 (*Support and empowerment of CSO networks*), the project will engage with networks from all of the eleven countries to enhance their dialogue with national REDD+ decision making functions.

(b) **Using existing processes, organizations and institutions.** Capacity building and awareness raising activities will be carried out by existing and recognized (by communities and the respective governments) CSO networks. The engagement methodologies, which may differ from one proposal to the other, will be reviewed by PACJA to make sure, *inter alia*, that they are cognizant of communities' internal political structures, sub-groups and cultures.

(c) **Ensuring active participation:** The mode of engagement with southern civil society and LC will ensure a two-way discourse that results in feedback. The content and results of the meetings will be clearly communicated in advance to avoid misinformation and generating unrealistic expectations.

(d) **Putting special emphasis on the issues of land tenure and livelihoods.** Capacity building activities and regional discussions (components 1 and 2, respectively) will give special attention to the issues of land tenure in the context of REDD+, resource-use rights and property rights because in many forest countries these are unclear, given that LC's customary/ancestral rights may not necessarily be codified in, or consistent with, national laws. Other important issues which will be discussed is the impact of REDD+ on people's livelihoods, and subjects that correspond to the FCPF and UN-REDD R-PP components, to include *inter alia*: (i) current status of national forests; (ii) institutional, policy and regulatory frameworks; (iii) main causes and drivers of deforestation and forest degradation; (iv) rights and needs of civil society; (v) proposed REDD+ strategy; (vi) design of benefit-sharing systems for equitable and effective distribution of REDD+ revenues; (vii) economic, social and environmental impacts and risks of REDD+ and the mitigation and prevention of risks; and (viii) monitoring of forests and forest emissions as well as environmental and social co-benefits.

(e) **Recording and publishing results.** Records of training sessions and workshops (national and regional) will be prepared and publicly disclosed in a culturally appropriate form, including in locally used languages. The reports will clearly document how views gathered have been taken into account during project implementation and elsewhere in the REDD+ Readiness process. This data will be gender disaggregated.

Economic Viability

58. Financial flows from REDD+ programs could reach up to US\$30 billion a year, in order to halve emissions between 2005 and 2030. Besides reducing carbon emissions, the flow of funds could support new, pro-poor development, and help conserve biodiversity and other vital ecosystem services. The costs of REDD+ can be grouped into opportunity costs, implementation costs and transaction costs; the costs of implementing a REDD+ program are those directly associated with actions to reduce deforestation, and hence emissions, including the costs of guarding forests, replanting trees, relocating harvesting and other economic

activities and relocating infrastructure. Implementation costs also comprise the institution- and capacity-building activities that are necessary to make the REDD+ programs happen.³⁰

59. The project takes a number of cost-effective approaches to enhancing capacity at the medium- to long-term, including the building of partnerships and alliances between CSO networks and national and regional REDD+ decision makers; and transferring relevant skills to communities living in the forest and forest margins. By working through established national and regional networks the project will be able to reach a wide and diverse audience using its limited funding, and establish national expertise which is less costly than international support.

Financial Management

60. PACJA has adequate financial management (FM) capacity to manage the grant. The agency has experience in implementing donor-financed projects, and it has developed an Administrative and FM Systems Manual. The budgeting is done using the procedures defined in the Manual. The funds flow arrangements are simple given the small size of the institution. The accounting capacity is adequate with qualified accountants and proper maintenance of books of accounts. The accounting system is capable of generating quarterly and annual financial reports. The internal control systems is deemed to be adequate with comprehensive internal control procedures documented in the FM manual. The audit arrangements are undertaken by a private audit firm and are deemed to be sufficient. PACJA has been having annual audits done within six months after the end of the financial year, and has received clean/unqualified audit opinions.

61. With regard to project disbursement, financial reporting and audit arrangements, the following will be applicable:

- (a) The project will adopt the Statement of Expenditures (SOE) method of disbursement and will open a US\$ designated account (DA) in a commercial bank from which all project payments will be made.
- (b) The project will submit annual audit report as part of the institutional audited financial statements. The audit report and management letter will be submitted to the World Bank within six months after the end of the financial year. Project receipts, payments and closing balances to be disclosed as notes to the accounts.
- (c) The project will submit quarterly unaudited Interim Financial Statements (IFR) to the World Bank within 45 days after the end of each calendar quarter.
- (d) The World Bank will conduct annual FM supervision of the project on the basis of documents and information requested from PACJA.

62. FM arrangements have an overall residual risk rating of Low, which satisfies the Bank's minimum requirements under OP/BP 10.00, and therefore is adequate to provide, with reasonable assurance, accurate and timely information on the status of the project required by the World Bank.

³⁰ WBI. 2011. Estimating the Opportunity Costs of REDD+-a Training Manual.

63. The following implementation support plan is proposed:

Financial management activity (Desk Review)	Frequency	FM OUTPUT
Audit report review	Annually	Audit review report
Review of other relevant FM information requested from implementing agency	Annually	FM review report

Procurement

A. Procurement Arrangements

64. Goods shall be procured under contracts awarded on the basis of Shopping procedures in accordance with the “Guidelines: Procurement of Goods, Works, and Non-Consulting Services under IBRD Loans and IDA Credits & Grants” by World Bank Borrowers dated January 2011 and revised in July 2014.

65. Contracts for Consultant Services shall be procured following procedures set forth in the “Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants” by World Bank Borrowers dated January 2011 and revised in July 2014.

66. Consultants’ services shall be procured under contracts awarded on the basis of (a) Quality and Cost based Selection (QCBS); (b) Selection based on Consultants Qualifications (CQS); (c) Least Cost Selection (LCS); (d) Selection of Individual consultants (IC); and (e) Single or Sole Source Selection (SSS). Individual Consultants will be selected on the basis of their qualifications for the assignment by comparison of CVs of at least three candidates from those expressing interest or those that are approached directly by the Implementing Agency in accordance with Section V of the Consultant Guidelines. In exceptional cases, Individual Consultants may also be selected on a sole-source basis but with due justification.

67. All Training and related activities shall be carried out on the basis of plans and budgets submitted annually by the Recipient for the prior written approval of the World Bank. The annual training plans and budgets shall identify the general framework of the training and shall include among other things: (i) training activity envisaged; (ii) objectives and justifications for the training; (iii) names of trainees and criteria for their selection; (iv) criteria for selection of training institutions or venues of training; (v) the anticipated outcome and impact of the training; (vi) the duration of the training; and (vii) the estimated costs of the training.

68. Operating Costs shall include incremental recurrent expenditures incurred on account of project implementation, as approved by World Bank in writing, including: local contractual support staff salaries; travel expenditures and other travel-related allowances; equipment rental and maintenance; vehicle operation (including fuel), maintenance and repair; office rental and maintenance, materials and supplies; and utilities, media information campaigns and communications’ expenses, but excluding the salaries of the Recipient’s civil servants. The costs will be incurred in accordance with the Recipient’s administrative procedures acceptable to the Bank.

69. Contracts to be procured under the project are relatively small in value. In this regard, and except as it may be otherwise stipulated in the Procurement Plan, all contracts shall be subject to post review by the Bank. However, all consultant services Terms of Reference (TOR) and contracts awarded on the basis of Single Source or Sole Source Selection estimated to cost more than USD 100,000 shall be subject to Bank's prior review.

B. Procurement Plan

70. PACJA will prepare a draft Simplified Procurement Plan for the entire duration of the grant and share it with the Bank for review and approval. The Simplified Procurement Plan will form part of the grant agreement and will be updated from time to time as and when deemed necessary.

C. Frequency of Procurement Supervision

71. In addition to any prior review supervision that may be carried out from the Bank offices, it is recommended that supervision missions be conducted once every twelve months to carry out post review of procurement actions. The Bank will further organize a one-day procurement clinic to induct the relevant staff of PACJA on Bank procurement procedures and the Bank's role and responsibilities under the grant.

A. Safeguards Policies Triggered

72. **The project does not trigger any safeguard policies.** Due to the nature of financed activities, no adverse social and environmental impacts are anticipated and therefore no safeguards policy is triggered by the project (the project is *Environmental Assessment Category C–Not required*). However, during project implementation, any social and environmental impacts will be managed by (i) ensuring that capacity building and awareness raising programs under Component 1 of the project are consistent with the World Bank's safeguard policies and incorporate appropriate environmental and social objectives; and (ii) promoting transparency, stakeholder participation, and public information disclosure. PACJA will receive capacity building and training to ensure its understanding of the World Bank's environmental and social safeguard policies. The training will also look at ensuring participation of stakeholders in the design and implementation of capacity building activities.

73. This classification and the approach to be followed is consistent with the Interim Guidelines on the Application of Safeguard Policies to Technical Assistance (TA) Activities in Bank-Financed Projects and Trust Funds Administered by the Bank. The project classifies as a Type 1 TA (Type 1: Strengthening client capacity (for which no safeguards instruments need to be prepared prior to Appraisal as the activities financed do not have potential adverse environmental and social implications or risks). However, during project implementation, any social and environmental impacts will be managed by (i) ensuring that capacity building and awareness raising programs under Component 1 of the project are consistent with the World Bank's safeguard policies and incorporate appropriate environmental and social objectives; (ii) ensuring that activities are widely consulted with the

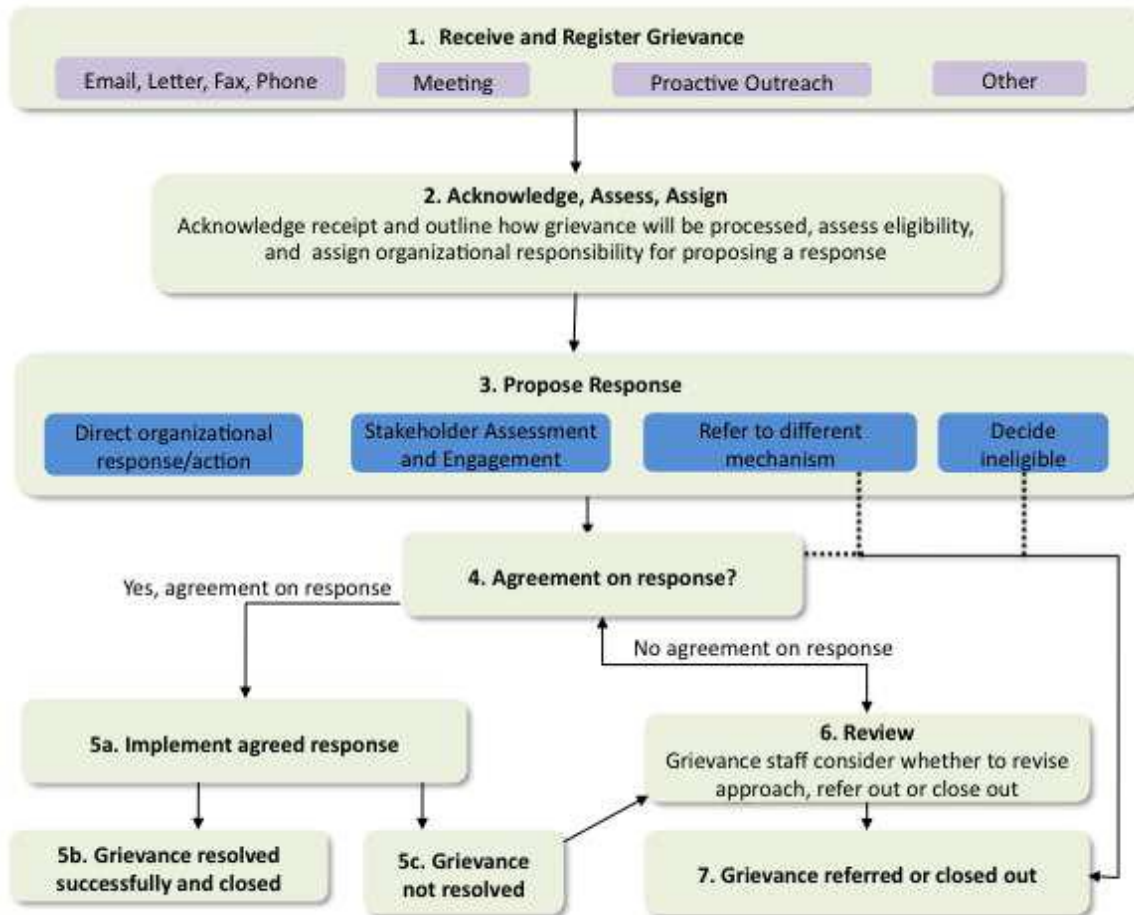
key stakeholders and have the broad support of their main beneficiaries; and(iii) promoting aretranspncy and public information disclosure. In addition, the TA to be provided under the project provides an opportunity to build counterpart capacity for integrating environmental and social concerns into their work.

74. **Grievance Redress.** Grievances arising during the course of the project will be addressed through PACJA’s “website complaint window” based on PACJA’s constitution, project contracts with CSO networks, and guidance from the World Bank where necessary.³¹ PACJA will support recipient CSO networks to have GRMs in place by building their capacity as needed to address potential disputes that are likely to arise during the implementation of capacity building activities, and ensuring that satisfactory GRMs are in place before capacity building activities are implemented.

75. The organization’s grievance resolution procedures seeks to (i) provide predictable, transparent and credible processes to all parties, resulting in outcomes that are seen as fair, effective and lasting; (ii) build trust as an integral component of broader relations activities; and (iii) enable more systematic identification of emerging issues and trends, facilitating corrective action and pre-emptive engagements.

76. PACJA shall adopt the FCPF GRM steps as follows:

³¹ PACJA will also follow the guidance of the Joint FCPF/UN-REDD Guidance Note for REDD+ Countries on Establishing and Strengthening Grievance Redress Mechanisms (May 2015), available at <http://forestcarbonpartnership.org/social-inclusion>



(a) **Receive and register grievance:** Aggrieved complainants shall communicate their grievances through phone, letter, email, website, meetings etc. The complaint shall then be registered in the GRM database.

(b) **Acknowledge, assess and Assign:** The staffer receiving the grievance shall provide timely feedback to the complainant(s) that their grievance has been received and will be addressed. The acknowledgement should come within 3-5 days of receipt. Assessment of the complaint shall be done within a reasonable timeframe and the eligibility of a complaint will be determined on the basis of the following criteria;

- Does the complaint indicate that the project has caused a negative economic, social or environmental impact on the complainant, or has the potential to cause such an impact?
- Does the complaint specify what kind of impact has occurred or may occur, and how the program has caused or may cause that impact?
- Does the complaint indicate that those filing the complaint are the ones who have been impacted, or are at risk of being impacted; or that those filing the complaint are representing the impacted or potentially impacted stakeholders at their request?
- Does the complaint provide enough information for PACJA to make a determination on the first three questions

- (c) **Develop a proposed response:** Response to the complainant shall be one of the following options: (i) Direct action to resolve the complaint; (ii) Further assessment and engagement with the complainant and other stakeholders to determine jointly the best way to resolve the complaint; and (iii) Determination that the complaint is not eligible for the GRM, either because it does not meet the basic eligibility criteria, or because another mechanism within the organization or outside it is the appropriate place for the complaint to go.
- (d) **Communicate proposed response to complainant and seek agreement on the response:** PACJA will communicate the proposed response to the complainant, including a clear explanation of why the response is being proposed, what the response would be and what the complainant's choices are, given the proposed response. The choices shall include agreement to proceed, request for a review of an eligibility decision or a referral decision, further dialogue on a proposed action, or participation in a proposed assessment and engagement process.
- (e) **Implement the response to resolve the grievance:** PACJA shall move forward with the proposed action or stakeholder's process when there is an agreement with the complainant. In the cases where the initial response is to initiate broader stakeholder assessment and engagement, the assessment process may be conducted by GRM staff themselves, or by consultants or others perceived as impartial and effective by the organization, the complainant and other stakeholders.
- (f) **Review the responses if unsuccessful:** Where it may not be possible to reach agreement with the complainant on the organization's proposed response, in a multi-stakeholder dispute, an assessment process may lead to the conclusion that a collaborative approach is not feasible. PACJA may review the situation with the complainant, and see whether any modification of the response might meet the concerns of the complainant, the organization and other stakeholders. PACJA shall inform the complainant about other alternatives that may be available including the use of judicial or other administrative mechanisms for recourse.
- (g) **Close out or refer the grievance:** PACJA shall document the satisfactory resolution to a complaint if the response is successful. Where the grievance has not been resolved, PACJA shall document the steps taken, communication with the complainant and the decisions made by the organization and the complainant about the referral or recourse to other alternatives including legal alternatives.

ANNEX 1: RESULTS FRAMEWORK AND MONITORING
AFRICA: Pan-African Civil Society FCPF Capacity Building Program on REDD+ Project

Project Development Objective (PDO): Strengthen: (i) the knowledge of targeted southern civil society organizations and local communities of REDD+ Readiness at the national level and (ii) knowledge exchange at the regional level.									
Results Indicators	Core	Unit of Measure	Baseline	Cumulative Target Values		Frequency	Data Source/ Methodology	Responsibility for Data Collection	Description
				YR1 ³²	YR2 ³³				
1. National knowledge exchange products disseminated in appropriate languages	<input type="checkbox"/>	Number	0	55	110	Annually	PACJA and participating CSO networks	PACJA	<p>Knowledge exchange products include: capacity building and/or awareness raising training sessions and/or workshops; and new training products</p> <p>Languages include at least: English, French, Portuguese, Arabic, Swahili and Amharic. Entities carrying out capacity building and awareness raising activities at the local level will translate products to local languages as needed.</p> <p>Targets for YR1 and YR2 are based on draft work plan, and will be confirmed before project effectiveness.</p>
2. Regional knowledge exchange products disseminated in appropriate languages and accessible formats	<input type="checkbox"/>	Number	0	1	2	Annually	PACJA	PACJA	<p>Knowledge exchange products include: South-south exchanges; regional workshops; and new lessons learned and/or best practices products</p> <p>Languages include at least: English, French, Portuguese, Arabic, Swahili and Amharic.</p>
3. Meetings held between CSO networks, and between CSO networks and national REDD+	<input type="checkbox"/>	Number	0	20	55	Annually	PACJA and participating CSO networks	PACJA	<p>Meeting are held within the 11 Component 1 eligible countries. Regional or bilateral meetings are not measured by this indicator.</p>

³² YR1 is considered the first 12 months of the project from effectiveness.

³³ YR2 is considered the months from the end of the first year until June 30, 2018 (expected to be about 15 months)

decision making entities									
4. Direct project beneficiaries	<input checked="" type="checkbox"/>	Number	0	5500	4500	Annually	Reports of CSO networks carrying out capacity building and awareness raising activities, and records of participation in regional and bi-lateral activities	PACJA	Direct project beneficiaries are CSOs and LC representatives participating in capacity building and awareness raising activities under sub-component 1.1; members of CSO networks which participate in meetings and workshops under sub-components 1.2 and 2.1; and recipients of national and regional knowledge products
Of which female		Percent	0	45	45				Targets for YR1 and YR2 will be determined according to an agreed work plan, before project effectiveness.
5. Examples of the participation of direct project beneficiaries in national REDD+ processes and structures	<input type="checkbox"/>	Description	0	55	55	Annually	PACJA and participating CSO networks WB supervision missions	PACJA / WB	Members of CSOs involved in project activities participate more actively in the design of national REDD+ strategies and Emission Reduction Programs, and are represented more effectively in the various REDD+ thematic working groups and steering committees set up at the national level.

ANNEX 2: DETAILED PROJECT DESCRIPTION

AFRICA: Pan-African Civil Society FCPF Capacity Building Program on REDD+ Project

1. The design of the *Pan-African Civil Society FCPF Capacity Building Program on REDD+ Project* is based on discussions between the FCPF FMT and southern civil society representatives in the past eight years, including the most recent workshop in Kenya in August 2015 where representatives deliberated on the specifics of activities, implementation arrangements, eligibility for participation and more. The project will provide targeted southern civil society and LC with tools that would enable them to have a stronger engagement in REDD+ Readiness and implementation programs, and participate more effectively in relevant regional discussions and debates.
2. The project will ensure that women and youth are partnered with in all project-funded activities, and that their views are well reflected and voiced in produced learning materials, reports and studies. This will be achieved by partnering with women CSOs or other organizations that have programs that are specific to women and youth. At the same time, the project will be cognizant of avoiding the undermining of local decision-making structures and the authority of traditional representatives.
3. The project will be implemented during the years 2016-2018 in 18 FCPF countries in Africa, namely Burkina Faso, Cameroon, Central African Republic, Democratic Republic of Congo, Republic of Congo, Cote d'Ivoire, Ethiopia, Gabon Ghana, Kenya, Liberia, Madagascar, Mozambique, Nigeria, Sudan, Tanzania, Togo and Uganda, while participation in national activities will be available to eleven of the 18 countries, namely Cameroon, Republic of Congo, Côte d'Ivoire, Ethiopia, Liberia, Madagascar, Mozambique, Nigeria, Sudan, Togo and Uganda. The project will be financed through a US\$356,440 Recipient-Executed Trust Fund from the FCPF CBP, and implemented by the Pan African Climate Justice Alliance (PACJA), which is located in Kenya. Financed activities will be grouped into the following three components:

Component 1: National Capacity Building and Awareness Raising (US\$230,300)

4. Component 1 will support capacity building and awareness raising activities for Southern CSO networks, CSOs and LC representatives in the 11 participating countries, with specific focus on women and youth. Activities will enable participants to:
 - (a) Enhance understanding of climate change and REDD+;
 - (b) Improve coordination and participation in the preparation of REDD+ strategies and implementation of REDD+ programs
 - (c) Enhance participation in the discussions on the role of REDD+ in climate change mitigation
 - (d) Strengthen CSOs and CSO networks' capacities of accountability to their constituencies
5. Activities may be carried out at the national, sub-regional and/or jurisdiction levels. The design and choice of activities will be informed by the key principles of language diversity within the region (ensuring a balance between activities in Anglophone, Francophone and

Lusophone countries and making sure knowledge products are produced in key local languages), gender considerations (funding women-specific activities and actively seeking a balance between female and male beneficiaries), and understanding of infrastructural constraints, especially those related to means and forms of communication. Activities will also be considered in view of past and present REDD+ capacity building programs in the region and elsewhere, and use to the extent possible existing manuals, training material, and other tools. The progress of countries in the REDD+ Readiness process will also be considered.

Sub-component 1.1: Implementation of capacity building and awareness activities

6. Through a review of existing appropriate (in terms of content and language) learning materials, PACJA will determine which new studies, analytical reports and learning materials need to be developed for the use of CSO networks to deliver key messages, and these will be produced in simple formats and relevant languages by PACJA and/or hired consultants, as appropriate. Once they have been finalized, these knowledge products will be shared with the networks executing capacity building and knowledge sharing activities to be used in such activities and translated to local languages as needed. In parallel to the identification and development of the knowledge products, PACJA will work with its member CSO networks on preparing capacity building and awareness raising programs for representatives of its member CSOs and LC. It is possible that CSO networks will identify non-member LC recipients to whom component 1 activities would be highly beneficial. In countries where PACJA does not have a national chapter (Republic of Congo and Madagascar), it will issue calls for proposals to CSO networks, seeking sub-grant proposals to deliver capacity building and awareness raising activities through training programs and workshops. The number of calls for proposals will depend on the level of response and the number of satisfactory proposals from these countries. This hybrid implementation arrangement (as opposed to opening all capacity building activities to sub-grant proposals) is supported by the presence of strong and operational PACJA national networks in most of the participating countries, and it takes into consideration the small financing envelope of this component.

7. The selection of sub-grant proposals will be based on an assessment of the proposing entity's capacity, risk assessment and the technical and financial review of the proposal itself. PACJA's Continental Executive Committee (CEC) will appoint an evaluation committee of technical experts who will make these assessments and forward its recommendations to the CEC. The evaluation committee will be chaired by PACJA's Secretary General. The call for proposals, evaluation and approval procedures are detailed in the Operational Manual and approved by the World Bank.

8. CSO networks' capacity to implement sub-grant proposals will be assessed against the following criteria:

- (a) Proof of legal status at the country level
- (b) Demonstrated technical, financial management (including an organizational bank account), procurement, human resource and safeguards compliance capacities aligned with the guidelines of the Operational Manual
- (c) Ability to communicate with PACJA, network with national and regional partners, and

communicate with LC and CSOs in relevant languages

(d) Grievance redress mechanism in place and demonstrated capacity to address grievances

9. Once the capacity of the proposing CSO networks has been assessed, proposals will be reviewed by PACJA to ensure activities' technical soundness and eligibility. PACJA will seek a balanced allocation of funds between the 11 countries, to the extent possible. The following describes the minimum requirements that have been agreed upon by civil society representatives during the preparation phase for all capacity building and awareness raising programs under Component 1 (all of the criteria will need to be met at a minimum).

- (a) Activities are proposed by recognized and capable CSO networks (as described above).
- (b) Activities are implemented in eligible FCPF Country Participant for the benefit of CSOs and LC.
- (c) The focus of capacity building activities is aligned with the PDO, i.e., strengthening the knowledge of southern civil society and LC of REDD+ Readiness. A description of the methodology for the planned activities is included in the proposal.
- (d) Activities are aligned with a recipient country's agreed engagement strategies with the World Bank regarding climate change, REDD+ and the forestry sector, among others.
- (e) Activities include national capacity building workshops in line with related initiatives on REDD+.
- (f) The proposal ensures active and proportionate participation of women and youth (including scheduling of meetings that take account of restrictions on women's time and travel for cultural and workload reasons), and includes activities that build their capacity and awareness in appropriate methods.
- (g) Proposals show how the support will be leveraged to attract additional financial support (cash and/or in-kind).

10. PACJA will submit approved sub-grant proposals and recipients' details to the World Bank for no-objection, followed by the signing of a sub-grant agreements by PACJA and the proposing CSO networks according to agreed formats and procedures as specified in the Operational Manual. Capacity building and awareness raising activities will then be carried out by all CSO networks in accordance with their approved programs, using existing and newly development knowledge products. PACJA will monitor their implementation and provide technical and operational support as needed. Each recipient CSO network will prepare a completion report that describes the implementation process, level of participation (disaggregated by gender), LC and CSO representatives' expressed views and priorities, encountered issues and recommendations for improvement/lessons learned.

Sub-component 1.2: Support and empowerment of CSO networks

11. In parallel to the activities described under sub-component 1.1, the project will finance activities that strengthen the capacities of CSO networks to engage more meaningfully in the implementation of REDD+ Readiness activities. The project will help enhance CSO networks' REDD+ capacities by: (i) strengthening the dialogue between national networks within a given country through workshops and meetings around key REDD+ themes; (ii) facilitating liaisons between national networks and the respective national REDD+ focal

points³⁴, FCPF civil society observers, and governmental committees for climate change through joint workshops and meetings around key themes; and (iii) supporting CSO representatives' participation in R-PP implementation, coordination, supervision and monitoring structures nationally³⁵ by creating an infrastructure for a self-selection process; this would entail joint meetings of national CSOs, joint preparation of ToRs for the selection process, and training of selected representatives as needed. Both activities are expected to have a trickle-down effect on CSOs and LC as their representative organizations will be better equipped to represent them at national and regional REDD+ fora, and have stronger capacities to support and engage their communities in all REDD+ stages.

Key Outputs of Component 1:

- vi. Studies, analytical reports and learning materials for use by CSO and local community networks
- vii. Capacity building and awareness raising activities for LC and CSO representatives
- viii. Workshops and meetings between national CSO networks around key REDD+ themes and the self-selection process
- ix. Agreed ToRs for self-selection
- x. Workshops and meetings between national CSO networks and the respective national REDD+ focal points, FCPF civil society observers and governmental committees for climate change around key REDD+ themes

Component 2: Regional Exchange and Sharing Lessons Learned (US\$90,500)

12. In response to civil society representatives' calls for knowledge sharing and dissemination, and in order to strengthen regional CSO collaboration, the focus of Component 2 funding will be the design and implementation of a robust regional platform for information exchange and knowledge sharing between CSO networks of all 18 FCPF member countries as well as other national and regional REDD+ processes and climate change fora. Representatives' specific requests were to support (i) a mechanism for information dissemination and awareness-raising activities that would reach LC and CSOs; (ii) the development of clear FCPF communication and outreach plans for LC and CSOs at the grassroots level in accessible languages and forms, drawing upon existing resources, relationships, and networks; and (iii) reflecting views and voices of LC and CSOs in REDD+ publications on lessons learned and challenges. Accordingly, the project will finance the following activities:

Sub-component 2.1: Regional learning and exchange

13. PACJA will convene a regional workshop which will serve to: (i) disseminate available REDD+ knowledge products, including deliverables of Phase I of the CBP and any

³⁴ Focal points are officially nominated national liaisons with the UNFCCC secretariat and the relevant bodies under the Convention. In the context of this project a focal point could also mean a liaison between the national government and the FCPF. They are also referred to as National REDD+ Coordinators.

³⁵ Structures include technical working groups and committees, local governance structures, structures for key REDD+ components and cross-cutting themes, SESA preparation groups, etc.

knowledge products developed by the project under sub-component 1.1, and most recent advances in various climate change processes in the region and globally; (ii) share lessons learned, good practices and recommendations from capacity building and awareness raising activities under Component 1; and (iii) raise participants' awareness of the project under CBP Phase II. The workshop will bring together representatives of CSO networks, REDD+ Focal Points of the African FCPF countries, as well as regional institutions such as the African Union and global entities such as the UNFCCC, GEF and FIP secretariats. It will comprise a side event that will discuss challenges and good practices related to women and youth participation and representation in the REDD+ Readiness process.

14. In addition to the workshop, the project will facilitate South-South exchanges between advanced and less advanced participating countries to encourage first-hand learning and sharing of experiences from civil society engagement in REDD+ Readiness processes. The number of visits will be determined by the availability of project funding as well as co-financing from candidate countries based on proposals made by CSO networks.

Sub-component 2.2: Dissemination of knowledge products and lessons learned

15. This sub-component will fund the development and dissemination of existing and new REDD+ educational and knowledge products, and communication of lessons learned/good practices from Component 1 to the wider civil society audience in FCPF countries (in Africa and elsewhere) as well as in national and regional climate change fora. The first step would be review and adapt PACJA's existing communication strategy to determine the key messages, audiences and communication techniques by which the products will reach LC and Southern CSOs, paying particular attention to women and youth audiences, and reflecting the views and voices of LC and CSOs. It is expected that the strategy will incorporate production and publication of Information, Communication and Education (IEC) materials, policy briefs on REDD+ informed by case study research, analyses of REDD+ policies and processes, and media engagement. The strategy will draw upon existing resources, relationships, networks and events (like the African Carbon Forum, African Ministerial Conference on the Environment (AMCEN) meetings, COP regional preparatory fora and other events in the region) to the extent possible, and prepare a budget and an "exit strategy" for post-project communication. PACJA will prepare and publish educational and knowledge products, which could include written and audio-visual materials in culturally appropriate and accessible formats and in commonly used languages.

Key Outputs of Component 2:

- iv. A regional civil society workshop
- v. South-South exchanges (in content and number to be proposed by the participating countries and depending on availability of project and countries' financing, respectively)
- vi. Dissemination of existing and new REDD+ educational and knowledge products, including lessons learned and good practices in accordance with the project communication strategy

Component 3: Management, M&E and Reporting (US\$35,640)

16. This component will finance the overhead costs of the PACJA team that will manage the project. Project management includes procurement, financial management, environmental and social safeguard monitoring, monitoring and evaluation (M&E) and reporting, and preparation of work plans and budgets acceptable to the World Bank. This component will also finance an annual audit of the project account by an external auditor and any costs related to the execution of a grievance redress mechanism.

17. PACJA will coordinate and harmonize project activities with other relevant projects and partners, especially with MPIDO for regional activities under Component 2. It prepared an Operational Manual, acceptable to the World Bank, with detailed technical and fiduciary procedures, including eligibility criteria, mechanisms and procedures for the selection and implementation of activities under Component 1, a work plan and a procurement plan.

18. M&E will take place at the project and national levels in accordance with the project results framework (see Annex 1) using information which PACJA will collect from Component 1 recipient CSO networks, and self-generated data under component 2. PACJA will synthesize the information into quarterly progress reports which it will submit to the World Bank.

Key Outputs of Component 3:

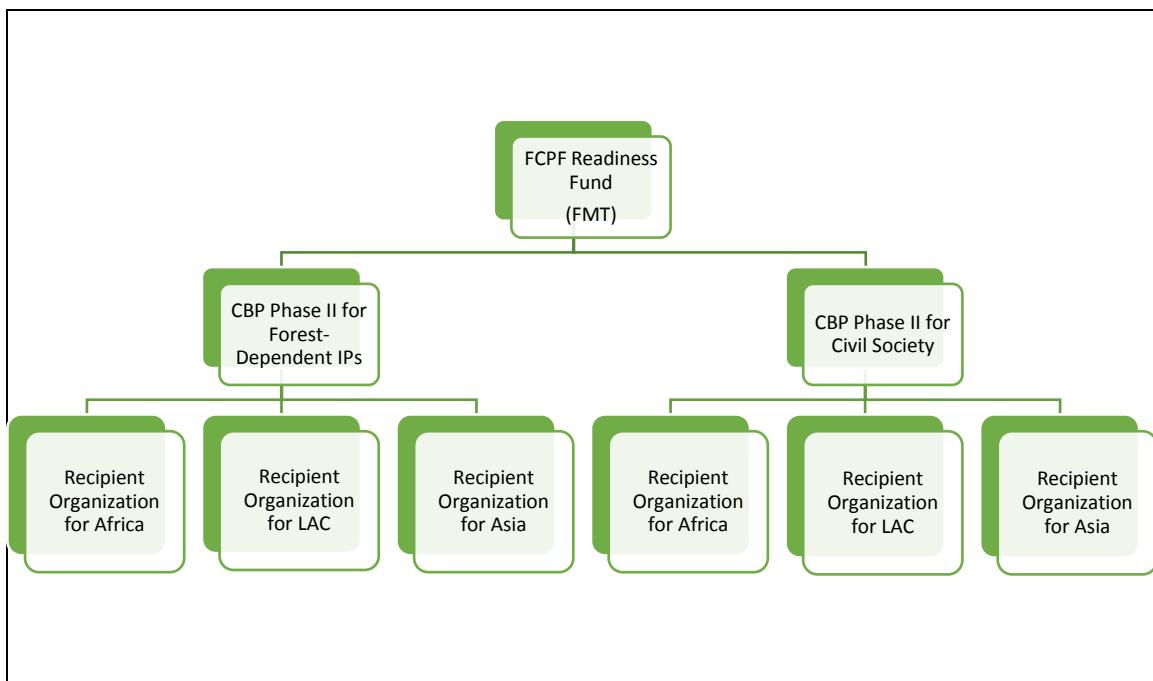
- v. Work plans and budgets
- vi. Quarterly progress reports (including financial data)
- vii. Annual external audits
- viii. Operational grievance redress mechanism

ANNEX 3: DETAILED IMPLEMENTATION ARRANGEMENTS
AFRICA: Pan-African Civil Society FCPF Capacity Building Program on REDD+ Project

Project institutional arrangements

1. The World Bank is the home of the FCPF Facility Management Team (FMT, the FCPF Secretariat) that is responsible for the operation of the Facility and relations with the Facility’s governing body, the FCPF Participants Committee (PC). The project will be implemented according to a grant agreement that will be signed by the World Bank and PACJA, the selected Recipient Organization for this project. In the case of the proposed project, capacity building activities at the national level will be implemented by PACJA’s national chapters and other selected CSO networks (in countries where PACJA does not have national chapters) through agreed work programs and sub-grants, respectively. Regional activities will be coordinated by PACJA.

Figure 1. Project Institutional Arrangements for the FCPF CBP Phase II



Project implementation arrangements

2. **Pan African Climate Justice Alliance (PACJA) will be the grant recipient and the implementing agency of this project; as such, it will be responsible for the overall management of the project.**³⁶ This arrangement reflects CSO representatives’ call for

³⁶ PACJA was selected following an FMT/World Bank evaluation of candidate organizations’ (i) eligibility criteria as outlined in FMT Note 2012-12 and related documentation; (ii) the organizations’ level of credibility and solid track record, evidenced by letters of recommendation received from partner organizations familiar with their work; and (iii) the organizations’ administrative and fiduciary capacity to manage World Bank funds, based on the

entrusting capacity building funding and programs' management in the hands of CSOs, and relying on civil society experts, technicians and professionals. It also reflects the PC's decision to transition the execution of the CBP to SRETF grants to regional IP and CSO organizations, allowing the World Bank to better supervise funded activities, affect a stronger sense of ownership for beneficiaries, and a more efficient system for the administration of capacity building grants in comparison to CBP Phase I.

3. PACJA is one of the largest and most prevalent civil society platforms in climate change and sustainable development in Africa, with a membership of more than 1,000 organizations and networks in 45 African countries, including 29 National Chapters and 16 Focal Points. With its secretariat based in Kenya, PACJA was registered in 2009 as an NGO under the Section 10 of the NGO Coordination Act of Kenya. PACJA's goal is to be an effective African civil society platform to share information, strategize jointly coordinate engagement with African governments and jointly advocate for environmental sustainability in development programs and for fairness and justice in the UNFCCC negotiations process.

4. PACJA was selected as the implementing organization based on its capacity to implement project activities, and its credibility at the regional level to address issues related to forestry, climate change and REDD+. At the regional level, it is recognized for representing a unified African civil society voice on issues related to climate change, by, for example, promoting the accountability of the African Union, African Ministerial Conference on the Environment (AMCEN) and national governments in general to promote climate justice and equity. In addition, PACJA has been working with other CSOs in the region to ensure that pro-poor and people-centered response measures for climate change are mainstreamed into national poverty reduction and sustainable development strategies and actions. It has established effective mechanisms to ensure collaboration and strategic alliances with international partners, national governments and regional governmental bodies to promote the continent's visibility in international climate change dialogue processes, including under the UNFCCC negotiations. These regional ties will be utilized by the project for the implementation of project activities to the extent possible.

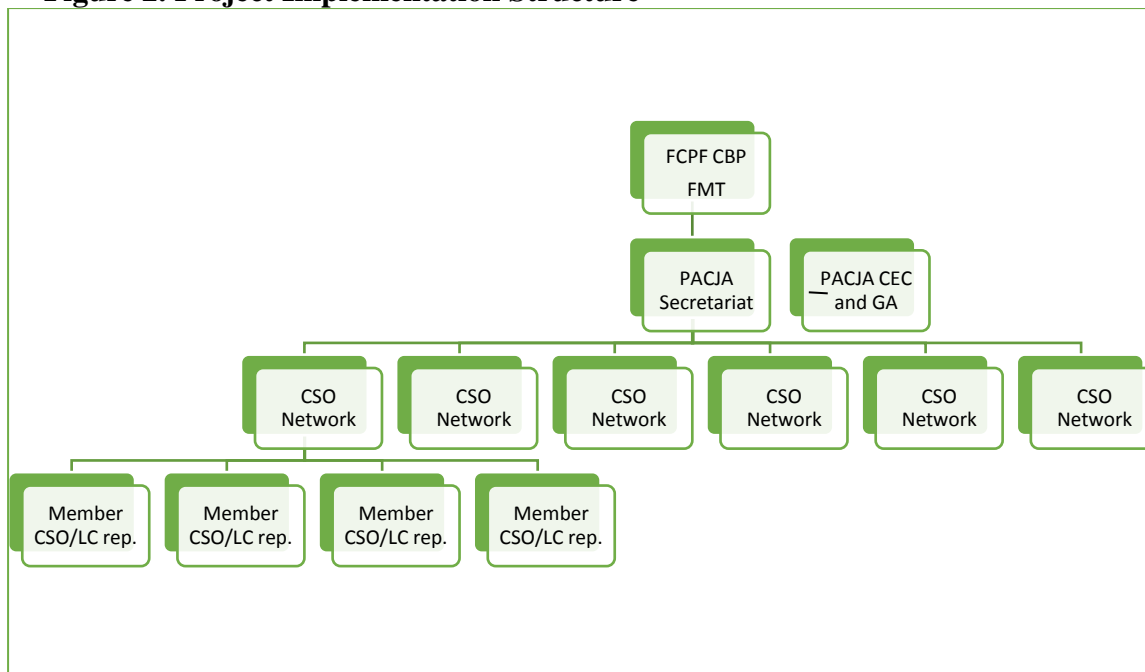
5. PACJA has previous experience with World Bank and other donor-funded projects. In 2013-2014 under the CBP Phase I, it implemented a regional project in East Africa that delivered knowledge amongst CSOs on the development of REDD+ strategies, established formal contacts with national REDD+ Focal Points, and trained CSO members on REDD+ related issues. It has been implementing regional CSO capacity building and networking projects with the support of other multilateral and bilateral aid agencies such as the Swedish International Development Agency (Sida), Oxfam International and other organizations and NGOs.

6. PACJA has prepared an Operational Manual, acceptable to the World Bank, including detailed technical and fiduciary procedures for project implementation, and a list of eligibility criteria and procedures for the selection, implementation and M&E of capacity building and awareness raising activities under Component 1 and a grievance redress

mechanism (see more below). It also prepared a work plan and a procurement plan for the duration of the project, acceptable to the World Bank, which it validated in accordance with its existing consultation mechanisms, such as national chapters and regional networks, to ensure appropriate participation and inputs/feedback, and to reach agreement on regional priorities.

7. The organization’s internal structure is expected to allow it to successfully perform its responsibilities as the project implementing agency. PACJA’s existing Nairobi-based Secretariat, which includes a project manager, a procurement specialist, a financial management specialist and thematic specialists, will manage the project. The Secretariat has experience managing funds from the World Bank (under CBP Phase I) and other donors, and the necessary internal mechanisms and procedures. During the implementation of the CBP Phase I contract, PACJA demonstrated strong technical and operational capacities, delivering quality products in a timely manner. The World Bank will therefore organize a one-day fiduciary workshop for relevant PACJA staff once the grant agreement becomes effective, and provide regular fiduciary oversight and support. The Bank will also provide training to PACJA staff on safeguards to ensure its understanding of the relevant policies and its responsibilities. The training will also look at participation of stakeholders in the design and implementation of capacity building activities. The Secretariat will be overseen by and receive guidance from the organization’s Continental Executive Committee (CEC) and General Assembly (GA).

Figure 2. Project Implementation Structure



ANNEX 4: RECIPIENT ORGANIZATION'S SELECTION PROCESS
AFRICA: Pan-African Civil Society FCPF Capacity Building Program on REDD+ Project

1. The process for the selection of PACJA as the recipient organization for this project is summarized below:

2. The FMT launched a call for proposals in December 2012 to identify organizations in Africa, Latin America and Asia interested in implementing projects under the FCPF Capacity Building Program in their respective regions (in each region one organization was selected to implement activities for forest-dependent IPs, and one organization was selected for implementing activities for CSOs and local communities).

3. The FMT received ten proposals by the deadline of January 31, 2013. Of these proposals, four were considered to implement activities for forest-dependent IPs, and six were considered for implementing activities for CSOs and local communities. From January through April 2013, FMT members and World Bank regional social development staff evaluated the ten proposals based on the following eligibility criteria outlined in FMT Note 2012-12:
 - i. The organization is an IP or civil society organization (organizations were asked to describe their organizational and governance structure, staff and similar items).
 - ii. The organization enjoys a high level of credibility regionally and has an established institutional structure with a solid track record in issues related to forestry, climate change and/or REDD+ (organizations were asked to provide information on their work in the area of forestry, climate change and/or REDD+).
 - iii. The organization has experience working effectively with other regional organizations (organizations were asked to describe their collaboration with other regional organizations or networks).
 - iv. The organization has demonstrated a capacity for effective financial management and procurement (organizations were asked to describe their major sources of funding and also the fiduciary responsibilities within the organization, i.e., budgeting, expense approval, accounting and auditing).
 - v. The organization possesses the capacity to ensure compliance with the World Bank's safeguard policies (organizations were asked to provide details on their experience undertaking and/or supervising environmental and social assessments).
 - vi. The organization has demonstrated the capacity to address grievances and provide a redress mechanism (organizations were asked to provide information on their existing mechanism to address grievances that may occur in their work and/or plans to establish such a mechanism).
 - vii. The organization offers a level of credibility and a solid track record, evidenced by letters of recommendation received from partner organizations familiar with its work.
 - viii. The organization has the administrative and fiduciary capacity to manage World Bank funds, based on the information provided by the respective organizations in the Integrated Assessment Framework (IAF).

4. Upon conclusion of the evaluation process, the FMT sent to PC members and observers the

names of the selected organizations on May 16, 2013. Upon receiving no objection, the organizations were notified by the end of May 2013 of their selection as implementing entities for the FCPF Capacity Building Program.

ANNEX 5: PROJECT MAP

AFRICA: Pan-African Civil Society FCPF Capacity Building Program on REDD+ Project

