

AFRICAN DEVELOPMENT BANK



PROJECT : TECHNICAL SUPPORT TO THE GREEN GABON INITIATIVE TO FINANCE THE PREPARATION OF A GRAINE PROGRAMME – PHASE 2

COUNTRY : GABON

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GABON

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APPRAISAL REPORT

AHAI DEPARTMENT

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Translated document

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CURRENCY EQUIVALENTS

August 2016

UA 1	=	EUR 1.25383
UA 1	=	XAF 822.459
UA 1	=	USD 1.39338

ACRONYMS AND ABBREVIATIONS

ANPI	National Investment Promotion Agency
ANUTTC	National Agency for Urban Planning, Topographical Works and Land Registry
CARBAP	African Centre for Research on Bananas and Plantains
CFAF	BEAC CFA Franc (XAF)
CSP	Country Strategy Paper
DD	Detailed Designs
ESA	Environmental and Social Assessment
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
FMR	Financial Monitoring Reports
GDP	Gross Domestic Product
GRAINE	Gabonaise des Réalisations Agricoles et des Initiatives des Nationaux Engagés (Gabonese Initiative for Achieving Agricultural Outcomes with Engaged Citizenry)
HDI	Human Development Index
LDC	Least Developed Countries
MAEAPG	Ministry of Agriculture and Agricultural Entrepreneurship responsible for Implementation of the GRAINE Programme
MIC	Middle-Income Countries
MIC-TAF	Middle Income Country Technical Assistance Fund
NPP	National Procurement Procedures
NWFP	Non-Wood Forest Products
PD	Preliminary Designs
PNIASAN	National Agricultural Investment and Food and Nutrition Security Plan
PP	Procurement Plan
PPP	Public-Private Partnership
PSGE	Emerging Gabon Strategic Plan
QCBS	Quality and Cost Based Selection
SOTRADER	Gabonese Agricultural Processing and Rural Development Company
TFPs	Technical and Financial Partners
UA	Unit of Account

Recipient/Country/Department: Republic of Gabon Proposal Title: Technical Support to the Green Gabon Initiative by financing the preparation of a GRAINE Programme –Phase II Support Project, Support Operation’s Goal: Contribute to the reduction of Gabon’s food dependency and improvement of the population’s living conditions through support to the GRAINE Programme – Phase II.						
RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS AND MITIGATION MEASURES
		Indicator (including CSI)	Baseline Situation (2014)	Target for 2025		
IMPACT	Contribute to the improvement of food security and living conditions of the population by promoting growth-bearing sub-sectors and agricultural entrepreneurship	- Degree to which demand for basic foodstuffs is met	40% in 2014	100% satisfied for cassava and bananas: 400000T produced 50% satisfied for tomatoes and chilies: 100000T produced	Ministry of Agriculture and PSGE Reports	
		-Contribution of agriculture to GDP	3,7% in 2014	20% in 2025		
		-Newly created jobs in agriculture	0	25,000 by GRAINE in 2025		
OUTCOMES	Average monthly salary per family is improved	Average monthly salary per family	CFAF 150 000	Average monthly salary per family is about CFAF 280,000 in 2025	Ministry of Agriculture Reports	<u>Risk:</u> Delay in the acquisition of consultancy services. <u>Mitigation Measures:</u> -Establishment of a Study Coordination Unit strengthened by an expert with sound experience of the Bank’s procurement procedures will mitigate this risk. -The existence of a procurement expert at GAFO will help to build the capacity of the coordination unit and reduce document processing times.
	Cultivable areas are increased	Cultivable areas induced by the project	N/A	Cultivable areas have increased by 112,800 ha in 2025 comprising 68,800 ha of food crops and 44,000 for industrial crops	SOTRADER status reports	
	Food crop production has increased	Additional food crop production	N/A	696 000 tonnes in 2025		
OUTPUTS	PAPG.2 Project Study	Availability of feasibility study.	N/A	Project feasibility study approved	Status reports on Grant activities.	
	Construction drawings for PAPG-2 Project,	Availability of DD and ESIA	N/A	DD and ESIA approved		
	Baseline situation studies for the PAPG-2 project and establishment of a monitoring and evaluation system.	Availability of study on baseline situation and establishment of the monitoring-evaluation system	N/A	PAPG-2 baseline situation approved and monitoring-evaluation system installed		
	Administrative, Accounting and Financial Procedures Manual, and establishment of the PAPG-2 accounting management system	Availability of procedures manual and accounts management system is installed	N/A	PAPG-2 Procedures Manual is approved and the management system is operational		
KEY ACTIVITIES	Component 1 : Studies, establishment of the baseline situation, procedures manual and establishment of 2 systems: (i) accounts management, and (ii) monitoring-evaluation; procurement of office automation and IT equipment for the Coordination Unit Component 2: Study management (final audit, experts’ fees, operating costs, steering committee costs, etc.)				Total Cost: UA 1 145 550 <u>Sources of Financing:</u> -MIC Grant: UA 993 878 -Government : UA 151 672	

1. INTRODUCTION

1.1 Basic Information

1.1.1 Gabon, which is located on the Gulf of Guinea, straddles the Equator and covers an area of 267,667 km². The country is bordered to the North by Cameroon, to the North-West by Equatorial Guinea and to the South-East by Congo-Brazzaville. It has a coastline of 800 km along the Atlantic Ocean. Its relief is linked to the equatorial nature of its climate, its hydrography and vegetation. It comprises three distinct geomorphological areas: the coastal plains, mountain ranges and plateaus in the interior. Annual rainfall varies between 1,500 and 3,000 mm. Dense, rich equatorial forest covers 85% of Gabon's territory. In addition, there are 16 million hectares of fertile land, only 495,000 ha of which are farmed. Gabon also has a significant waterways and maritime domain, a 10,000-km² network of inland waterways, parks and reserves covering 11% of the territory and an exceptionally rich biological diversity of almost 9,000 animal and plant species.

1.1.2 Gabon's economy is heavily dependent on oil, which accounts for 31% of GDP, 49% of fiscal revenue and 85% of export revenue. The fall in world oil prices has caused a significant loss of revenue for the country and led to slower growth averaging about 5% over the past few years. Gabon faces a socio-economic paradox: although belonging to the group of Middle-Income Countries (MIC) because of its income per capita, it is also classified among Least-Developed Countries (LDC) because of its social indicators, with a poverty rate of 32.7% and an unemployment rate of 35.7% for young people between the ages of 15 and 24 (26% for the labour force aged 25 to 34¹). Gabon's average Human Development Index (HDI) of about 0.684 ranks it 112th out of 187 countries (UNDP, 2014). Thus, Gabon's economy has all the characteristics of a rent economy which creates few jobs and is focused on exports of unprocessed primary commodities (after oil, wood is the country's second most important economic resource), despite a strong diversification potential given the country's significant natural resource capital.

1.1.3 Having realized how heavily dependent it was on the oil sector, Gabon in 2010 launched an economic transformation strategy (Emerging Gabon), in which agriculture plays a key role. Agricultural development is in line with the following three of Gabon's objectives: (i) build food security, (ii) create jobs and reduce poverty; and (iii) diversify the economy (objective: 20% contribution of agriculture to GDP by 2025). The Republic of Gabon also aims to allocate up to one million hectares of its land to agricultural production. Major investments are required to address the challenge of the agriculture sector's structural transformation, with a view to contributing more to the national economy and improving food self-sufficiency by 2025.

1.1.4 The Republic of Gabon has initiated several reforms, including the National Land Allocation Plan and the development of high quality international partnerships, as well as flagship projects. One of the most outstanding is the partnership established with Olam International in 2010. The latter is one of the world's leading agribusiness companies that has already successfully developed large-scale projects in the country and stands out because of its commitment to sustainable agriculture. Under this partnership, two large-scale projects have been set up with Gabon in the form of PPPs. (50,000 ha of oil palms over 32,000 ha of which have already been planted and 28,000 ha of rubber trees, 7,200 ha of which have already been planted). They are

¹ 2013 World Bank Report on Growth and Employment- <http://documents.banquemondiale.org/curated/fr/2013/01/24373273/report-growth-employment-gabonese-republic-create-conditions-inclusive-growth-rapport-sur-la-croissance-emploi-en-republique-gabonaise-creer-les-conditions-dune-croissance-inclusive>

already producing significant results on the ground and thus contributing to the country's agricultural development. Buoyed by these successes, the Republic of Gabon and Olam joined forces in 2014 to launch a new flagship project called the 'Gabonese Initiative for Achieving Agricultural Outcomes with Engaged Citizenry', or the GRAINE Programme, in which smallholders play a key role in the development of the oil palm and food crop subsectors.

1.1.5 The objective of the GRAINE programme is to accelerate economic diversification. In the short term, it aims to increase the share of agriculture in national wealth in order to guarantee greater food security and reduce youth unemployment. This is a programme to support the policies of establishing and developing agricultural cooperatives nationwide (in Gabon's 9 Provinces) to ensure the emergence of a new generation of competent, productive and cohesive farmers. As part of this vast State-run programme, over 200,000 hectares will be farmed and about 30,000 volunteer families grouped together in cooperatives distributed in several hundred villages and integrated into basic socio-economic infrastructure (tracks, markets, collection centres, slaughtering areas, processing units, rural DWS, health centres, schools, etc.). In keeping with the PSGE and Social Pact, this programme also addresses several socio-economic challenges, in particular, (i) the strengthening of food security by the local farming of staple products (bananas, cassava, cocoyam, oil, sugar cane, etc.; (ii) the diversification and enriching of Gabon's agricultural base; (iii) the promotion of agricultural entrepreneurship; (iv) poverty reduction through the empowerment of the most economically vulnerable segments of the population; (v) job creation; (vi) economic development of rural areas; (vii) reduction in the volume and cost of food imports; (viii) curbing of rural-urban migration; and (ix) creation of a strong agricultural community.

1.1.6 Implemented since January 2015, the GRAINE Programme is focused on four main strategic thrusts: (i) assist individuals in forming cooperatives; (ii) train field supervisors among cooperative members to provide supervision and ensure smooth management of the agricultural activities generated and, later, to professionalize it and pave the way for the cooperative champions to become SMEs; (iii) develop plantations, provide operating equipment and premises for each cooperative; and (iv) develop basic infrastructure associated with the Programme so as to improve the living conditions of people living in the interior, even reversing the rural-urban migration flow. To implement the GRAINE Programme, the Agricultural Processing and Rural Development Company (SOTRADER) was established as a Public-Private Partnership between the Republic of Gabon (51% of the Capital) and Olam International (49% of the capital). Olam is a public company with a Board of Directors comprising representatives of both parties. The GRAINE Programme, Africa's most ambitious in the agriculture sector, aims to develop 200,000 ha of new plantations partly industrial (36%) and partly entrusted to outgrowers (64%). It will support the competitive development of food crops (20,000 ha of tomatoes, bananas, cassava and chili peppers, etc.) for local and regional consumption, and cash crops (180,000 ha of oil palms) for local and world markets. The initial results of the GRAINE Programme are already visible in the field: 5 provincial centres opened; 48 operational cooperatives with 1,331 active members; training of 223 cooperative members including 112 women in the governance of cooperative companies, training of 54 members in modern agricultural techniques in Malaysia; 138 land titles (established with the assistance of ANUTTC); 1,779 hectares of land already developed; 267 ha of cassava plots already planted; 810,000 plantain banana seedlings (in-vivo grown plants) delivered by CARBAP (Cameroon); 730 direct jobs created; direct monitoring of 12,500 members, etc. The GRAINE Programme will be implemented in two five-year phases between 2015 and 2025. The estimated cost of Phase 1 (2015-2020) is USD 1.5 billion, USD 1.1 billion of which will be financed by bank loans. In that context, on 25 April 2016, SOTRADER submitted a request for financing to AfDB

(private sector window) to fund this first development phase to the tune of USD 500 million. The Bank's support for this first phase will be in the form of two consecutive projects, the PAPG.1 and PAPG.2. The PAPG1 will be prepared in 2017. Its estimated cost is USD 250 million (UA 170 million, comprising UA 100 million from the private sector window and UA 70 million from the public sector window). In 2018, the PAPG.1 will be linked to a PAPG2 to be scheduled during the mid-term review of the ongoing country strategy. The estimated cost of the PAPG2, to be formulated via this study, is USD 300 million (UA 200 million), about 49% of which will be financed by SOTRADER and 51% by the Government of Gabon in the form of a second Bank support operation in 2018. Government's financing will mainly concern basic infrastructure (tracks, warehouses, markets, DWS, schools, rehabilitation of the national rural development school, basic health centres, etc.). However, SOTRADER's financing will be earmarked for development works, plantations and the necessary equipment, etc.

1.1.7 The aim of this operation submitted for MIC-TAF financing is to support the transformation of the agriculture sector through the GRAINE Programme. It is consistent with the two pillars of the Country Strategy Paper (2016-2020 CSP) for Gabon, namely: **Pillar 1** "Support for economic diversification through infrastructure development and business climate improvement"; and **Pillar 2** "Support for the Human Development Strategy". The main thrusts of the project are in keeping with the Bank's Ten-Year Strategy (2013-2022) as well as with the strategic directions of the Bank's new Agricultural Sector Strategy that prioritizes the development of value chains and agricultural entrepreneurship. They are also in line with the Bank's High-5 priorities, which aim to feed Africa by 2025 and improve the quality of life of the people of Africa. They are closely aligned on the post-Dakar strategic directions, namely to: (i) develop agribusiness areas and agricultural corridors to accelerate investment in integrated infrastructure; (ii) obtain new private sector investments in agriculture; (iii) develop solid value chains for key basic products, (iv) improve farmers' access to agricultural inputs; (v) establish a financing facility for the operating cycle of agricultural cooperatives with high potential in terms of youth employment in agriculture; and (vi) transform the education and training system into development tools that will provide training in trades that meet the economy's needs. This operation also complements a second operation in Gabon's agriculture sector, i.e. the Project to Support Agricultural Transformation and Promote Youth Entrepreneurship in the Agriculture Sector and Agribusiness (PASTA-PEJA), the preparation study on which will be financed in 2017 by a MIC-TAF Grant, which is being finalized. Both aim to improve food security and the population's living conditions through the promotion of promising subsectors and agricultural entrepreneurship.

1.2 Operation's Objectives

Strategic and Specific Objectives: This technical support aims to: (i) contribute, through PPP promotion, to Gabon's food security by improving food self-sufficiency by 2025; (ii) transform Gabon into a leading exporter of industrial crop products (especially palm oil); and (iii) improve the population's living conditions by promoting profitable agriculture that will create jobs for young people. More specifically, the operation aims to prepare a second Bank GRAINE Programme Support Project (PAPG2) that will relay the PAPG.1 entered in the 2017 lending programme, through: (i) support to the GRAINE Programme's direct actors (SOTRADER, the cooperatives and their members) and the project's support fabric (the Ministries involved and civil society); and (ii) development of social and economic infrastructure (tracks, conservation, marketing, drinking water, schools, basic health centres, etc.).

1.3 Departments responsible for the Operation's Preparation

1.3.1 The two Departments responsible for the preparation of this technical operation are the Agriculture and Agro-Industry Department (OSAN), through the Agriculture and Agro-Industry Division (OSAN.2), the Private Sector Department (OPSD) and the Regional Centre Operations Department (ORCE), in close cooperation with the Bank's Country Office in Gabon (GAFO). This operation will be jointly monitored by OSAN.2 and GAFO.

1.4 Justifications for Use of the MIC-TAF Fund

1.4.1 The technical support requested will facilitate the preparation of a second GRAINE Programme Support Project (PAPG.2) to be registered during the 2018 Mid-Term Review of CSP 2016-2020. The specific objectives of this support operation are to: (a) diversify and increase production along the value chains developed by the project; and (b) contribute to the improvement of the living conditions of the population concerned and the attractiveness of rural areas for young unemployed urban youths. It will enable the Bank to support Gabon in its Agricultural Sector Transformation Strategy in order to boost the sector's contribution to the national economy and to diversify the economy through agribusiness development. It will also consolidate the achievements of the first project (PAPG.1) by expanding into new areas of intervention.

1.4.2 In particular, the Bank's assistance will help to: (i) increase the supply of locally produced food crop products at prices the people of Gabon can afford; (ii) boost exports of industrial agricultural products; (iii) create jobs along the value chains of targeted agricultural sub-sectors, and (iv) build the capacity of both public and private sector agriculture sector actors.

1.4.3 The operation is in keeping with activities to be prioritized under the Revised Guidelines for the Administration and Utilization of the MIC Fund: (i) preparation of investment projects and sector work (see para. 2.3.2, 2.3.5); (ii) capacity building and institutional support activities (see para. 2.3.3 and 2.3.4); and (iii) private sector promotion activities (see para. 2.3.6).

2. DESCRIPTION OF THE OPERATION

The aim of this study is to formulate the Bank's second operation in support of the GRAINE Programme through the PAPG.2 project, which will expand the PAPG 1's area of interventions and promote growth-bearing agricultural subsectors (market garden and food crops and oil palms, etc.).

2.1 Description of Preparatory Activities for which Resources have been Requested

2.1.1 Recommended Methodological Approach: the conduct of the study will be guided by a number of principles which, when applied, will contribute to the diversification of Gabon's economy, the reduction of youth unemployment and wealth creation and distribution. Principles that will contribute most directly to the achievement of this goal concern:

- Capitalization on the achievements and lessons learned from the implementation of the GRAINE Programme up to the date of the study, but also the search for successful examples to be promoted and replicated;
- Beyond its economic objectives, the GRAINE Programme must diversify opportunities for youth entrepreneurship (women and men) directly connected with

the agriculture sector, promote the integration of new labour force entrants in agriculture and boost the revitalization of rural areas, production areas and anchoring of the Programme;

- The agricultural sector is currently shifting, changing and undergoing reform at all levels, and the GRAINE Programme Support Project is a measure to support these reforms, in particular by the development of entrepreneurship in its expanded environment.
- The Bank's support to Phase 1 (2015-2020) of the GRAINE Programme will be in the form of two consecutive projects. The first project (PAPG.1) will be formulated in 2017 while the second project (PAPG.2) will be prepared in 2018 after its entry during the Mid-Term Review of the ongoing CSP.

2.1.2 Components and Main Activities of the Study. In particular, this study will be based on reports already prepared by SOTRADER, including the GRAINE Programme feasibility study:

2.1.2.1 Review of Programme's Progress: This will entail a diagnosis of the current status of the GRAINE Programme, starting with a description of the Programme inventories and outputs from its start-up date until the date of the study. This will be followed by an assessment of its potential contribution to the achievement of the strategic objectives of the Green Gabon Pillar, in particular its objective to "develop agricultural potential and guarantee food self-sufficiency".

2.1.2.2 Analysis of the different constraints, identification of impediments and success factors relating to the implementation of the first stage of the programme, and lessons from them. This will be done by an analysis of outputs in terms of the relevance of the Programme's stated objectives, the effectiveness of its implementation and efficiency of the use of its resources for each of the project's components.

2.1.2.3 Preparation of a support project for Phase 2 of the GRAINE Programme (PAPG.2) comprising the technical, economic, financial, institutional and environmental feasibility study as well as the PDs and BDs. The operation will be organized around four sections:

- (A) Presentation and justification of PAPG.2: A description will be given of the support project, its qualitative and quantitative objectives, its areas of interventions and its beneficiaries. Any amendments or changes to the original GRAINE Programme study and/or in relation to Phase 1 already analysed in this study must be justified to show the appropriateness and relevance of such changes.
- (B) Project Description: It will be necessary to define, justify, identify, characterize and design the components/activities of the PAPG.2 project (new PPP), produce DD/BD of infrastructure, project implementation procedures, project cost and its financing plan as well as its performance indicators etc. In particular, it will be necessary to define the following needs: economic infrastructure, basic infrastructure, crops/plantations to be developed, operating materials, conservation and processing equipment, the cooperative promotion programme, capacity building for all actors connected with the GRAINE programme and the promotion of youth and women's entrepreneurship around that Programme.

- (C) **PAPG.2 Feasibility:** It will be necessary to calculate the costs of the different project components by source of financing (public and private sector windows), assess its technical feasibility, its economic and financial rates of return and its expected social and environmental impacts with an environmental and social management plan for these impacts.
- (D) **Project implementation:** the study must make provision for the PAPG.2 project management system and modalities as follows: (i) propose a coordination system for PAPG.2 activities; (ii) prepare an administrative, accounting and financial procedures manual and establish the PASTA-PEJA accounts management system; (iii) establish a communication and sensitization plan; (iv) establish a baseline situation and a monitoring and evaluation system; and (v) prepare an administrative, accounting and financial procedures manual and establish the PAPG 2 accounts management system. The study terms of reference (TOR) are presented in annex.

2.2 Description of Expected Outcomes: The operation will be implemented over 18 months (excluding the time taken by the administration to approve the deliverables), 8 of which will concern the conduct of the PAPG.2 study. The latter will cover the area (production, processing and marketing) where the GRAINE Programme is established. It will be conducted in two phases. The first phase will cover a 4-month period and will initially aim to share the consultant's intervention strategy with the Steering Committee (SC) and the Bank. Then a diagnostic review will be conducted on the current situation as well as an analytical assessment of the achievements and performance of the GRAINE Programme. Phase 1 of the study will conclude by defining the main thrusts of the second phase of the GRAINE Programme. To conclude this phase, a national seminar will be organized to validate the diagnostic report and the main thrusts. The second phase will also be conducted over a 4-month period and will entail the technical, financial, socio-economic and environmental feasibility assessment of PAPG.2, including the institutional support and capacity building programme for cooperatives, cooperative members, government institutions and civil society. This phase will also include the preparation of DD/BD studies on social, economic and agricultural support infrastructure. The project's environmental and social impact assessment will be carried out and submitted in addition to both the interim and final versions of the second phase report after final validation following a second presentation workshop. At the end of this phase, it will also be necessary to prepare the PAPG.2 project management.

3. ESTIMATED COSTS OF PREPARATORY ACTIVITIES

3.1 Estimated Cost of the Study: The study's total cost, including provisions for physical and financial contingencies, is estimated at about UA 1.146 million (CFAF 942.168 million), excluding taxes and customs duties. The total is broken down respectively into foreign exchange and local currency costs of UA 705, 195 (CFAF 579.994 million) and UA 440.355 (CFAF 362.174 million). The main components of the study costs concern: costs incurred by the consultant charged with the study (fees, specific studies, travel expenses, organization of report restitution and validation workshops, etc.); procurement of the necessary equipment for the SCU, costs of external auditor and counterparts, study management and coordination costs, etc. A summary of the estimated project cost by component and by expenditure account is presented below, while the details are presented in the annexes.

Table 1: Summary of Estimated Costs by Component

COMPONENTS	UA			CFAF THOUSAND			%
	L.C.	F.E.	Total	L.C.	F.E.	Total	F.E.
Study implementation	215 005	522 645	737 650	176 833	429 854	606 687	71%
Capacity building	25 040	91 560	116 600	20 594	75 304	95 899	79%
Study management	178 840	57 910	236 750	147 089	47 629	194 717	24%
Total base cost of the study	418 885	672 115	1 091 000	344 516	552 787	897 303	62%
Physical contingencies	8 378	13 442	21 820	6 890	11 056	17 946	62%
Financial contingencies	13 092	19 638	32 730	10 768	16 151	26 919	60%
Total cost of the study	440 355	705 195	1 145 550	362 174	579 994	942 168	62%

Table 2: Summary of Estimated Costs by Expenditure Category

Components	UA			CFAF THOUSAND			%
	L.C.	F.E.	Total	L.C.	F.E.	Total	F.E.
I-Investments							
Goods	25 040	91 560	116 600	20 594	75 304	95 899	79%
PC procurement	1 600	6 400	8 000	1 316	5 264	6 580	80%
OLumpsumice equipment	6 000	6 000	12 000	4 935	4 935	9 870	50%
Misc. IT equipment	3 040	4 560	7 600	2 500	3 750	6 251	60%
Vehicle procurement	12 900	73 100	86 000	10 610	60 122	70 731	85%
Misc. supplies	1 500	1 500	3 000	1 234	1 234	2 467	50%
Services	219 505	533 145	752 650	180 534	438 490	619 024	71%
OLumpsumice technical assistance (*)	215 005	522 645	737 650	176 833	429 854	606 687	71%
Study final audit	4 500	10 500	15 000	3 701	8 636	12 337	70%
Total investment cost	244 545	624 705	869 250	201 128	513 794	714 922	72%
II-Operation	174 340	47 410	221 750	143 388	38 993	182 380	21%
Coordination Unit staLumpsum	152 250	31 200	183 450	125 219	25 661	150 880	17%
Travel allowance	9 600	6 400	16 000	7 896	5 264	13 159	40%
Steering Committee	8 000	2 000	10 000	6 580	1 645	8 225	20%
Maintenance and operation	4 490	7 810	12 300	3 693	6 423	10 116	63%
Total base cost	418 885	672 115	1 091 000	344 516	552 787	897 303	62%
Physical contingencies	8 378	13 442	21 820	6 890	11 056	17 946	62%
Financial contingencies	13 092	19 638	32 730	10 768	16 151	26 919	60%
Total cost of the study	440 355	705 195	1 145 550	362 174	579 994	942 168	62%

* In addition to the study, this assistance will include the preparation of: (i) the project's baseline situation; (ii) the establishment of a monitoring/evaluation system, the preparation of a Procedures Manual and the establishment of an accounting system

3.2 Financing Plan

3.2.1 This operation will be financed by a MIC-TAF grant of UA 991,095 equivalent to CFAF 815.135 million; i.e. 89.2% of the operation's total cost. The estimated counterpart contribution is UA 119,700 (CFAF 98.448 million); i.e. about 10.8% of the total cost. This government contribution, not entailing any disbursement, will comprise the premises used by the project and assignment of the necessary personnel.

Table 3
Operation's Financing Plan

Sources of Financing	UA			CFAF THOUSAND			%
	L.C.	F.E.	Total	L.C.	F.E.	Total	F.E.
AfDB	288 682	705 195	993 878	237 429	579 994	817 423	62%
Government	151 672	0	151 672	124 744	0	124 744	0%
Total cost of the study	440 355	705 195	1 145 550	362 174	579 994	942 168	62%

3.2.2 The breakdown of financing by expenditure category and source of financing is as follows:

Table 4
Breakdown of Financing by Expenditure Category

LIST OF GOODS AND SERVICES	AfDB in UA			GOVERNMENT in UA			TOTAL in UA			%
	L.C.	F.E.	Total	L.C.	F.E.	Total	L.C.	F.E.	Total	F.E.
A-GOODS	25 040	91 560	116 600	0	0	0	25 040	91 560	116 600	79%
PC procurement	1 600	6 400	8 000				1 600	6 400	8 000	80%
OLumpsumice equipment	6 000	6 000	12 000				6 000	6 000	12 000	50%
Misc. IT equipment	3 040	4 560	7 600				3 040	4 560	7 600	60%
Vehicle procurement	12 900	73 100	86 000				12 900	73 100	86 000	85%
Misc. supplies	1 500	1 500	3 000				1 500	1 500	3 000	50%
B-SERVICES	219 505	533 145	752 650	0	0	0	219 505	533 145	752 650	71%
Technical assistance to consulting firm	215 005	522 645	737 650	0	0	0	215 005	522 645	737 650	71%
Final audit of the study	4 500	10 500	15 000	0	0	0	4 500	10 500	15 000	70%
C-OPERATION	29 890	47 410	77 300	144 450	0	144 450	174 340	47 410	221 750	21%
OLumpsumice rental				72 000		72 000	72 000	0	72 000	0%
Salaries P. CU and E. counterpart				72 450		72 450	72 450	0	72 450	0%
CU staLumpsum allowance	7 800	31 200	39 000			0	7 800	31 200	39 000	80%
Travel allowance	9 600	6 400	16 000			0	9 600	6 400	16 000	40%
Steering Committee	8 000	2 000	10 000			0	8 000	2 000	10 000	20%
Maintenance and operation	4 490	7 810	12 300			0	4 490	7 810	12 300	63%
Unallocated	14 247	33 080	47 328	7 221		7 221	21 468	33 080	54 548	61%
TOTAL	288 682	705 195	993 878	151 671	0	151 671	440 353	705 195	1 145 548	62%

4. METHODS FOR THE PROCUREMENT OF SERVICES AND GOODS

4.1 Methods for the Procurement of Consultancy Services: The acquisition of consultancy services to be financed from the Bank's resources will be made in compliance with the Procurement Policy for Bank Group Funded Operations dated October 2015, using the Bank's appropriate standard bidding documents. Consultancy services for the preparation of the project feasibility study and related studies (establishment of the baseline situation and monitoring/evaluation system, preparation of the procedures manual and establishment of the accounting system) estimated at UA 737,650 will be acquired based on a shortlist and the Quality and Cost-Based Selection Method (QCBS) as described in Section II of the Bank's Rules and Procedures. Auditing services for the project (UA 15,000) will be acquired based on a shortlist of audit firms in accordance with the Least Cost Selection (LCS) method. Requests for expressions of interest will be prepared by the Study Coordination Unit and submitted to the Bank for validation and publication on: (i) UNDB online; (ii) the Bank's website; and (iii) in at least one national newspaper. The consultant selection processes will be submitted to the Bank for prior review.

4.2 Methods for the Procurement of Goods: The procurement of goods by shopping among suppliers will be made in compliance with national public procurement legislation, using standard national bidding documents, as well as with the provisions set out in the financing agreement. This concerns the procurement of goods amounting to UA 116,000.

4.3 General Procurement Notice and Review Procedures. A General Procurement Notice (GPN), prepared by mutual agreement with the Donee will be published on UNDB online and on the Bank's website following approval of the proposed grant. The following documents are submitted for review and approval by the Bank prior to their publication: request for expressions of interest, requests for proposals, shortlists, evaluation report on consultants' technical proposals and consultants' draft contracts. The Procurement Plan, which will be submitted for the Bank's prior approval, will specify for each procurement the applicable review method (prior or post).

5. IMPLEMENTATION SCHEDULE

5.1 Schedule of Planned Activities: This support operation will be approved in December 2016 and will be implemented over a period of eighteen (18) calendar months. The consultant's intervention will be for an 8-month period. The schedule of activities is summarized as follows:

Table 5 : Operation's Activities Schedule		
Activity	Responsible Entity	Deadline
- Grant approval	ADB	7 December 2016
- Establishment of Coordination Unit	Government	7 December 2016
- Signing of contract with consulting firm	Government	12 May 2017
- Study launching workshop	Government	12 June 2017
- Validation workshop for first phase of study	Government	12 October 2017
- Validation workshop for second phase	Government	12 February 2018
- Submission of MIC final audit	AfDB	18 May 2018

5.2 Draft Annual Work Programme and Procurement Schedule: The organization and management of this operation is presented in detail in annex. It combines the institutional arrangements, financial management and auditing requirements as well as the supervision and monitoring/evaluation of this operation. During the project's appraisal, the Donee prepared a procurement plan (PP) which sets out the procurement methods. It will be submitted for review and approval by the Bank prior to signing of the Letter of Agreement.

5.3 Study Organization and Management: The study will be conducted by a consulting firm to be recruited by international shopping based on a shortlist using the QCBS method. The General Secretariat of the Ministry of Agriculture and Agricultural Entrepreneurship responsible for implementing the GRAINE Programme (MAEAPG) will be the executing agency. In this regard, its capacity will be built up by a Study Coordination Unit (SCU) placed under the authority of the General Secretariat. The Ministry will appoint an official with the required qualifications and confirmed experience in agricultural and rural development to the position of Study Coordinator. The official will be assisted by a procurement specialist, an accountant and support staff (2 drivers and 1 secretary) to be recruited on the basis of open competition following the Bank's prior approval. Performance contracts will be signed. In addition, the Gabonese Authorities will designate a team of four national counterparts who will work closely with the international experts. A Steering Committee will also be established for the operation, including one representative of SOTRADER to be chaired by MAEAPG's Secretary-General whose duties will entail monitoring the conduct of the study, analysing the consultant's provisional reports and

formulating recommendations and guidelines. To ensure the successful conduct of the study, equipment will be procured under the consulting firm's contract and transferred to the SCU. The Coordination Unit established under the current PAPG.2 will be responsible for the coordination and management of the study on the Project to Support the Agricultural Transformation Strategy and Promotion of Youth Entrepreneurship in Agriculture and Agribusiness (PASTA-PEJA).

6. FINANCING ARRANGEMENTS

6.1 Financing/Disbursement Conditions and Audit: Disbursements will mainly be made by the direct payment method (for the payment of consultants' service contracts to conduct the study and external audit). A special account will be opened at a Bank in Libreville deemed acceptable by the Bank, exclusively for the operating costs of the MIC-TAF implementation unit and coordination of the study.

6.2 Financial Management. The operation's financial management framework will be compliant with MIC-TAF guidelines for small-scale operations funded by the Bank Group. The MIC-TAF Coordination Unit, which is the same as the one for the PASTA-PEJA project, comprises a coordinator, a procurement specialist, an accountant, a secretary and two drivers. The accountant will be recruited based on open competition and the evaluation report on this recruitment should be submitted to the Bank for its no-objection opinion. He/she should have at least 5 years accounting experience, 2 of which should be with development projects financed by donors, in particular AfDB or the World Bank, in addition to a university degree in accounting.

6.2.1. Accounting software will be purchased by the consulting firm and transferred to the SCU. This software will be used in maintaining the accounts and producing the annual reports of this MIC-TAF operation (balance sheet, sources and uses tables for the period and cumulative periods, explanatory notes, special account reconciliation statement, and fixed assets inventory) as well as the six-monthly financial monitoring reports (FMR) to be submitted to the Bank latest 45 days after the end of the six month period. The accounts will be produced in compliance with the OHADA accounting principles.

6.2.2. It is also planned that the consulting firm will prepare the administrative, financial and accounting procedures manual. This manual will describe the procedures applicable in the different management cycles and define the internal control mechanisms to be established. It will be used during the conduct of the study and for the future project. Therefore, the consultant will have to envisage updating these management tools during the implementation of the PAPG.2 project in order to be able to incorporate in it all the organizational specificities and implementation modalities of the finalized project.

6.2.3. This MIC-TAF operation will be the subject of a single audit to be performed on completion of the project's 18-month implementation period. The audit will be conducted by an independent firm of external auditors to be recruited based on open competition in accordance with the Bank's standard terms of reference. The related costs will be paid by the PAPG.2 MIC-TAF fund. The audit report will be submitted to the Bank latest six months after the completion of the MIC-TAF activities.

6.3 Suspension of disbursements: Disbursements of MIC-TAF resources will be governed by the Bank's disbursement rules in general, and those on the suspension of disbursements in particular.

6.4 Letter of Agreement: Following approval of the request, the Bank will prepare a Letter of Agreement in accordance with the format in Annex 3 of the new MIC-TAF Guidelines (November 2011). The Letter of Agreement will be signed between the Bank and the Republic of Gabon, and will become effective following its signature. The conditions precedent to first disbursement will include providing AfDB with the following, to its full satisfaction:

- (i) Evidence of the opening of a special account in a bank acceptable to ADB for the purpose of receiving the proceeds of the grant; and
- (ii) Evidence of recruiting a national coordinator for the study and the other members of the Study Coordination Unit (accountant and procurement expert), based on open competition and with the Bank's approval.

7. ENVIRONMENTAL AND SOCIAL ASPECTS

The project is proposed for Category 3 of the Bank's environmental and social assessment procedures since it does not entail any activities that might generate negative environmental impacts.

8. CONCLUSIONS AND RECOMMENDATIONS

8.1 Conclusions: The conduct of the aforementioned studies will contribute to the fine-tuning of PAPG.2 preparation and provide the project owner with all the required elements for designing and sizing the project as well as an assessment of the investment's feasibility. It will also lay the foundation for subsequent management of the project.

8.2 Recommendations: It is recommended that the Bank award the Republic of Gabon, in accordance with conditions stipulated above, a grant not exceeding UA 993,878 from MIC Fund resources. This grant will mainly be used to finance consultancy services as described in this memorandum and the terms of reference (TOR) presented in annex.

ANNEXES

MINISTRY OF SUSTAINABLE DEVELOPMENT
ECONOMY, INVESTMENT PROMOTION
AND FORECASTING

Libreville, 3 May 2016

.....
Office of the Minister

the Minister
ToThe President
of the African Development Bank

.....
Abidjan – Côte d'Ivoire

Directorate-General of Forecasting
No. 001153/mddepip/cdm/sg/dgpro

Subject: *Request for an ADB Grant to Finance Agricultural Sector Work*

Mr. President,

In the Green Gabon Operational Plan of the Emerging Gabon Strategic Plan (PSGE), Gabon promises to adopt an integrated approach for the development of agricultural sub-sectors and its value chains in order to achieve food self-sufficiency by 2025. This requires the development of 205,000 hectares of land as well as the intensive and eco-friendly exploitation of plant, animal and fish farming sub-sectors.

Moreover, in February 2015, under the implementation of the Agriculture-Livestock Sector Plan, the Government launched an ambitious agricultural development plan called the **GRAINE Programme**, the objectives of which are to guarantee food security and self-sufficiency, develop cash crops (coffee, cocoa, palm oil and rubber), contribute to the economic diversification and create agricultural jobs, especially for young people.

To establish the different institutional links of the value chain and thus ensure the achievement of the results of this ambitious programme, I have the honour of requesting technical assistance from the African Development Bank (AfDB), to be financed from the resources of the Middle Income Countries Technical Assistance Fund (MIC-TAF), for the preparation of: (i) an *Agricultural Transformation Strategy based on the Development of Value Chains (STADEC)*; and (ii) the formulation of a *GRAINE Programme Support Project* referred to above.

Please accept, Mr. President, the assurances of my highest and brotherly consideration.

[Signed]

Régis Immongault

MIDDLE INCOME COUNTRY TECHNICAL ASSISTANCE FUND REQUEST FORM

1. Title of Draft Studies: **PROGRAMME TO SUPPORT THE GREEN GABON OPERATIONAL PLAN FOR : (I) THE FORMULATION OF AN AGRICULTURAL TRANSFORMATION STUDY BASED ON THE DEVELOPMENT OF AGRICULTURAL VALUE CHAINS (STADEC); AND (ii) A GRAINE PROGRAMME SUPPORT PROJECT (PAPG)**

2. Country: Republic of Gabon

3. Executing Agency:

a) Name: Ministry of Agriculture and Agricultural Entrepreneurship Responsible
for Implementation of the GRAINE Programme

b) Address: P.O. Box Libreville, Immeuble Ancienne Primature
Tel. (241) 01740043

4. Description of the activities:

Gabon's economy is based mostly on the exploitation of its raw materials, mainly oil. In 2014, the contribution of oil to GDP had reached 39% and it accounted for 85% of exports and 49% of central government fiscal revenue. Despite its potential of over 5 million hectares, the agriculture sector only contributes 4.7% to GDP. Major investments are required to provide coordinated responses to the challenge of the agriculture sector's structural transformation, with a view to increasing its contribution to the national economy and achieving food self-sufficiency by 2025. The proposed studies are focused on the two following components: (A) Conduct of feasibility studies; and (B) Management of the studies.

Conduct of Feasibility Studies: the activities to be carried out are :

- *Formulation of the National Agricultural Transformation Strategy based on the Development of agricultural value chains (STADEC)*
 - Carry out a comprehensive diagnostic review of the different agricultural, animal and fishery subsectors;
 - Assess the constraints and opportunities for the development of agricultural value chains;
 - Carry out an inventory and propose an appropriate action plan for the agricultural training and research system;
 - Carry out an inventory and propose an efficient action plan for the production, certification and distribution of seeds and other agricultural inputs;

- Carry out an inventory of the system for the development of cultivable land;
- Carry out an inventory of mechanization among farmers;
- Analyse the collection system and marketing channels for agricultural products;
- Carry out an inventory of agricultural product processing;
- Carry out an inventory of the information system on agricultural product markets;
- Carry out an inventory of the national health safety system in the agriculture sector;
- Carry out an inventory of the epidemiological surveillance system for animal diseases;
- Analyse both policy and institutional frameworks, financing mechanisms and actor involvement;
- Formulate the national agricultural transformations strategy based on the development of agricultural value chains, taking into account the above-mentioned inventories; and
- Prepare a quantified short-, medium- and long-term action plan.

Another of the consultant's duties will be to conduct a technical, economic, financial and organizational feasibility study as well as an economic and social impact assessment of a project to be retained by mutual agreement with the government.

- *Prepare and formulate the GRAINE Programme Support Project*

The objective of the GRAINE Programme is to accelerate economic diversification in order to release the multi-pronged drivers of inclusive growth. In the short-term, it aims to increase the share of agriculture in national wealth with a view to guaranteeing food security, control youth unemployment and create about 20,000 jobs. As part of this vast State-run programme, over 200,000 hectares will be farmed and about 30,000 volunteer families grouped together in cooperatives distributed in several hundred villages integrated into basic socio-economic infrastructure (tracks, markets, collection centres, slaughtering areas, processing units, rural DWS, health centres, schools, etc.). In keeping with the PSGE and the Social Pact, this programme also addresses several socio-economic challenges, in particular: (i) the strengthening of food security through the local farming of staple products (bananas, cassava, cocoyam, oil, sugar cane, etc.); (ii) the diversification and enriching of Gabon's agricultural base; (iii) the promotion of agricultural entrepreneurship; (iv) poverty reduction through the empowerment of the most economically vulnerable segments of the population; (v) job creation; (vi) economic development of rural areas; (vii) reduction in the volume and cost of food imports; (viii) curbing of rural-urban migration; and (ix) the creation of a strong agricultural community.

This is the background against which it is planned to formulate a project in PPP form between the Government (Ministry of Agriculture) and SOTRADER. Therefore, the consultant's main duty will be to conduct a technical, economic, financial and organizational feasibility study as well as an economic and social impact assessment, in addition to preparing the DD for the

infrastructure retained and their corresponding BD. Based on this study, the consultant will be required to propose a project operational plan as well as the corresponding financing plan (central government, SOTRADER). The aforementioned project will comprise the following main components : (A) *Development of agricultural and rural infrastructure (tracks, markets, warehouses, drying areas, slaughtering areas, rehabilitation of institutes and schools providing training in agricultural trades, development of land, schools, DWS, electricity, health centres, etc.;* (B) *development of value chains (agricultural multi-service hubs, facilitation of access to improved inputs, support to mastery of technical itineraries, enhancement of agricultural products, organization of producers, agricultural and fishery product processing units, etc.);* (C) *Capacity building, (seeds, training and research, agricultural guidance, agricultural trades, health control and epidemiological surveillance of animal diseases, development of agricultural entrepreneurship and IGA).*

B. Management of the Studies

- *Coordination of activities*
- *Establishment of administrative, accounting and financial management procedures manuals*
- *Establishment of a communication and sensitization plan*
- *Establishment of an internal and external monitoring and evaluation plan, and*
- *Monitoring of studies and production of reports.*

5. Rationale for the activities

Gabon faces a socio-economic paradox of belonging to the group of Middle-Income Countries (MIC) because of its income per capita while, at the same time, being classified among Least Developed Countries (LDC) because of its social indicators, with a poverty rate of 32.7% in 2014 and an unemployment rate of 27% of the labour force. Gabon's average Human Development Index (HDI) of about 0.684 ranks it 112th out of 187 countries in the Human Development Report (UNDP, 2014). Hence, Gabon's economy has all the characteristics of a rent economy that creates few jobs and is focused on exports of unprocessed primary commodities despite strong potential for diversification, given the country's significant natural resource capital.

With a contribution to GDP of 4.7% and an annual growth rate of 3.3% between 2005 and 2010, Gabon's agriculture occupies quite a marginal position in the country's economy. The rural population, in a minority, was estimated at over 225,000 in 2014, i.e. 14% of the country's population. Agricultural land is estimated at 5.2 million hectares. Agricultural land is an abundant resource, almost all of which is easily accessible, especially since the low population density of 6.1 inh./km² reinforces the impression of relatively unimpeded access. However, the allocation of land to mining and forestry concessions leaves little or no secure land for agricultural activities. The highest estimates give a figure of 500,000 hectares of land cultivated

by an ageing smallholder population. Overall, agricultural output is low and Gabon imported foodstuffs valued at over CFAF 300 billion.

In 2010, in order to resolve the socio-economic paradox facing the country, the national authorities launched the Emerging Gabon Strategic Plan 2025 (PSGE 2025). Focused on three pillars (Green Gabon, Industrial Gabon and Services Gabon), PSGE is a roadmap that will allow the country to emerge from its dependency on the oil sector and capitalize fully on its comparative advantages to address the challenges by: (i) accelerating economic growth through the diversification of sources; (ii) reducing poverty and social inequalities; and (iii) ensuring sustainable natural resource management. It is necessary to encourage the shift from a resource-based economy towards a diversified one, in order to strengthen the competitiveness of the industrial and service sectors while preserving the country's immense natural wealth.

The strategic objectives of the "Green Gabon" Pillar are as follows: (i) sustainable management of Gabon's forests and the country's positioning as world leader in certified tropical wood (*Forestry and Wood Sector Programme*); (ii) the realization of agricultural potential and achievement of food security (*Agriculture and Livestock Sector Programme*); and (iii) the promotion of sustainable exploitations and development of fishery resources (*Fisheries and Aquaculture Sector Programme*). Therefore, PSGE aims to guarantee food security by covering the food requirements of the country's population and ensuring the sustainable availability of high quality and affordable products.

In December 2104, the President of the Republic presented a new initiative to Gabon's partners: the GRAINE Programme (*Gabonese Initiative for Achieving Agricultural Outcomes with Engaged Citizenry*). This is a programme to support the policies of establishing and developing agricultural cooperatives nationwide to ensure the emergence of a new generation of competent, productive and cohesive farmers. It is in keeping with the PSGE and the Social Pact. Implemented since January 2015, the GRAINE Programme is focused on four main strategic thrusts : (i) assist individuals in forming cooperatives; (ii) develop plantations, provide operating equipment and premises for each cooperative; and (iv) provide supervision of the management of agricultural activities generated by the cooperative. The GRAINE Programme is being implemented by *Société Gabonaise de Transformation Agricole et Développement Rural* (SOTRADER) stemming from a Public-Private Partnership between the Republic of Gabon and OLAM.

To assist the Government of Gabon in addressing the challenge of food security by achieving almost complete food self-sufficiency and also in becoming an exporter of industrial crop products on the one hand, and in building the institutional capacity of the support structures of the Ministry responsible for Agriculture and Agricultural Entrepreneurship and the Ministry responsible for Fisheries and Livestock to (i) transform the agriculture sector by developing value chains, and (ii) support supervise and monitor the activities implemented under the GRAINE Programme throughout the national territory, on the other hand, the Government of Gabon has requested assistance from the Bank.

6. Estimated Costs of Proposed Studies:

- a) Foreign Exchange : UA 1,439,000
- b) Local Currency : UA 770,000
- c) Total amount : UA 2 200 000

7. **Financing Plan**

- a) ADB / MIC - TAF : UA 2 000 000
- b) Government : UA 200 000
- c) Total : UA 2 200 000

8. **Proposed Procurement Method (if known):**

- a) Services: Competitive Bidding - REOI - Shortlist
- b) Goods & works: Goods and Works: National shopping among suppliers.
- c) Others, including Training of

Local Staff: Direct **contracting**.

9. **Implementation Plan**

The study will commence latest one month after notification of the contract to the consultant.
The schedule for the provision of services is as follows:

Table 3 : Schedule for Operation's Activities		
Activity	Responsible Entity	Timeline
Review Process (Peers, Country Team)	AfDB	September 2016
Grant Approval	AfDB	October 2016
Establishment of Coordination Unit	Gvt.	November 2016
Procurement of Consultancy Services	Gvt.	January 2017
Installation of Strategic and Operational Tools	Gvt.	February 2017
Submission of Study Reports	Gvt.	November 2017
Completion of Study Projects	Gvt.	December 2017

MIDDLE INCOME COUNTRY TECHNICAL ASSISTANCE FUND
DRAFT LETTER OF AGREEMENT

Honourable Minister of Sustainable Development, Economy and Investment Promotion,
Libreville, Gabon
Dear Minister:

Subject: Grant of UA 993,878 to the Government of Gabon to finance the preparation studies for a GRAINE – Phase II Support Project.

Letter of Agreement

I am writing on behalf of the African Development Bank to indicate the Bank's decision to provide to the Republic of Gabon a grant not exceeding UA 993,878. The purpose of the grant is to finance technical support for *the preparation of a GRAINE Programme –Phase II Support Project*.

The grant is being provided for the purposes and on the terms and conditions set forth in the attachments hereto, and the Recipient hereby represents, by confirming its agreement hereunder, that it is authorized to contract, withdraw and utilize the grant for the said purposes and on the said terms and conditions.

Please confirm your agreement with the foregoing and the conditions and terms attached hereto, on behalf of the Government of Gabon, by signing, dating, and returning to us the enclosed copy of this letter.

This agreement will become effective on the date of countersignature by the Bank.

Sincerely,

AFRICAN DEVELOPMENT BANK

By

Vice President, Operations -----

OR

President -----

Date -----

AGREED

REPUBLIC OF GABON

By: -----

The Minister of Sustainable Development, Economy, Investment Promotion and Forecasting

Date:

**TERMS OF REFERENCE OF THE PREPARATION STUDY ON THE GRAINE
PROGRAMME (PAPG.2) SUPPORT PROJECT**

I. INTRODUCTION

1.1. Gabon, which is located on the Gulf of Guinea, straddles the Equator and covers an area of 267,667 km². The country is bordered to the North by Cameroon, to the North-West by Equatorial Guinea and to the South-East by Congo-Brazzaville. It has a coastline of 800 km along the Atlantic Ocean. Its relief is linked to the equatorial nature of its climate, its hydrography and vegetation. It comprises three distinct geomorphological areas: the coastal plains, mountain ranges and plateaus in the interior. Annual rainfall varies between 1,500 and 3,000 mm. The network of waterways covers almost the entire national territory. Dense, rich equatorial forest covers 85% of Gabon's territory. After oil, wood is the country's second most important economic resource. Gabon is divided into 9 administrative provinces, 47 *départements*, 152 cantons, 52 municipalities, 26 sub-prefectures and 3,304 villages and groups of villages.

1.2. Gabon is under-populated with the lowest population density in Africa. In 2013, the country's population was estimated at 1 802 728 inhabitants¹; i.e. a density of 5.6 inhabitants per km². The annual population growth rate is estimated at 2.7%. It has the following two major characteristics: a high proportion of young people (36% of the population is under 15 years old) and almost 82% of the population lives in urban areas, mainly in the three main urban centres of Libreville, Port-Gentil and Franceville. The rural areas have been abandoned in favour of the large towns and cities and their population is now about 273,000. The low numbers of rural dwellers and an ageing rural population represent two of the major constraints on the agriculture sector's development.

1.3. With income per capita of USD 7 370², Gabon is classified as a Middle-Income Country. However, its social indicators are comparable to those of countries with low Human Development Indices (HDI). Furthermore, according to the Poverty Assessment and Monitoring Survey (EGEP 2005³), one third of Gabon's population was reported to be living below the poverty threshold. The likelihood of achieving the MDG poverty rate target of 13.5% is very low. In addition, while progress has been made, Gabon's ranking of 93rd out of 169 countries remains well below that of other countries in its category in terms of income per capita. The employment situation is quite precarious. The unemployment rate is worrisome and is estimated at over 20%, with unemployed youth representing 60% of the unemployed.

1.4. Gabon's economy is mainly dependent on the exploitation of its raw material resources, mainly oil. In 2014, oil represented 39.5% of GDP, 85% export earnings and 49% of government tax revenue. Therefore, the economy is heavily dependent on oil, which makes it even more fragile especially since prices fluctuate, reserves are far from being inexhaustible and production is

¹ Results of the General Population and Housing Census (GPHC) de 2013

² Bank's 2011-2015 RBCSP; July 2011

³ The 2005 EGEP is the most recent source of reliable data on poverty in Gabon. This survey has not yet been updated. The 2010 MDG Progress Report is, however, available and reports a worrisome poverty trend that significantly reduced the likelihood of reaching the targeted poverty rate by 2015.

declining. Gabon's economy is also characterized by weak diversification and heavy dependency on the outside world with a high level of public spending. Thus, despite its potential of over 5 million hectares, the agricultural sector only contributed 3.7% to GDP in 2014, national production is low and Gabon imports over CFAF 300 billion of foodstuffs annually.

1.5. Having realized its heavy dependency on the oil sector, Gabon in 2009 launched an economic transformation strategy (Emerging Gabon), in which agriculture plays a key role. Agricultural development is consistent with the following three of Gabon's objectives, namely to: (i) improve food security; (ii) create jobs and reduce poverty; and (iii) diversify the economy (objective: 20% contribution of agriculture to GDP by 2025). The Republic of Gabon also aims to allocate up to one million hectares of its land to agricultural production. Major investments are required to address the challenge of the agriculture sector's structural transformation, with a view to increasing the sector's contribution to the national economy and improving food self-sufficiency by 2025.

1.6. To implement this strategy, the Republic of Gabon has initiated several reforms since 2009 as well as flagship projects. One of the most outstanding is the partnership established with Olam International in 2010. The latter is one of the world's leading agribusiness companies which has already successfully developed large-scale projects in Africa and in Gabon and stands out because of its commitment to sustainable agriculture. Under this partnership, two large-scale projects have been set up with Gabon in the form of PPPs (50,000 ha of oil palms, over 32,000 ha of which have already been planted and 28,000 ha of rubber trees, 7,200 ha of which have already been planted). They are already producing significant results on the ground and thus contributing to the country's agricultural development. Buoyed by these successes, the Republic of Gabon and Olam joined forces in 2014 to launch a new flagship project called the 'Gabonese Initiative for Achieving Agricultural Outcomes with Engaged Citizenry', or the GRAINE Programme, in which smallholders play a key role in the development of the oil palm and food crop subsectors.

II. STUDY CONTEXT

2.1. The objective of the GRAINE Programme is to accelerate economic diversification in order to release the multi-pronged drivers of inclusive growth. In the short-term, it aims to increase the share of agriculture in national wealth to guarantee greater food security and reduce youth unemployment with a view to creating about 20,000 jobs. This is a programme to support the policies of establishing and developing agricultural cooperatives throughout nationwide to ensure the emergence of a new generation of competent, productive and cohesive farmers. As part of this vast State-run programme, over 200,000 hectares will be farmed and about 30,000 volunteer families grouped together in cooperatives distributed in several hundred villages integrated into basic socio-economic infrastructure (tracks, markets, collection centres, slaughtering areas, processing units, rural DWS, health centres, schools, etc.). In keeping with the Emerging Gabon Strategic Plan (PSGE) and the Social Pact, this programme also addresses several socio-economic challenges, in particular: (i) the strengthening of food security by the local farming of staple products (bananas, cassava, cocoyam, oil, sugar cane, etc.); (ii) the diversification and enriching of Gabon's agricultural base; (iii) the promotion of agricultural entrepreneurship; (iv) poverty reduction through the empowerment of the most economically vulnerable segments of the population; (v) job creation; (vi) economic development of rural areas; (vii) reduction in the volume

and cost of food imports; (viii) curbing of rural-urban migration; and (ix) the establishment in the country of farms managed as businesses as well as the creation of agricultural entrepreneurs.

2.2 Implemented since January 2015, the GRAINE Programme is focused on four main strategic thrusts: (i) assist individuals in forming cooperatives; (ii) train field supervisors among cooperative members to provide supervision and ensure smooth management of the agricultural activities generated and, later, to professionalize it and pave the way for the cooperative champions to become SMEs; (iii) develop plantations, provide operating equipment and premises for each cooperative; and (iv) develop basic infrastructure associated with the Programme in order to improve the living conditions of people living in the interior, even reversing the rural-urban migration flow. To implement the GRAINE Programme, the Agricultural Processing and Rural Development Company (SOTRADER) was established as a Public-Private Partnership between the Republic of Gabon (51%) and Olam International (49%).

2.3. The GRAINE Programme, Africa's most ambitious in the agriculture sector, aims to develop 200,000 ha of plantations partly industrial (36%) and partly entrusted to outgrowers (64%). It will support the competitive development of food crops (20,000 ha of tomatoes, bananas, cassava and chili peppers, etc.) for local and regional consumption, and cash crops (180,000 ha of oil palms) for local and world markets. The initial results of the GRAINE Programme are already visible in the field: 5 provincial centres opened; Woleu-Ntem and Ogooué-Ivindo (January 2015), Upper Ogooué and Ogooué Lolo (July 2015), Ngounié (October 2015); 48 operational cooperatives with 1331 active members; training of 223 cooperative members including 112 women in the governance of cooperative companies, training of 54 members in modern agricultural techniques in Malaysia; 138 land titles (established with the assistance of ANUTTC); 1,779 hectares of land already developed (Makokou, Oyem, Franceville, Lastourville and Ndendé); 267 ha of cassava plots already planted; 810,000 plantain banana seedlings (in-vivo grown plants) delivered by CARBAP (Cameroon); 730 direct jobs created; direct monitoring of 12,500 members, etc.

2.4. The GRAINE programme will be implemented in two five-year phases between 2015 and 2025. The estimated cost of Phase 1 (2015-2020) is USD 1.5 billion, USD 1.1 billion of which will be financed by bank loans. In that context, on 25 April 2016, SOTRADER submitted a request for financing to AfDB (the private sector window) to finance the first development phase. The Bank will provide support of about USD 250 million (UA 170 million) for Phase 1 in line with its strategy for the 2015-2020 period and, at mid-term, will assess the need to strengthen its support. In the spirit of a financial partnership, the estimated cost of the project is USD 300 million.

III. THE STUDY

3.1. **Guiding Principles:** To ensure greater synergy with the PASTA-PEJA objectives, the conduct of the study will be guided by a number of principles which, when applied, will contribute to the diversification of Gabon's economy, the reduction of youth unemployment, wealth creation and distribution. Principles that contribute most directly to the achievement of this goal include:

- Capitalization on the achievements and lessons learned from implementing the GRAINE programme up to the date of the study, but also the search for successful examples to be promoted and replicated in the follow-up to Phase 1;

- Beyond its economic objectives, the GRAINE Programme must diversify opportunities for youth entrepreneurship (women and men) directly connected with the agriculture sector, promote the integration of new labour force entrants in agriculture and boost the revitalization of rural areas, production areas and anchoring of the Programme;
- The agriculture sector is currently shifting, changing and undergoing reform at all levels. The GRAINE Programme Support Project is a measure to support these reforms, in particular by developing entrepreneurship in its expanded environment;
- The Bank's support to Phase 1 (2015-2020) of the GRAINE Programme will be in the form of two consecutive projects. The first project will be formulated in the second half of 2016 while the second project will be prepared in 2018. The objective of this study is to formulate this second project.

3.2. Study Objectives

3.2.1. Overall Objective: The overall objective of these Terms of Reference is to prepare a second Support Project for the implementation of Phase 1 of the GRAINE Programme (PAPG.2), whose strategic objective is to contribute to food security by improving self-sufficiency in food crops and the living conditions of rural communities. The goal of the PAPG.2 study is to provide the project owner with all the necessary elements to assess the feasibility and appropriateness of financing the project.

3.2.2. Specific Objectives: The PAPG.2 will aim to:

- (i) Provide support to the GRAINE Programme's direct actors (SOTRADER, the cooperatives and their members) and the project's support fabric (the Ministries involved and civil society). This support will enable all of them to play their roles and effectively contribute to the project's success.
- (ii) Develop social and economic infrastructure to: (a) improve the living conditions of the communities concerned and the attractiveness of rural areas for unemployed urban youths; and (b) diversify, increase output and strengthen competitiveness along the value chains of growth-bearing sub-sectors.

The specific objectives of the PAPG.2 study are to:

- Assess the potential contribution of the GRAINE programme from the start of its implementation in 2015 to the achievement of the strategic objectives of the Green Gabon Pillar, in particular its objective to "develop agricultural potential and guarantee food security";
- Analyse the different constraints, identify the impediments and success factors relating to the implementation of the first phase of the Programme and draw lessons from them,

- Prepare a support project for Phase 2 of the GRAINE Programme with its geographic scope, logical framework, components/activities, institutional set-up, cost, financing plans and support measures;
- Prepare the engineering designs (DD) of social and economic infrastructure and infrastructure in support of the sectors retained under PAPG.2 as well as the economic study and Environmental and Social Impact Assessment (ESIA) of the support project;
- Establish the baseline situation and the monitoring/evaluation system, prepare the administrative, accounting and financial procedures manual and establish the PAPG 2 accounting system.

In particular, this study will also be based on the studies already conducted by SOTRADER for the implementation of the 'oil palm' industrial component and complement them, if required.

3.3 Study Schedule and Duration: The PAPG.2 study, which will be conducted over an estimated 8-month period, will cover the areas in which the GRAINE Programme is established, including the production, processing and marketing areas. It will be conducted in two phases:

- * **The first four-month phase** will initially entail the installation of the consulting firm, procurement of the necessary equipment for the Study Coordination Unit (SCU), preparation and sharing of its intervention strategy with the Steering Committee (SC) and the Bank. Then, a diagnostic review of the current situation will be conducted: literature review, collection of information on outputs, field visits, surveys with beneficiary cooperatives, contacts with actors and partners, analysis of strengths/weaknesses and constraints/opportunities at the institutional, governance and implementation levels, assessment of the programme's intervention capacity and highlighting of the opportunities and success factors of Phase 1 of the GRAINE Programme. An analytical evaluation of the outputs and performance of Phase 1 will be carried out using a gender approach, with a view to reducing unemployment and poverty. Phase 1 of the study will be finalized by defining the main thrusts of the GRAINE Project –Phase 2, in consultation with those concerned and the programme's partners. This phase will close with a national seminar to validate the diagnostic report and main thrusts.
- * **The second four-month phase** will entail an assessment of the technical, financial, socio-economic and environmental feasibility of PAPG.2, including the institutional support and capacity building programme concerning cooperatives, cooperative members, government institutions and civil society. The PAPG 2 logical framework will be prepared with all the risks and corresponding mitigation measures. This phase will also include preparation of the DD/BD for social, economic and agriculture sector support infrastructure relating to the project support components. ESA studies will be carried out and submitted in addition to the interim and final versions of the second phase report, after validation following a second presentation workshop. At the end of this phase, it will also be necessary to prepare the project's management, in particular by: (i) establishing the baseline situation and the

monitoring/evaluation system; and (ii) preparing the administrative, accounting and financial procedures manual as well as the PAPG-2 accounting system.

IV. Detailed Description of Study Content

4.1. Methodology

4.1.1 The consulting firm will begin its activities in Gabon with a clear definition of its strategy to conduct the study satisfactorily. This approach will be adopted in the inception report that will be submitted for approval by the PAPG.2 Steering Committee and the Bank. The Consultant will then make use of all the available documentation, in particular the PSGE, the Green Gabon Operational Plan 2025, the National Employment Policy, the Social Pact, the National Industrialization Strategy, TFP reports on the Agriculture Sector, the report on the agricultural development strategy study, the PNIASAN, documents concerning the establishment of SOTRADER, the PPP contract between the Republic of Gabon and Olam, the GRAINE Project feasibility study, legal texts governing the agriculture sector (especially cooperatives), GRAINE Programme status reports, contracts already established between SOTRADER and the cooperatives, then between the cooperatives and their members and any other document relating to the subject and considered useful by the Consultant.

4.1.2 Based on this literature review, the Consultant will restate the complementary areas for investigation and carry out additional surveys among the actors and stakeholders in the GRAINE Programme: SOTRADER and its two shareholders, the Ministries and government services concerned, in particular, the Ministry of Agriculture, Fisheries and Livestock, the Ministry of Trade, Small and Medium Enterprises, Handicrafts, Tourism and Services Development, the Ministry of Mines and Industry, the agricultural cooperatives established in the context of the GRAINE programme and their members, local authorities, professional organizations, associations and NGOs that are members of the Technical and Scientific Committee established to monitor the setting up of the Programme. Throughout its investigations, the consulting firm will adopt a participatory process closely involving the different stakeholders. It will adopt the method of comparative analysis of strengths, weaknesses, opportunities and threats (SWOT) relating to the programme in the context of the GREEN Gabon Plan 2025. All the analysis and proposals will take into consideration the specific problems relating to SME promotion, gender and youth employability. Special attention must be paid to ongoing and planned projects/programmes of other TFPs (in particular IFAD, FAO, the World Bank, AFD and the OIF) in order to highlight their complementarity with the GRAINE programme. Two national workshops bringing together the stakeholders (SOTRADER, technical services, donors, non-governmental organizations, target communities, civil society the private sector and others) will be organized at the end of each phase in order to consider and validate the diagnostic report on the GRAINE programme and the PAPG 2 preparation report.

4.2. Phase 1: Evaluation of GRAINE Programme's Performance

4.2.1 **Review of Programme's status:** It will be necessary to carry out a diagnostic review of the current status of the GRAINE Programme, starting with a description of the programme inventories and outputs from its implementation up to the date of the study: the geographic rollout

of the Programme, areas sown on the basis of cultivated species, number of cooperatives, identified and registered, training carried out, equipment procured, infrastructure established, etc.

4.2.2 GRAINE Programme Analysis and Evaluation : In this section, an analysis of outputs will be carried out on the basis of the relevance of the stated objectives of the Programme (sown and planted areas, yields and production, jobs created, incomes of cooperative members and access to financing, improvement of living conditions, number of young people/women trained, number of enterprises established, number of young people reintegrated into agriculture, economic and financial rates of return, social integration and respect for the environment), effectiveness of implementation and efficient use of resources for each of the Programme's components. The main areas of analysis are:

- * **Institutional Component:** the actual interest in the programme, institutional set up of SOTRADER: assess, in light of the subsectors developed by the GRAINE programme the roles of the two shareholders in the programmes implementation, of support institutions, partners, the organizations and technical and operational capacity of the support structures (supervision and management guidance, agricultural advisory services, supply of inputs, pest control, certification, etc.),
- * **Agronomic Component:** diversity of subsectors, effective implementation of the technical procedures planned for the preparation of land and the initial plantations, effective implementation of planned agronomic practices, technical itineraries and technical packages monitored, assessment of yields and outputs, quality of inputs, in particular, seedlings.
- * **Skills Building Component:** the different training programmes developed and implemented by SOTRADER, their targets and relevance, the consistency of technical support, the inventory of ongoing or planned development projects in support of the Programme and which help to build the institutional capacity of support services, professional organizations and individual producers. The consultant is required to assess the training process, analyse and assess the capacity of the SOTRADER team and consultants recruited in terms of training and supervision of cooperatives and development of agribusiness.
- * **Post-Harvest Component:** Overview of existing agribusiness processing activities: installed and utilized capacity, quantities processed, storage capacity (on-farm, processor, others) in the production and processing areas; collection capacity and product transport logistics, target markets and their supply, losses in field, during transportation and storage of produce; the system of information between demand downstream and supply upstream of the value chain, etc.
- * **Social and Environmental Component:** Assessment of the social and environmental impacts of the GRAINE Programme outputs, compliance with national environmental regulations, compliance with environmental and social plans, assessment of the impacts of the basic social infrastructure established (roads, drinking water supply, electrification, schools, dispensaries and houses) in relation to needs and forecasts, measurement of migratory flows to rural areas (ratio between

native Gabonese communities in the production areas, Gabonese communities from areas outside the production areas and foreign communities that make up the task force), etc.

- * **SME promotion and private sector development component:** Diagnosis of value chains of priority food crops and recommendations on actions to be taken to reinforce them; support programme proposals; diagnosis of access to markets and financing, recommendations and support programme proposals; assessment of the financial inclusion of cooperatives and cooperative members by measuring their access to financial products and services (bank accounts, deposits, credits, means of payment, transfers, etc.) adapted to their personal financing needs and operating working capital requirements covered by banking and/or microfinance establishments; assessment of the timeliness of replicating experience acquired in rural areas in the use of electronic money, which reduces the cost structure of agricultural actors' transactions; identification of needs in terms of skills and trades in value chains, proposals on key trades to be developed, support programme proposals and means of intervention; proposals for the establishment of an SME development support platform (capacity building, virtual incubator, access to markets and financing); diagnosis of the potential for local sub-contracting under the GRAINE Programme and implementation proposal; analysis of the business legal and regulatory framework under the GRAINE Programme and recommendations to ensure it provides greater business incentives.
- * **Procedural and Programme Implementation Component:** analysis of the procedures initiated to carry out the different operations: establishment of cooperatives, contracting of cooperatives and farmers (the different contracts established between stakeholders), analysis of the land context (constraints and past conflicts, etc.) and methods for conflict resolution and the allocation of land, management of cooperatives, farm management, supervision, training, basic infrastructure construction works, effectiveness of initial contracts signed between SOTRADER and the cooperatives on the one hand and cooperatives and their members on the other, analysis of SOTRADER's experience with the Ministries involved in agricultural and rural development, cooperatives/cooperative members: methods of cooperation, price fixing, services traded, skill building and transfer of technologies.
- * **Programme Management Component:** from the administrative, financial and human resource mobilization standpoint (existing capacity of SOTRADER to implement the Programme, solutions adopted and adaptation to evolving implementation needs), monitoring tools used by SOTRADER for the project's implementation, compliance or otherwise with the planned implementation schedule.
- * **Economic and Financial Component:** preparation of, and adherence to initial budget, calculation of programme's initial budget, calculation of programme's economic rate of return at both the micro (cooperatives/cooperative members) and macro level (reduction of imports and increase in exports, improvement of the trade

balance, establishment of new enterprises and creation of new jobs), establishment of operating accounts and analysis of value added along the subsector value chains, as well as analysis of the programme's rate of return. In particular, an analysis of the programme's sources of financing and possible difficulties relating to the mobilization of financial partners (both by the Government and by Olam) will be carried out. A financing plan will be prepared presenting the sources and use of project funds, with separation made between the public sector and private sector windows (of AfDB).

4.2.3 Conclusions and Recommendations

The Consultant will conclude the analysis by assessing the conformity between the GRAINE Programme's actual implementation on the ground and its original design. It will point out the initial environmental and social impacts of the Programme and conclude by a review of the strong points of Phase 1 of the Programme to be replicated, and the weaker aspects that must be improved during the implementation of Phase 2.

4.2.4 Main Thrusts of Phase 2 of the GRAINE Programme

By taking into account the recommendations of the first phase, the Consultant, in close consultation with SOTRADER, the ministries involved, the cooperatives and civil society, will define the outline and main thrusts of the GRAINE Programme Support Project. The results of the assessment, recommendations and main thrusts of the PAPG.2 will be the subject of a validation and sharing workshop with stakeholders and the Steering Committee.

4.3. Phase 2: PAPG.2 Preparation

The Consultant will be required to formulate the GRAINE Programme Support Project (PAPG.2) and to conduct its technical, economic, financial, institutional and environmental feasibility study. The operations will be organized in three parts: (A) Presentation of, and rationale for PAPG.2; (B) Project description; and (C) Project feasibility. The Consultant's main duties are summarized below:

4.3.1 Presentation and Justification of PAPG.2

A description will be given of the PAPG.2 project, its qualitative and quantitative objectives, areas of intervention and beneficiaries, components/activities, the implementation procedures, cost and financing plan, and performance indicators. A PAPG.2 logical framework will be prepared (results chains, performance indicators, means of verification, risk and mitigation measures). Any modifications or changes made in relation to the original study of the GRAINE Programme and/or in relation to Phase 1 as already analysed in the first phase of this study must be justified either by market studies, studies on the micro- or macro-economic profitability or any other studies that will justify these changes (e.g. the diversifications of crops and/or the introduction of new activities in existing value chains, etc.).

4.3.2 Project Description

4.3.2.1 Project Components

- **Development Works and Plantations:** It will be necessary to determine the areas to be developed (location and size), define the different crops to be cultivated (food crops and industrial plantations) as well as their importance, and determine needs in terms of operating equipment.
- **Economic Infrastructure:** It is necessary to define, locate and size the collection, processing, storage and marketing infrastructure retained under PAPG.2. This will entail:
 - * A description of the agribusiness processing activities to be planned under the GRAINE Support Project, including the processing capacity and necessary equipment and buildings,
 - * The storage capacity to be installed (at the level of the production and processing areas, at the level of markets including refrigerated storage facilities): type, number and location
 - * The location and type of the required commercial infrastructure: type, number and location
- **Basic Infrastructure:** It will be necessary to define, justify (number of beneficiaries) and characterize the basic public infrastructure in the areas of concentration targeted by the GRAINE Programme, retained under the PAPG.2:
 - Rural roads and feeder roads to be upgraded
 - Infrastructure and development works for the generation of electricity and water;
 - Health centres and schools; and
 - Housing for cooperative members.
- **SME Promotion Programme and Capacity Building**

This part aims to:

- Propose the content and implementation of an integrated SME promotion programme, including the strengthening of critical links in value chains with particular emphasis on access to markets for products and services, access to financing, capacity building and building the necessary skills in this context;
- Propose the content and implementation of a sensitization and training programme for the board of directors of cooperatives contracted by SOTRADER and their members in order to strengthen their cohesion, build their managerial and negotiating capacity (modalities for cooperation and partnership between the

enterprise, cooperatives and cooperative members, price fixing, traded services etc.);

- Build the institutional capacity of the technical services of ministries responsible for Agriculture, Fisheries and Livestock, Trade and SME, and Vocational Training, by proposing comprehensive solutions in terms of the availability and operationalisation of workspaces and equipment of the services of ministerial departments in relation to the needs of the GRAINE Programme;
- Build the institutional capacity of micro-finance institutions (MFI) to enable them to play their full role in providing support to agricultural activities and for the development of local SME and cooperatives.

The desired objective is the upgrading of services and facilitation of their access to cooperative members and SOTRADER, including:

- Research and development;
 - Services and advisory support in the links of each subsector: production, conservation and processing, plant protection, veterinary services, management of enterprises and cooperatives and development of local sub-contracting;
 - Product quality standards, management and control;
 - Training of specialized labour and improvement of the productivity of cooperative members/entrepreneurs. It is planned to rehabilitate/construct the National Rural Development School and the Agricultural Trades and Rural Development Centre in Oyem, the Livestock Trades School in Ndendé and the Mouila Vocational Training and Retraining Centre. The training curricula must be revised to meet GRAINE requirements in terms of specialized trades and profiles.
- **Promotion of Youth and Women's Entrepreneurship around the GRAINE Programme:**

The aim of this component is to identify services related to the agricultural subsectors developed by GRAINE and propose a model for the integration of young people and women into agricultural self-entrepreneurship (production, processing equipment, spare parts, repair, collection and transport services, etc.). This may be achieved by promoting the entrepreneurial culture, establishing multiservice hubs in GRAINE areas of concentration and establishing an SME promotion hub, including an incubator and specialized services for SMEs. The promotion of entrepreneurship in school should be envisaged as a method of learning, where autonomy, creativity, excellence and discipline would be the life skills and expertise to be acquired. Conversely, entrepreneurship may not be envisaged without a vocational training framework that meets market requirements, including in agribusiness-related training. The following activities could be envisaged:

- (i) The inclusion of training of entrepreneurial development curricula at all levels with special focus on the final year in the curricula of schools to be rehabilitated (the

National Rural Development Schools and Agricultural Trades Centre in Oyem, the Ndendé Livestock Trades School and the Mouila Vocational Training and Retraining Centre).

- (ii) The creation of an advisory and guidance system for young people and women to provide them with information on promising trades and advise them in line with their abilities.
- (iii) The GRAINE Programme provides an opportunity to develop an enterprise-school type of dual or alternating system where the cooperatives, plantations and Olam would be used as practical training centres. This approach will help to instil in young people a corporate and work culture. The consultant will have to assess the feasibility of this approach and propose a content, the modalities and implementation costs of designing academic training programmes in schools and practical in-house training as well as the regulatory and legal framework to reinforce the school-business link, with special emphasis on gender.
- (iv) The development or adaptation of entrepreneurial modules “from concept to project”, including assistance in defining the project and business plan, starting a business, seeking markets and financing as well as the establishment of a mentoring system over the first two years of the business. The consultant will have to assess the feasibility of such an approach, the appropriate institutional anchoring structures, costs and implementation modalities.
- (v) Sub-contracting assistance (training in procurement rules and regulations, standards and norms, contractual obligations, finance and simplified accounting, marketing, client-focused management, etc.). The consultant will have to assess the goods and services subcontracting requirements of SOTRADER, OLAM and all other enterprises in the region that could be covered by young entrepreneurs or by existing SMEs, identify the potential SMEs in the region and propose programme content and implementation.
- (vi) Since access to financing is a constraint on SME development, the Consultant shall offer content and implementation modalities to improve the financial inclusion of cooperatives, their members, young people and women entrepreneurs as well as SMEs engaged in subcontracting. Planters who are cooperative members will receive resources to which they are not accustomed. Ideally, these resources should integrate the banking or microfinance system and training sessions in financial literacy; resource and savings management should be planned to support the cooperative movement and prevent early bankruptcies since part of these resources is reimbursable.
- (vii) Lastly, this project component would be incomplete without the design of a communication programme aimed at enhancing technical and agricultural trades. The consultant should offer content as well as the implementation modalities and cost of the communication programme.

For each of these activities, the consultant shall offer content and an implementation that will ensure the medium-term sustainability and viability of these interventions.

- **Project Management:** the consultant will address the following aspects:
 - **The project coordination mechanism:** the consultant will propose an adequate institutional mechanism, including project coordination and steering mechanisms. These proposals should take into account PASTA-PEJA's multidisciplinary character and the need to involve all the ministries and stakeholders, while guaranteeing the mechanism's operational effectiveness.
 - **Administrative accounting and financial management:** the consultant will define the most appropriate procurement and management methods in accordance with the Bank's Rules and Procedures. Thus, to prepare the procedures manual which will be used for both the study and project to be prepared, the consultant will work together with the Unit in charge of MIC-TAF to define in the Manual the role and responsibilities of each of the officials responsible for the components and activities of the project to be prepared, and determine the procedures to be applied in the different situations encountered. The Manual must also pinpoint the responsibilities and procedures relating to the project in the operation of its management bodies. The consultant's main duties will be to formalize and describe: (i) the project actors and their roles and responsibilities; (ii) the procurement procedures; (iii) the financing, operational and monitoring mechanisms; and (iv) the project administrative, accounting and financial procedures as well as the design of the internal control system. These procedures should facilitate: (a) the optimal management of external funds provided to Gabon as well as the national counterpart funds in compliance with the procedures and guidelines of the African Development Bank (AfDB) and the national public administration rules relating to the special account, disbursement, procurement of goods and services and auditing; (b) the reliable data entry, processing and storage of the project's administrative, operational and accounting information; and (c) establish an administrative and accounts management system in compliance with the Bank's procedures. As regards the installation of the computerized financial management system, accounting software will be purchased and installed, and should facilitate the accounting treatment of all the Bank's project operations irrespective of the origin of the funding (Government, AfDB, etc.). The software package should generally be able to maintain the necessary entries and accounts to record the operations, resources and expenditure in accordance with appropriate accounting practices. It should at least comprise the following modules: system of parameters, general accounting, cost accounting, budget management, contract management, fixed asset management, monitoring of agreements, publishing of financial statements including disbursement and utility statements, preparation of Funds Withdrawal Requests (FWR), etc. This software package will comprise a disbursement system based on interim financial reports. The consulting firm selected will implement a training and assistance programme for staff using

the software during the first few months of implementation. In its offer, the firm shall include a proposal for the purchase of a financial management software package that will ensure the appropriate and timely recording, analysis and reporting of the project's financial implementation focused on the consolidated revenue and expenditure by source of financing. In its offer, the consulting firm shall also indicate the number and technical characteristics of the computers to be procured by the project for the installation of the software. The project accounts will be made in accordance with international accounting standards. The firm must make provision for updating these management tools during the implementation of the PAPG.2 project in order to incorporate all the organizational specificities and implementation modalities of the finalized project.

- **Establishment of a communication and sensitization plan:** the consultant will also define the communication mechanism to be established in order to ensure inclusive participation and widespread dissemination of messages both internally and externally that will help to enhance the image of a modern agriculture with high revenue potential.
- **Establishment of the baseline situation and monitoring/evaluation system:** the consultant will present the details of the monitoring/evaluation system to be established and possibly linked to those already existing ones. A report will be drafted on the PAPG.2 project baseline situation, then the consultant will design and establish the computerized monitoring and evaluation system. In this regard, he/she will specifically define: (i) all the relevant indicators in relation to the project logical framework; (ii) the information collection, transmission, processing, analysis and dissemination system; and (iii) the types of databases. This will be done in close collaboration with the study coordination team. This service will facilitate: (a) the use of the database established for the baseline situation; (b) definition of the results-based logical framework accompanied by impact and outcome indicators; (c) the preparation of a monitoring and evaluation system technical manual; and (d) the design and establishment of a computerized, impact-focused monitoring and evaluation mechanism compatible with the accounting and financial database. The entire mechanism must be linked up to the existing system installed at MAEAPG in the context of monitoring the PSGE, Green Gabon Plan.

4.3.2.2 Project Cost and Financing Arrangements

The following detailed cost tables must be provided showing the cost by component/activity in order to facilitate the project's implementation:

- Estimated cost by activity/component and overall cost of PAPG.2,
- PAPG.2 investment and operating costs

- Breakdown of total cost by source of financing: less the costs and charges between the public and privates sectors
- Project cost by expenditure category
- Expenditure schedule by component

4.3.2.3 Project implementation arrangements and key performance indicators

The consultant shall answer the following questions: (i) Which institutions will be responsible for the project's implementation? (ii) What coordination arrangements will be made? (iii) What capacity constraints are there, if any, and how will they be lifted? In this regard, the consultant will propose an organization chart of the project management unit and personnel required (profiles, number, etc.), by specifying the relationships between the stakeholders and their responsibilities. More specifically, the consultant will:

- Analyse the overall PAPG.2 institutional framework, especially its institutional anchoring;
- Analyse the overall cohesiveness of PAPG.2, especially as regards its strategic and operational context;
- Review the project management structure and its relationship with the other structures;
- Prepare performance contracts for the management unit personnel; and
- Define performance indicators linked to the project logical framework (such as additional production marketed, number of cooperatives and cooperative members, number of cooperative members trained, surface area developed in hectares, average production per cooperative in tonnes, income per cooperative, yields of main crops, number of markets built, number of schools and dispensaries established, hydraulic pumps installed, kilometres of rural feeder roads upgraded, decrees of allocation issued, houses built, etc.).

4.3.3 PAPG.2 Feasibility

4.3.3.1. From an economic standpoint, the consultant will establish a baseline situation (no-project scenario) in consultation with the project owner and, in relation to this situation, will estimate in monetary terms the flows and benefits of the situation with implementation of the support project, including the possible negative and positive externalities in the different configurations envisaged. In particular, the consultant will perform the following activities:

- Analysis of the economic and financial feasibility of PAPG.2, including that of SOTRADER;

- Calculation of the financial and economic rates of return of PAPG.2, including those of SOTRADER. The consultant will calculate the financial rate of return for a standard cooperative and per member, depending on the crops;
- Analysis of sensitivity of PAPG.2 and SOTRADER to cost and investment implementation period, the volume of activity (low/medium/high scenarios defined in the market study), and to operating costs, etc.;
- Analysis of the probable breakdown of the cost and benefits of PAPG.2 expressed in monetary terms between the different categories of stakeholders;
- Establishment of economic and financial justification of PAPG.2;
- Analysis of PAPG.2 recurrent costs; and
- Consideration of issues relating to allowances and benefits of national personnel and the technical assistance to be deployed, among others.

4.3.3.2 Preparation of DD and BD for social, economic and agricultural sector support infrastructure relating to the project support components. BD and DD will be prepared for each item of infrastructure retained. This will include all the components required to establish such infrastructure. This mainly concerns the following aspects: (i) fine-tuning of data and technical principles selected; sizing of the infrastructure in question; management modalities; (ii) the technical data and principle retained, which will include: a general description of the infrastructure, basic data, design principles, detailed estimated bill of quantities; etc. The bidding documents (BD) will be prepared based on models approved by AfDB. The BD must present the services that are the subject of the contract, determine bidding procedures and stipulate the terms of the contract. In addition to the procurement notice, the file shall comprise: (i) the special conditions of contract; (ii) the technical specifications; (iii) bid and guarantee forms; (iv) the price schedule and itemized estimate; and (v) plans and diagrams.

4.3.3.3 Environmental and Social Impact Assessment (ESIA) of the project including the Environmental and Social Management Plan (ESMP):

- Analyse the project environmental requirements in relation to national regulations and the Bank's Integrated Safeguards System (ISS)
- Analyse the project's environmental impacts
- Prepare an environmental and social impact assessment of project activities, including a waste management plan
- Propose adequate mitigation measures that will be factored into project activities and cost
- Analyse aspects relating to the different types of pollution
- Analyse national gender mainstreaming policies

- Examine the role of women and young people in the GRAINE Programme
- Identify constraints that impede their participation in the different GRAINE activities and propose specific actions in their areas of interest that will improve their status and integration
- Analyse the project's impact on women and other vulnerable groups, and propose measures coupled with significant financial coverage
- Collect gender-disaggregated data
- Collect data on social transformations, in particular, changes in women's status
- Propose mitigation, capacity building and ESMP monitoring measures
- Estimate the costs of implementing the ESMP, and
- Prepare an ESIA summary in compliance with the Bank's format.

The provisional version of the PAPG.2 will be discussed and validated with the Steering Committee, then with the partners involved in the programme at a national workshop.

V. CONDUCT OF THE STUDY

5.1 Organization and Management of the Operation

5.1.1 The study will be conducted by a multi-disciplinary consulting firm to be recruited through international shopping based on a shortlist using the QCBS method. The General Secretariat of the Ministry of Agriculture and Agricultural Entrepreneurship responsible for implementing the GRAINE Programme (MAEAPG) will be the executing agency. In this regard, its capacity will be built up by a Coordination Unit (CU) set up at the General Secretariat. The Ministry will appoint an official with the required qualifications and confirmed experience in agricultural and rural development to the position of Study Coordinator. He/she will be responsible for coordinating the study activities (including capacity building and the organization of national seminars) and in that capacity, he/she will facilitate interventions by international experts in the field. He/she will also liaise between the consulting firm and the Bank. The coordinator will be assisted by a procurement specialist, an accountant and support staff (2 drivers and 1 secretary) to be recruited based on open competition, and performance contracts will be signed. In addition, the Gabonese authorities will designate a team of four (4) national counterparts (value chain development, agribusiness, a specialist in the development of rural institutions and a rural engineer), who will work closely with the international experts.

5.1.2 A Steering Committee will be established for the operation and chaired by the MAEAPG Secretary-General. The Committee will comprise:

- A representative of the Ministry of Sustainable Development, Economy, Investment Promotion and Forecasting

- A representative of the Ministry of Agriculture and Agricultural Entrepreneurship responsible for implementing the GRAINE Programme
- A representative of the Ministry of Fisheries and Livestock
- A representative of the Ministry of Infrastructure, Public Works and Regional Development
- A representative of the Ministry of Vocational Training and Youth Integration
- A representative of the Ministry of Budget and Public Accounts
- A representative of the Ministry of Trade, SME, Handicrafts, Tourism and Services Development
- A representative of the ANPI (National Investment Promotion Agency)
- A representative of the FNAS (National Social Assistance Fund)
- A representative of the PSGE Coordination Bureau
- A representative of the GRAINE Programme Coordination Bureau
- A representative of SOTRADER
- A representative of the Gabon Chamber of Commerce
- A representative of ANPI
- A representative of the cooperatives
- A representative of civil society
- A representative of agricultural professional organizations, and
- A representative of the Association of Microfinance Institutions.

The Steering Committee will be responsible for monitoring the conduct of the study, analysing the consultant's interim reports and making recommendations for guidance. It will meet at least thrice during the study's implementation.

5.1.3 To carry out the preparation study successfully, a number of items of equipment will be procured. These will be batches of IT equipment (computers, printers, inverters and various software), a photocopier, two all-terrain vehicles and miscellaneous equipment. National personnel (in particular, counterparts) will receive allowances and mission expenses, and part of this personnel (accountant, secretary, procurement specialist and drivers) will receive salaries.

5.2 Expertise Required and Composition of Team

5.2.1 The expertise required for the conduct of the study will cover the following areas:

- The development of tropical agricultural sub-sectors
- Rural development
- Institutional aspects and governance of the agricultural sector
- Youth and women's agricultural entrepreneurship
- The agribusiness sector, and
- SME promotion and financial inclusion.

5.2.2 Based on the above-mentioned areas of expertise, the consultant will provide a team comprising the following experts:

- An agricultural economist/mission leader
- A qualified agronomist
- An agribusiness expert
- A specialist in value chain development
- A business lawyer/legal expert
- A rural engineering expert
- An expert in agricultural vocational training
- A civil engineering and architectural expert
- A socio-economist (local development specialist)
- A financial analyst
- An expert in environmental and social safeguards
- An SME promotion and financial inclusion expert, and
- An environmentalist

5.2.3 The international experts will be assisted by national counterparts with the required qualifications in the study areas. In addition, the consultant will mobilize the necessary support staff to ensure the study's smooth conduct.

VI. SCHEDULE AND REPORTING

6.1 Schedule and Duration: The study will start latest one month after notification of the contract to the consultant. The schedule for services is as follows:

Implementation of the first phase

- | | |
|--|---------|
| ▪ Start-up of activities | M |
| ▪ Submission of inception report | M+0.5 |
| ▪ Submission of report on the diagnostic review and main thrusts | M + 3.5 |
| ▪ Holding of a national seminar for validation | |
| and submission of the report on the diagnostic review and main thrusts | M + 4 |

Implementation of the Second Phase

- | | |
|--|---------|
| ▪ Submission of the PAPG.2 interim reports | M +7 |
| ▪ Holding of national validation workshop | M + 7.5 |
| ▪ Submission of PAPG final reports | M + 8 |

6.2. Reports and Documents

Based on the planned works schedule, the consultant shall submit the following reports in French. He/she shall submit to the project owner the computer files of the final reports, including digital photographs and useable versions of models of economic calculations and financial simulations carried out under the study.

- **Inception Report:** to be submitted 0.5 months after the mobilization of the consultant's team in Gabon, this report will mainly comprise a detailed description of the strategy to be pursued to conduct the study smoothly, as well as an implementation matrix. Ten (10) copies of the report will be submitted with eight (8) to the Government and SOREADER and two (2) to the Bank.
- **The GRAINE Programme Performance Evaluation Reports and main thrusts:** interim report to be submitted three and a half (3.5) months after the start-up of the study, with the final version to be submitted in the fourth month of the study. These reports provide a full and comprehensive review of the first stage of Phase 1 of the GRAINE Programme and its outputs, and propose the main thrusts for PAPG.2. Fifteen (15) copies of both versions of the report will be submitted, with thirteen (13) to the Government and SOTRADER and two (2) to the Bank.
- **The reports on the PAPG.2 preparation study and DD/BD studies.** The provisional reports will be submitted seven (7) months after the study start up and

the final reports eight (8) months after, following the second national validation seminar. The PAPG.2 report will present in detail the objectives of the operation, components, detailed description of activities, estimated costs (in foreign exchange and in local currency), the financial and economic analysis, etc. Fifteen (15) copies of the report will be submitted, with thirteen (13) to the Government and SOTRADER and two (2) to the Bank.

- **The report on the project's environmental and social impact assessment (ESIA).** It will be submitted at the same time as the feasibility reports, i.e. eight (8) months after the start-up of the study and will present in detail the environmental impact as well as the appropriate mitigation measures. Fifteen (15) copies of the report will be submitted, with thirteen (13) to the Government and SOTRADER and two (2) to the Bank.
- **The Administrative, Accounting and Financial Procedures Manual** will be submitted in the fourth month in fifteen (15) copies, with thirteen (13) to the Government and two (2) to the Bank in addition to the establishment of the PAPG.2 accounts management system, and
 - (i) **The report on the establishment of the baseline situation** will be submitted in the sixth month in fifteen (15) copies, with thirteen (13) to the Government and two (2) to the Bank, in addition to the establishment of the monitoring/evaluation system.

VII. FEES AND TERMS OF PAYMENT

The fees and terms of payment will be presented in the Request for Proposals and specified in the contract to be negotiated and signed between the Consultant and Government of Gabon. The consultant's proposal will cover all the necessary elements for the conduct of the study. The fees shall not be subject to revision. The contract, which will be submitted to the Bank for approval, will specify the responsibilities of both parties as well as the terms of payment. Payment requests will be submitted to the Bank, after verification by the Government. The following indicative payment instalments are proposed:

- | | |
|--|-----|
| ▪ Upon signature of the contract | 20% |
| ▪ Upon approval of the diagnostic report | 40% |
| ▪ Upon approval of the final PAPG preparation report | 40% |

VIII. GOVERNMENT OBLIGATION

8.1. Implementation: To facilitate PAPG preparation, coordinate the consultant's activities in relation to other possible studies and take the necessary decisions for the continuation of the study, a steering committee will be established by MAEAPG. In addition to the coordinator, it will comprise SOTRADER representatives, national counterparts, representatives of the technical administrations and institutions directly concerned by the study as proposed in paragraph 5.1.2.

8.2. Liaison and Assistance: Under the authority and responsibility of the Ministry of Agriculture and Agricultural Entrepreneurship, responsible for implementation of the GRAINE project, the Steering Committee will be the liaison body between the consultant's team and all the public and private structures and services concerned by the study. It will facilitate contacts and field visits, and ensure that the consultants have access to all the available documentation and information required to conduct the study. It will ensure that the study is conducted in compliance with the pre-determined schedule and will take all the necessary measures to correct any possible weaknesses.

8.3. Documentation: The Steering Committee will provide the consultant throughout the study period with all the data, reports and studies conducted in connection with the mission. An indicative list of available studies and documents will be submitted by the SC at the start-up of the services, a copy of which is presented in annex. The consultants will pay for all expenditure on the purchase of documents and maps not available at MAEAPG.

IX. CONSULTANT'S OBLIGATIONS AND PROFILES

9.1 Obligations

9.1.1 The consultant shall be fully responsible for the conduct of the PAPG.2 preparation study and ensure the timely provision of essential specialists, support structures and logistics in terms of quantity and quality to ensure the mission's smooth conduct.

9.1.2 The consultant shall provide services for the preparation study and fulfil its obligations diligently, efficiently and economically in compliance with generally accepted methods and practices. It will exercise sound management and use appropriate cutting-edge techniques and reliable and efficient equipment, machinery, materials and procedures.

9.1.3 The consultant shall schedule and specify the tasks to be implemented in agreement with the SC to which it will confirm the expected participation. The consultant shall undertake to:

- Verify the consistency of the data and information collected in the performance of its duties. It shall complement them as required by the necessary investigations to allow it to perform its task;
- Take out all the required insurance policies covering its activities, staff, independent experts, without third party liability; and
- Maintain the confidentiality of the information obtained as well as of the results of tasks performed during the conduct of the study;

9.1.4 The Consultant shall provide evidence that it has the necessary equipment to fulfil its mission.

9.2 Consultant's Profiles

9.2.1. The consulting firm shall have already implemented projects in Africa financed by international donors (AFD, World Bank, AfDB, EDF, EIB, etc.). An additional asset will be

experience of the firm in the CEMAC sub-region and, more specifically, in Gabon. The firm shall: (i) have confirmed agricultural engineering and agro-food experience; (ii) over 10 years confirmed experience with at least two (2) similar missions with proof of previous services deemed satisfactory by the beneficiary; (iii) provide evidence of a sound knowledge of agricultural and/or agribusiness issues in Gabon or in similar countries; (iv) have a team of multidisciplinary experts capable of working under pressure and in a specific, multicultural environment.

9.2.2. The firm shall provide evidence of sound experience in the organization of rural institutions, particularly agricultural cooperatives, community development, youth entrepreneurship in rural areas, as well as in-depth knowledge of PPP development in agribusiness. The following table gives an indication of the estimated inputs for the conduct of this study.

Key Personnel	Unit	Estimated Time
A senior agricultural economist, mission leader	Person/months	8
An agronomist	Person/months	2
An agricultural vocational training expert	Person/months	2
An agribusiness expert	Person/months	2
A value chain development specialist	Person/months	3
A legal expert	Person/months	2
A socio-economist	Person/months	2
A gender expert	Person/months	2
An expert on environmental and social safeguards	Person/months	3
A rural engineering expert	Person/months	3
A civil engineering and architecture expert	Person/months	2.5
A financial analyst	Person/months	2
An SME promotion and financial inclusion expert	Person/months	2
ESTIMATED TOTAL	Person/months	34.5

Agricultural Economist, Mission Leader

- Holder of a post-graduate degree (DEA, DESS, Master's, Engineering, Doctorate) in Economics, agricultural economics, planning or project management
- At least ten (10) years' experience, including five (05) years of relevant practical experience in the preparation of agricultural or rural public policies
- Sound knowledge of the challenges of agricultural development and the problem of poverty in Sub-Saharan Africa
- Capacity to manage, coordinate and supervise multidisciplinary teams
- Capacity for analysis, synthesis and communication (oral and written)
- Proficiency in the use of basic computer software (Word, Excel, PowerPoint, Outlook, and Internet), and
- Fluency in French.

A Qualified Agronomist

- Holder of a DEA (post-graduate diploma) or Master's degree in Agricultural Sciences
- At least ten (10) years' experience including five (05) years of relevant practical experience in the analysis of agricultural subsectors and value chains
- Practical experience in the development of innovative approaches in integrated rural development
- Sound knowledge of current agricultural development policies and strategies in Gabon
- Sound knowledge of agricultural sub-sectors in Gabon
- Sound knowledge of Gabon's different agro-ecological areas
- Proficiency in the use of basic computer software (Word, Excel, Outlook, PowerPoint and Internet)
- Fluency in French
- Good writing and communication skills, and
- Ability to work in a team in a multicultural environment.

Agricultural Vocational Training Consultant

- Doctorate or Master's degree in education and training sciences
- At least ten (10) years' experience including five (05) years of relevant practical experience in the preparation of policies and programmes on human resource capacity building and the integration of young people into professional life
- Confirmed experience in agricultural development and agricultural training centres or schools;
- Sound knowledge of agricultural development and poverty issues in Sub-Saharan Africa
- Proficiency in basic computer software (Word, Excel, Outlook, PowerPoint and Internet)
- Fluency in French
- Good writing and communication skills, and
- Ability to work in a team in a multicultural environment.

Agribusiness Expert

- Holder of a post-graduate degree (Doctorate, DEA, DESS, Master's, Engineering) in agricultural sciences and food technologies
- At least ten years' experience in post-harvest processing
- Confirmed experience in the processing and enhancement of agricultural products in humid tropical regions
- International work experience (a sound knowledge of Sub-Saharan Africa would be appreciated), and
- Proficiency in IT tools (Word, PowerPoint, Excel), and
- Fluency in French.

A logistics and value chain specialist

- Holder of a post-graduate degree;
- At least 5 years' experience in conducting studies on, and implementing projects including logistics and similar hubs for value, supply and distribution chains
- Experience in the organization and promotion of growth-bearing subsectors; confirmed experience in the processing and enhancement of agricultural products in humid tropical regions through the development of agribusiness
- International work experience (a sound knowledge of Sub-Saharan Africa would be appreciated)
- Proficiency in the use of basic computer software (Word, PowerPoint and Excel), and
- Fluency in French.

Civil Engineering and Architecture Consultant

- Holder of a civil engineering degree or degree in architecture awarded by the Government (D.P.L.G) ;
- At least ten (10) years' experience in the field of architecture or civil engineering;
- Proficiency in CADD software (computer-aided design and drafting software);
- Relevant experience in the development and construction of agricultural infrastructure;
- Work experience in Central Africa would be appreciated;

- Proficiency in the use of IT tools (Word, PowerPoint, Excel)
- Fluency in French.

Rural Engineering Consultant

- Holder of a rural engineering degree
- At least ten (10) years' experience of irrigation schemes
- Work experience in Central Africa would be appreciated
- Proficiency in IT tools (Word, PowerPoint, Excel), and
- Fluency in French.

Legal Consultant

- Holder of a DEA or Master's in Law
- At least ten (10) years' experience with at least five (5) years of business-related land and legal issues
- Work experience in Central Africa would be appreciated; and
- Proficiency in IT tools (Word, PowerPoint, Excel)

Environmental Expert

- Holder of a DEA or Master's in Environmental Sciences
- At least ten (10) years' experience in the environment sector, with confirmed experience in the conduct of strategic environmental studies, environmental and social impact studies/assessments in the field of agribusiness, diagnostic studies, auditing and environmental and social management plans applied to the agribusiness sector part of which should be in similar countries to Gabon
- Work experience in Central Africa would be appreciated, and
- Proficiency in the use of IT tools (Word, PowerPoint, Excel)

Social Economist

- Holder of a Post-Graduate Degree (DEA, DESS, Master's, Engineering, Doctorate) in Economics, Social Economics, Planning and Project Management
- At least ten (10) years' experience, including five (05) years of relevant practical experience in rural development, promotion and establishment of rural institutions, in particular cooperatives and associations
- Sound knowledge of agricultural development challenges and poverty issues in Sub-Saharan Africa

- Capacity for analysis, synthesis and communication (oral and written)
- Proficiency in the use of basic computer software (Word, Excel, PowerPoint, Outlook, and Internet), and
- Fluency in French.

Financial Analyst

- Holder of a post-graduate diploma or degree (BAC+5 [Master's equivalent]) in economics, preferably in financial management or an equivalent degree
- At least 10 years' experience in market studies, advisory services and in marketing strategy
- Provided similar types of services on at least two occasions
- Certification in the use of COMFAR III and UNIDO software would be an advantage
- Capacity for analysis, synthesis and communication (oral and written)
- Proficiency in the use of basic computer software (Word, Excel, PowerPoint, Outlook, and Internet), and
- Fluency in French.

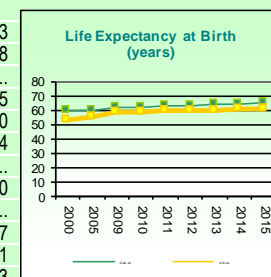
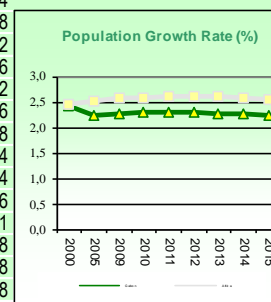
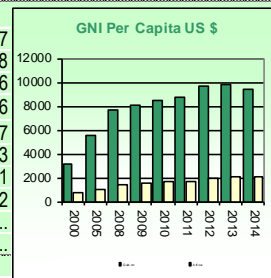
SME Promotion and Financial Inclusion Expert

- Holder of a post-graduate diploma or degree (Bac+5 [Master's equivalent]) in economics, preferably in financial management or an equivalent degree
- At least 10 years' experience in SME promotion and financial inclusion
- Sound knowledge of private sector development challenges and financial inclusion issues in Sub-Saharan Africa
- Capacity for analysis, synthesis and communication (oral and written), and
- Proficiency in the use of basic computer software (Word, Excel, PowerPoint, Outlook, and Internet)

Gabon

COMPARATIVE SOCIO-ECONOMIC INDICATORS

	Year	Gabon	Africa	Developing Countries	Developed Countries
Basic Indicators					
Area ('000 Km²)	2016	268	30 067	94 638	36 907
Total Population (millions)	2016	1,8	1 214,4	3 010,9	1 407,8
Urban Population (% of Total)	2016	88,8	40,1	41,6	80,6
Population Density (per Km²)	2016	6,8	41,3	67,7	25,6
GNI per Capita (US \$)	2014	9 450	2 045	4 226	38 317
Labor Force Participation *- Total (%)	2016	49,2	65,6	63,9	60,3
Labor Force Participation **- Female (%)	2016	40,3	55,6	49,9	52,1
Gender -Related Development Index Value	2007-2013	0,748	0,801	0,506	0,792
Human Develop. Index (Rank among 187 countries)	2014	110
Popul. Living Below \$ 1.90 a Day (% of Population)	2008-2013	8,0	42,7	14,9	...
Demographic Indicators					
Population Growth Rate - Total (%)	2016	2,2	2,5	1,9	0,4
Population Growth Rate - Urban (%)	2016	2,5	3,6	2,9	0,8
Population < 15 years (%)	2016	37,0	40,9	28,0	17,2
Population >= 65 years (%)	2016	5,1	3,5	6,6	16,6
Dependency Ratio (%)	2016	72,6	79,9	52,9	51,2
Sex Ratio (per 100 female)	2016	102,4	100,2	103,0	97,6
Female Population 15-49 years (% of total population)	2016	24,3	24,0	25,7	22,8
Life Expectancy at Birth - Total (years)	2016	65,4	61,5	66,2	79,4
Life Expectancy at Birth - Female (years)	2016	66,2	63,0	68,0	82,4
Crude Birth Rate (per 1,000)	2016	29,2	34,4	27,0	11,6
Crude Death Rate (per 1,000)	2016	8,2	9,1	7,9	9,1
Infant Mortality Rate (per 1,000)	2015	36,1	52,2	35,2	5,8
Child Mortality Rate (per 1,000)	2015	50,8	75,5	47,3	6,8
Total Fertility Rate (per woman)	2016	3,8	4,5	3,5	1,8
Maternal Mortality Rate (per 100,000)	2015	291,0	495,0	238,0	10,0
Women Using Contraception (%)	2016	35,1	31,0
Health & Nutrition Indicators					
Physicians (per 100,000 people)	2004-2013	29,2	47,9	123,8	292,3
Nurses and midwives (per 100,000 people)	2004-2013	501,7	135,4	220,0	859,8
Births attended by Trained Health Personnel (%)	2010-2015	87,1	53,2	68,5	...
Access to Safe Water (% of Population)	2015	93,2	71,6	89,3	99,5
Healthy life expectancy at birth (years)	2013	57,2	54,0	57	68,0
Access to Sanitation (% of Population)	2015	41,9	39,4	61,2	99,4
Percent. of Adults (aged 15-49) Living with HIV/AIDS	2014	3,9	3,8
Incidence of Tuberculosis (per 100,000)	2014	444,0	245,9	160,0	21,0
Child Immunization Against Tuberculosis (%)	2014	91,0	84,1	90,0	...
Child Immunization Against Measles (%)	2014	61,0	76,0	83,5	93,7
Underweight Children (% of children under 5 years)	2010-2014	6,5	18,1	16,2	1,1
Daily Calorie Supply per Capita	2011	2 781	2 621	2 335	3 503
Public Expenditure on Health (as % of GDP)	2013	2,4	2,6	3,0	7,7
Education Indicators					
Gross Enrolment Ratio (%)					
Primary School - Total	2010-2015	142,0	100,5	104,7	102,4
Primary School - Female	2010-2015	139,9	97,1	102,9	102,2
Secondary School - Total	2010-2015	53,3	50,9	57,8	105,3
Secondary School - Female	2010-2015	44,7	48,5	55,7	105,3
Primary School Female Teaching Staff (% of Total)	2010-2015	52,9	47,6	50,6	82,2
Adult literacy Rate - Total (%)	2010-2015	83,2	66,8	70,5	98,6
Adult literacy Rate - Male (%)	2010-2015	85,3	74,3	77,3	98,9
Adult literacy Rate - Female (%)	2010-2015	81,1	59,4	64,0	98,4
Percentage of GDP Spent on Education	2010-2014	3,8	5,0	4,2	4,8
Environmental Indicators					
Land Use (Arable Land as % of Total Land Area)	2013	1,3	8,6	11,9	9,4
Agricultural Land (as % of land area)	2013	20,0	43,2	43,4	30,0
Forest (As % of Land Area)	2013	87,7	23,3	28,0	34,5
Per Capita CO2 Emissions (metric tons)	2012	3,4	1,1	3,0	11,6



Sources : AfDB Statistics Department Databases; World Bank: World Development Indicators;

last update :

August 2016

UNAIDS; UNSD; WHO, UNICEF, UNDP; Country Reports.

Note : n.a. : Not Applicable; ... : Data Not Available. * Labor force participation rate, total (% of total population ages 15+)

** Labor force participation rate, female (% of female population ages 15+)

REPUBLIC OF GABON

Heading	Unit	Qty	Price	UA Cost			UA Cost			CFAP'000 Cost		
				Total	L.C.	F.E.	Total	AfDB	GVT	Total	AfDB	GVT
Component A- Study Implementation												
1-Organisation of workshops												
Study launch	Unit	1	10 000	10 000	7 000	3 000	10 000	10 000		8 225	8 225	0
Validation of Study Phase 1	Unit	1	10 000	10 000	7 000	3 000	10 000	10 000		8 225	8 225	0
Validation of Study Phase 2	Unit	1	10 000	10 000	7 000	3 000	10 000	10 000		8 225	8 225	0
S/Total 1				30 000	21 000	9 000	30 000	30 000	0	24 674	24 674	0
2-Technical Assistance to the Consulting Firm												
2-1-International expertise												
Key StaLumpsum												
Agro-economist - Mission Leader	PM	8,0	11 000	88 000	8 800	79 200	88 000	88 000		72 376	72 376	0
Agronomist	PM	2,0	8 500	17 000	1 700	15 300	17 000	17 000		13 982	13 982	0
Agricultural vocational training expert	PM	2,0	8 500	17 000	1 700	15 300	17 000	17 000		13 982	13 982	0
Agro-industrial engineer	PM	2,0	8 500	17 000	1 700	15 300	17 000	17 000		13 982	13 982	0
Socio-ecoomist (local development	PM	3,0	8 500	25 500	2 550	22 950	25 500	25 500		20 973	20 973	0
Value chains development specialist	PM	3,0	8 500	25 500	2 550	22 950	25 500	25 500		20 973	20 973	0
Financial analyst	PM	2,0	8 500	17 000	1 700	15 300	17 000	17 000		13 982	13 982	0
Civil engineer/architect	PM	2,5	8 500	21 250	2 125	19 125	21 250	21 250		17 477	17 477	0
Rural engineer	PM	3,0	8 500	25 500	2 550	22 950	25 500	25 500		20 973	20 973	0
SME promotion and financial inclusion specialist	PM	2,0	8 500	17 000	1 700	15 300	17 000	17 000		13 982	13 982	0
Environmentalst	PM	3,0	8 500	25 500	2 550	22 950	25 500	25 500		20 973	20 973	0
Business lawyer/jurist	PM	2,0	8 500	17 000	1 700	15 300	17 000	17 000		13 982	13 982	0
Support StaLumpsum												
Field coordination	PM	2,0	6 500	13 000	2 600	10 400	13 000	13 000		10 692	10 692	0
Communication specialist	PM	2,0	5 000	10 000	2 000	8 000	10 000	10 000		8 225	8 225	0
Graphic designer	PM	2,0	4 000	8 000	1 600	6 400	8 000	8 000		6 580	6 580	0
Secretary	PM	8,0	500	4 000	800	3 200	4 000	4 000		3 290	3 290	0
2-2- National Expertise (counterparts)												
Value chains development counterpart	PM	8,0	1 000	8 000	3 200	4 800	8 000	8 000		6 580	6 580	0
Agro-industry counterpart	PM	8,0	1 000	8 000	3 200	4 800	8 000	8 000		6 580	6 580	0
Rural engineer counterpart	PM	8,0	1 000	8 000	3 200	4 800	8 000	8 000		6 580	6 580	0
Rural institutions development ocunterpart	PM	8,0	1 000	8 000	3 200	4 800	8 000	8 000		6 580	6 580	0
2-3- Specific Expertise												
Baseline situation and monitoring/evaluation system	Lumpsum	1,0	70 000	70 000	21 000	49 000	70 000	70 000		57 572	57 572	0
Procedures manual and accounting system	Lumpsum	1	50 000	50 000	15 000	35 000	50 000	50 000		41 123	41 123	0
2-4- Reimbursable Expenses												
Air tickets for international experts	Unit	17	1 400	23 800	4 760	19 040	23 800	23 800		19 575	19 575	0
Per diem allocation for international experts	pers/day	360	200	72 000	21 600	50 400	72 000	72 000		59 217	59 217	0
Per diem allocation for local experts	pers/day	240	140	33 600	15 120	18 480	33 600	33 600		27 635	27 635	0
Local transport	Lumpsum	1	30 000	30 000	24 000	6 000	30 000	30 000		24 674	24 674	0
Misc. expenses (vaccination + others)	Lumpsum	1	3 000	3 000	600	2 400	3 000	3 000		2 467	2 467	0
Communication expenses (internet, telephone, etc.)	Lumpsum	1	3 000	3 000	1 800	1 200	3 000	3 000		2 467	2 467	0
OLumpsumice rental	Lumpsum/	8	4 000	32 000	32 000	0	32 000	32 000		26 319	26 319	0
Reproduction of reports and data procurement	Lumpsum	1	10 000	10 000	7 000	3 000	10 000	10 000		8 225	8 225	0
S/Total 2				707 650	194 005	513 645	707 650	707 650	0	582 013	582 013	0

*Study Coordination Unit: This includes the coordinator, accountant, procurement expert, secretary and 2 drivers. The PIU is for both PAPG.2 and PASTA		
**For the procurement component, GAFO will provide necessary support to the PIU. Five months will be necessary for the PM and eight for the accountant		

Political Map of Gabon

