

AFRICAN DEVELOPMENT BANK



PROJECT : TECHNICAL SUPPORT FOR THE AGRICULTURAL TRANSFORMATION STRATEGY AND PROMOTION OF YOUTH ENTREPRENEURSHIP IN THE AGRICULTURAL SECTOR AND AGRIBUSINESS

COUNTRY : GABON

APPRAISAL REPORT

January 2017

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This report was prepared in close consultation with the Ministry of Sustainable Development, Economy, Investment Promotion and Forecasting and the Ministry of Agriculture and Agricultural Entrepreneurship, responsible for implementation of the GRAINE Programme. It was written by the OSAN.2 Appraisal Team. For further information, please contact the Drafting Team Leader (Extension 2760), Mr. Patrick AGBOMA, Ag. Division Manager OSAN.2 (Extension 1540) or Mr. C. OJUKWU, Director OSAN (Extension 2042).

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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

CFA Franc	:	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
GDP	:	Gross Domestic Product
GRAINE	:	<i>Gabonaise des Réalisations Agricoles et des Initiatives des Nationaux Engagés</i> (Gabonese Initiative for Achieving Agricultural Outcomes with Engaged Citizenry)
HDI	:	Human Development Index
IITA	:	International Institute of Tropical Agriculture
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 Countries Technical Assistance Fund
NPP	:	National Procurement Procedures
NWFP	:	Non-Wood Forest Products
PNIASAN	:	National Agricultural Investment and Food and Nutrition Security Plan
PP	:	Procurement Plan
PSGE	:	Emerging Gabon Strategic Plan
QCBS	:	Quality and Cost Based Selection
TFPs	:	Technical and Financial Partners
UA	:	Unit of Account
UNDP	:	United Nations Development Programme

Recipient/Country/Department: Republic of Gabon Proposal Title: Support to the Green Gabon Initiative by financing the preparation of a Project to Support Agricultural Transformation and Youth Entrepreneurship Promotion in the Agricultural sector and Agribusiness (PASTA-PEJA), Support Operation's Goal: Contribute to the reduction of Gabon's food dependency and the improvement of the population's living conditions through support to growth-bearing sub-sectors and youth entrepreneurship.						
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 -Contribution of agriculture to GDP -Additional direct and indirect jobs in agriculture	40% in 2014 3.7% in 2014 12000 in 2014	100% in 2025 (bananas, cassava, tomatoes, chili peppers, etc.) 20% in 2025 60.000 jobs by 2025	Ministry of Agriculture and PSGE reports	
OUTCOMES	Living standards of beneficiaries are improved Increase in marketed food crop production	Daily income of women traders Additional food production marketed	CFAF 3700 in 2014 N/A	Daily income of women traders is 100% higher in 2025 20,000 T in 2025	Ministry of Agriculture reports	<u>Risk:</u> Delay in the procurement 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.
OUTPUTS	PASTA-PEJA project studies Construction drawings for PASTA-PEJA infrastructure Baseline situation studies for the PASTA-PEJA project and establishment of a monitoring and evaluation system. Administrative, Accounting and Financial Procedures Manual, and establishment of the PASTA-PEJA accounting management system	Availability of feasibility study Availability of DD and ESIA Availability of study on baseline situation and establishment of the monitoring/evaluation system Availability of procedures manual and accounting system is installed	N/A N/A N/A N/A	Project feasibility study approved DD and ESIA approved Pasta-PEJA baseline situation approved and monitoring/evaluation system installed PASTA-PEJA Procedures Manual is approved and the management system is operational	Status reports on grant activities	-The existence of a procurement expert at GAFO will help to build the capacity of the coordination unit and reduce the time taken to process documents.
KEY ACTIVITIES	Component 1: Conduct of study, establishment of baseline situation and a monitoring/evaluation system, procedures manual as well as the accounting management system Component 2: Capacity building (procurement of office automation and IT equipment for the Coordination Unit) Component 3: Study management (final audit, experts' fees, operating costs, steering committee costs, etc.)				Total Cost: UA 1,110,795 <u>Sources of Financing:</u> -MIC Grant: UA 991,095 -Government : UA 119,700	

1. INTRODUCTION

1.1 Basic Information

1.1.1 Locate on the Gulf of Guinea, Gabon 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.

1.1.3 Gabon's agricultural sector (excluding the forestry sector) plays a marginal role in the country's economic and social life. Over the past five years, its contribution to GDP has declined and is now about 3% compared to 16% in 1970. The downward trend in the sector's value added is mainly due to the dominance of the oil sector in the economy (39% of GDP, 49% of fiscal revenue and 85% of export earnings) resulting in rural-urban migration to the centres for petroleum-related activities. Agriculture, stockbreeding and fisheries under the combined impacts of this rural-urban migration and an ageing farming community have declined by almost 80% in terms of annual food production. This has created chronic food deficits and insecurity, which are threatening a high proportion of Gabon's population. This deficit is offset by imports, about 20% of which come from neighbouring countries. In fact, Gabon imports over 275,000 tonnes of food products and 80% of its imports consist of wheat, rice and poultry meat. The food import bill is currently estimated at CFAF 350 billion per year. As a result, Gabon is now heavily dependent on food imports with an import dependency ratio of almost 60%.

1.1.4 However, the agricultural sector has strong potential such as: (i) a wealth of natural resources and the availability of arable land; (ii) favourable agro-ecological conditions; (iii) a favourable equatorial climate; (iv) strong demand for food, market garden and livestock products; (v) a relatively high literacy rate; and (vii) the recent emergence of associations and individual initiatives in rural areas to tackle the economic crisis. However, development of the agricultural sector has been impeded by many constraints, which have led to a shift from family agriculture to subsistence farming systems. The main constraints are: (i) low population density with wide regional disparities; (ii) an ageing, unskilled and scarce rural labour force; (iii)

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

traditional, non-intensive production systems; (iv) an unfavourable economic environment (remoteness of production areas, which results in high transport costs between those areas and areas of high consumption as well as a lack of decentralized trading facilities); (v) weak organization of producers; (vi) a poorly organized agricultural research system that is barely operational and weak institutional capacity of advisory and support services; and (vii) lack of coordination among the different actors operating in rural areas.

1.1.5 Having recognized its heavy dependency on the oil sector and food imports, Gabon in 2010 launched its Emerging Gabon Strategic Plan 2025 (PSGE 2025). Focused on three pillars (Green Gabon, Industrial Gabon and Services Gabon), PSGE is a roadmap that will guide the transformation from a rent-based economy to a high value-added and diversified economy while preserving the country's vast natural wealth. The Government's declared ambition, through the PSGE and, in particular, its 'Green Growth' pillar is to transform the agricultural sector into one for economic diversification and a driver of inclusive growth. In future, the agricultural sector will have to meet the country's food requirements, achieve food trade balance, create more jobs and promote least-cost marketing of primary food products by producing them locally. The significance of agribusiness in absolute terms in GDP and employment remains relatively low in Gabon at 1.5% and 4.7%. This situation is due to low yields and post-harvest losses of about 30%, little processing of agricultural products and marketing of agricultural produce that is severely handicapped by the lack of transport infrastructure as well as logistic and distribution centres for the storage and redistribution of agricultural products.

1.1.6 Therefore, an Agricultural Development Strategy was prepared in order to achieve Government's objectives then set out in a Green Gabon Operational Plan, whose proposals were, among others, based on an integrated sector and project-based approach. The economic potential of Green Gabon will be fully realized through the plant, animal, fisheries and aquaculture sub-sectors to be developed via programmes and projects organized around three tiers of actions: the core elements (protection, knowledge and regulation), the drivers of competitiveness (vocational training, research and business framework) and actions to add value (conservation, processing, marketing and certification, etc.). Reforms have been initiated, for instance the professionalization of existing actors, the contribution of new actors, including unemployed youth and agri-business developers, new profiles and new skills. Furthermore, the transformation of agriculture will create new needs and innovating trades linked to the development of value chains for which active preparation must be made by both the public (vocational training, training of officials, innovative financing tools, etc.) and private sectors.

1.1.7 This request made by the Government of Gabon for assistance under MIC-TAF is in keeping with this context. Its purpose is to finance a study with the following objectives: preparation of a project to implement the agricultural development and transformation strategy (PASTA) and the promotion of youth entrepreneurship in the agricultural sector and agribusiness (PEJA). The first component of this study (PASTA) will make a comprehensive analysis of the different challenges and formulate a project to support public action to create an incentive framework and enabling environment for the development of the agricultural sub-sectors slated for promotion. In its second component, the study of which is the subject of this request, will also design specific support for entrepreneurship through the formulation of a project to promote youth entrepreneurship in agriculture and agro-industry (PEJA).

1.8 Therefore, the aim of this operation is to support the transformation of the agricultural sector by developing the value chains of growth-bearing sub-sectors and promoting youth employment in the agricultural sector and agribusiness. 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 to be formulated 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, which prioritizes the development of value chains and agricultural entrepreneurship. They are also in line with the 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.

1.2 Operation's Objectives

Strategic and Specific Objectives: The objective of this technical support is to: (i) contribute to Gabon's food security by achieving self-sufficiency in food products by 2025; (ii) make Gabon a top industrial crop product exporting country; and (iii) improve the population's living conditions by promoting profitable and job-creating agriculture for young people. More specifically, the operation aims to prepare an Agricultural Transformation Strategy Support Project with the following complementary components: (i) development of value chains of promising sub-sectors; (ii) promotion of youth entrepreneurship in the agricultural sector and in agribusiness-PEJA, (iii) formulation of a support project for the Ministries and institutions responsible for PASTA-PEJA; and (iv) establishment of the PASTA-PEJA management mechanism.

1.3 Departments responsible for the Preparing the Operation

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

1.4 Justifications for use of MIC Fund

1.4.1. The technical support requested will facilitate the preparation of a project to implement the operations identified in the Green Gabon Operational Plan 2025, which is aligned on the country strategy (2016-2020 CSP). This project should contribute to the diversification of Gabon's economy and improvement of the population's living conditions by developing selected value chains and promoting youth employment in the agricultural sector. It will enable the Bank to support Gabon in its agricultural sector transformation strategy with a view to boosting its contribution to the national economy

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 agricultural sector actors.

1.4.3 The operation is in keeping with the Revised Guidelines for the Administration and Utilization of the Middle Income Country Technical Assistance Fund: (i) preparation of investment projects and sector studies (see par. 2.3.2, 2.3.5); (ii) capacity building and institutional support activities (see par. 2.3.3 and 2.3.4); (iii) private sector promotion activities (see par. 2.3.6).

2. DESCRIPTION OF OPERATIONS

2.1 **Description of Preparatory Activities for which Resources have been Requested**

2.1.1 **Guiding Principles:** The preparation study on the Project to Support the Agricultural Transformation Strategy and the Promotion of Youth Entrepreneurship in Agriculture and Agri-Business (PASTA-PEJA) will be guided by a number of principles:

- Capitalization on the achievements and lessons learned from implementing previous agricultural projects and programmes, but also the search for successful examples and new technologies developed and mastered in the country that should be scaled up to produce a significant impact in terms of the sector's development,
- The reference frameworks for PASTA-PEJA will be the Agricultural Sector Development Strategy (2014), the Green Gabon Plan (2015), PNIASAN, in addition to other agricultural sector and sub-sector studies,
- The exit and sustainability strategy: the project's interventions will be made in line with predetermined roles and responsibilities of the stakeholders, in particular manufacturers, local communities, users and deconcentrated government services concerning the maintenance and sustainability of investments and the supply of services to communities.

2.1.2 **Study's Main Activities:** The objective of the PASTA-PEJA study is to formulate two sub-projects: PASTA and PEJA. It will be organized in four components:

2.1.2.1. **The first component** proposes support to the Agricultural Transformation Strategy (PASTA) by drawing on a comprehensive inventory of the analyses and studies already carried out. The aim of this component is to design a sub-project that will contribute to the transformation of Gabon's agriculture by promoting growth-bearing sub-sectors that will diversify Gabon's economy (both in the case of essential basic products and agro-industrial products), particularly by focusing it on the promotion of value chains and operationalization of the multiservice hub concept developed by the Government for wealth creation. The operation's objectives are 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 particularly aligned on the post-Dakar strategic directions, namely to: (i) obtain new private sector investments in agriculture; (ii) develop solid value chains for key basic products; (iii) improve farmers' access to agricultural inputs; (iv) develop youth employment in agriculture; and (vi) transform the education and training system into a development tool that will provide training in trades that meet the economy's needs. Therefore, the formulation of the support will incorporate key elements linked specifically to: (a) capacity building for public, private and community institutions in the sector; (b) the development of facilitating infrastructure, both material (tracks, markets, warehouses, drinking water supply and sanitation, training structures and agricultural

support services, etc.) and immaterial (in particular, ICT, which may have positive impacts); (c) the promotion of public-private partnerships; (d) the promotion of vocational integration and youth entrepreneurship to revive agricultural activities and create a new class of professional agricultural entrepreneurs; and (e) improvement of the sector's governance, etc. The preparation of PASTA will contribute to the identification and prioritization of key actions to be included in the project. These actions will contribute to the transformation of Gabon's agriculture. It will be necessary to:

- ✓ Review the ongoing reforms and initiatives or those planned under the Green Gabon Plan
- ✓ Conduct studies on the value chains of sub-sectors among those identified and prioritized in the Green Gabon Operational Plan following justification of their selection
- ✓ Identify catalytic projects/actions that could support the transformation of Gabon's agriculture and that will constitute the body of PASTA
- ✓ Formulate the PASTA project in accordance with three guiding principles: adopt an integrated upstream-downstream sector approach for growth-bearing sectors mutually agreed upon with the Government, apply a project approach, i.e. all the proposed actions will be formulated as projects that will contribute to the achievement of mutually pre-determined objectives to boost entrepreneurship and ensure pragmatic and effective public action. Indeed, the Government's intervention that will be supported by PASTA will create an incentive and enabling environment for the development of the sub-sectors slated for promotion. Its intervention will focus on the following areas: (i) organization of farmers; (ii) structuring of relationships between the different operators from production to placing on the market; (iii) financing of value chain actors; (iv) regional development; (v) agricultural research and development, training and guidance; (vi) availability of inputs and mechanization; (vii) enhancement of production (conservation, processing and marketing); (viii) rural development; and (ix) multiservice hubs. It will also aim to provide incentives to private investment and provide impetus to youth entrepreneurship in the selected sub-sectors, where they will play a key role as the main actors for the development of productive agriculture: improvement of yields, participation in financing of equipment, provision of services, etc.

2.1.2.2. The objective of the second component is to work directly towards the employment of young people in the agricultural sector and agribusiness. This objective will be achieved in the first component (PASTA), through incentive rather than direct measures. The promotion of youth entrepreneurship in the agricultural sector and agribusiness (PEJA) will be achieved by an operational sub-project underpinning PASTA, aimed at fostering the integration of young people in the different segments of the value chains of the sub-sectors to be promoted. PEJA's operationalization will have to take into account the following two major Government concerns: (i) the need to begin the sustainable transformation of the rural environment by developing profitable and competitive activities that will attract economic operators, including young people; and (ii) the urgent need to help to reduce unemployment by spurring the interest of young people in profitable economic activities in the agricultural sector. In accordance with the strategic directions of the PSGE (2015-2025) and the Human Capital Strategy (2014-2018), the project will adopt a specific approach for young people in the agricultural sector to facilitate their integration into the different segments of the value chains. This framework should lead to the emergence of modern agricultural, agro-industrial and service enterprises fostered by improved access to financing and equipment, the development of productive, processing and

marketing infrastructure to be established under PASTA. Preparation of this component will provide an opportunity to review the different models already tried and tested as well as experience gained both at the national level and in other countries. It will also help to define the most efficient operating methods, taking into account the diversity of the targets and opportunities to increase absorption and enhance attractiveness. The projects that are ongoing or under preparation also deserve special attention in terms of capitalization and possible synergy. The “agripreneur” model developed by the International Institute of Tropical Agriculture (IITA) could also serve as a guide in the formulation of the project, while taking into account the specificities of Gabon and the existing structures. Ultimately, the results of the studies and reflections will contribute to the design and preparation of the project that could be financed from Bank resources, while specifying the implementation conditions. In this context, an inclusive approach will be adopted that will encourage the involvement of territorial communities, the technical services concerned by youth employment, major projects and programmes implemented such as GRAINE.

2.1.2.3. PEJA is expected to foster youth employment and curb rural-urban migration by promoting the different links in the value chains of the pre-selected sub-sectors promoted in PASTA. In particular, it will be necessary to:

- * Identify and analyse the labour market and opportunities relating to the growth-bearing sub-sectors. This section of the study aims to capitalize on the analysis of all the sectors, sub-sectors and associated value chains conducted under PASTA to identify those areas that will provide more opportunities and increased contributory capacity for the transformation of the agricultural sector, job creation, GDP growth as well as the needs of major projects initiated such as the GRAINE project;
- * Select the beneficiaries. It will be necessary to define the conditions to facilitate access by young people to the entrepreneurship promotion mechanisms to be established as well as the selection criteria and methods to be developed and applied.
- * Build young people’s skills. This part of the study will comprise a diagnostic review of agricultural training programmes and strategies. It will assess the technical and physical capacity of the various existing training institutes and centres in relation to the skill building requirements of developers, and will propose possible solutions from an institutional, human resource, training content and budget standpoint, etc.
- * Propose a mechanism for financing developers. It will be necessary to prepare a financing framework that will be able to support in different forms the initiatives of young people and women, taking into account the targeted profiles and activities. Financing mechanisms will be identified (including innovative ones) that will guarantee the lasting access by beneficiaries to financing by local financial institutions;
- * Support developers. This section of the study will consider the conditions for providing the best possible support to developers to enable them to establish and start up their activities under the best conditions. This stage is critical for the success of the activity’s start-up period and will allow for the necessary operational adjustments.

The conclusions of the different preliminary studies along with consideration of the experience acquired in the area can be used to support the project's formulation. A quantified estimation of the different targets will be proposed at the same time as the preparation of the logical framework and definition of the key indicators. The proposed project components and activities will be described and the implementation conditions specified, with possible partners as well as the project's expected benefits and risks and mitigation measures to be taken into account.

2.1.2.4. **Component 3** entails building the capacity of the state-owned institutions responsible for monitoring and implementing the project. These institutions will be identified beforehand, then provided with institutional support to enable them to monitor the activities being carried out under good conditions, and to develop certain strategic aspects while building capacity and adopting an inclusive approach. The necessary measures and procurements should be listed with their corresponding costs.

2.1.2.5. **Component 4: PASTA-PEJA project management.** This component will concern the project management modalities. It will be necessary to: (i) propose an institutional and coordination mechanism for PASTA-PEJA activities; (ii) prepare an administrative, accounting and financial procedures manual and establish a PASTA-PEJA accounts management system; (iii) establish a communication and sensitization plan; and (iv) establish a baseline situation and a monitoring and evaluation 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, eight of which will be dedicated to the conduct of the PASTA-PEJA study (excluding the time taken by the administration to approve the deliverables) that will entail two main phase. The first four-month phase will consist of comprehensive sector reviews and an overview of the implementation status of the agricultural sector development strategy. It will identify all the measures and projects/programmes that have not yet been implemented and could be incorporated in PASTA-PEJA. All the preparatory/intermediate analyses and studies to be carried out during this phase will help to determine the strategic directions of the support project to be presented at a national validation seminar. The second phase will be implemented over a 4-month period and will consist of assessing the technical, financial, socio-economic and environmental feasibility of PASTA-PEJA. This phase will culminate in the presentation of the following provisional documents: (i) the PASTA- PEJA feasibility studies, (ii) the DD of the infrastructure to be established and; (iii) the project environmental and social impact assessment (ESIA), which will be examined at a second national seminar. The observations made at this seminar will be taken into consideration by the consultant in the final versions of the reports. At the end of this phase, it will also be necessary to prepare the project's management, in particular by: (a) establishing the baseline situation and the monitoring/evaluation system; and (b) preparing the administrative, accounting and financial procedures manual as well as the PASTA-PEJA accounting system.

3. ESTIMATED COSTS OF PREPARATORY ACTIVITIES

3.1 **Estimated Cost of Study:** The study's total cost, including provisions for physical and financial contingencies, is estimated at UA 1.11 million (CFAF 913.583 million), excluding taxes and customs duties. The total cost is broken down into foreign exchange costs of UA 661,867 (CFAF 544.358 million) and UA 448,928 in local currency (CFAF 369.225 million). The main components of the study costs concern: costs incurred by the consultant who will be responsible for the study (fees, specific studies, travel expenses, organization of report restitution and validation workshops, etc.); procurement of the necessary equipment of 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 1000			%
	L.C.	F.E.	Total	L.C.	F.E.	Total	F.E.
Conduct of Study	273 010	587 790	860 800	224 540	483 433	707 973	68%
Capacity Building	12 570	15 530	28 100	10 338	12 773	23 111	55%
Study Management	142 100	26 900	169 000	116 871	22 124	138 996	16%
Total Study Base Cost	427 680	630 220	1 057 900	351 749	518 330	870 079	60%
Physical Contingencies	8 554	12 604	21 158	7 035	10 367	17 402	60%
Financial Contingencies	12 695	19 042	31 737	10 441	15 661	26 102	60%
Total Study Cost	448 928	661 867	1 110 795	369 225	544 358	913 583	60%

Table 2: Summary of Estimated Costs by Expenditure Categories

Components	UA			CFAF 1000			%
	L.C.	F.E.	Total	L.C.	F.E.	Total	F.E.
I-Investments							
Goods	12 570	15 530	28 100	10 338	12 773	23 111	55%
Procurement of Computers	2 100	4 900	7 000	1 727	4 030	5 757	70%
Office Equipment	5 250	5 250	10 500	4 318	4 318	8 636	50%
Misc. IT Equipment	3 420	4 180	7 600	2 813	3 438	6 251	55%
Other Supplies	1 800	1 200	3 000	1 480	987	2 467	40%
Services	277 510	598 290	875 800	228 241	492 069	720 310	68%
Technical Assistance Consulting Firm *	273 010	587 790	860 800	224 540	483 433	707 973	68%
Final Study Audit	4 500	10 500	15 000	3 701	8 636	12 337	0%
Total Investment Cost	290 080	613 820	903 900	238 579	504 842	743 421	68%
II-Operation	137 600	16 400	154 000	113 170	13 488	126 659	11%
Coordination Unit Personnel	115 200	4 800	120 000	94 747	3 948	98 695	4%
Travel Expenses	11 200	4 800	16 000	9 212	3 948	13 159	30%
Steering Committee	8 000	2 000	10 000	6 580	1 645	8 225	20%
Maintenance and Operation	3 200	4 800	8 000	2 632	3 948	6 580	60%
Total Base Costs	427 680	630 220	1 057 900	351 749	518 330	870 079	60%
Physical Contingencies	8 554	12 604	21 158	7 035	10 367	17 402	60%
Financial Contingencies	12 695	19 042	31 737	10 441	15 661	26 102	60%
Total Cost of Studies	448 928	661 867	1 110 795	369 225	544 358	913 583	60%
*In addition to the study, this assistance will comprise, the establishment of: (i) the project baseline situation, (ii) a monitoring - evaluation system, preparation of the procedures manual and establishment of the 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

Source de financement	UC			1000 FCFA			%
	M. Locale	Devises	Total	M. Locale	Devises	Total	Devises
BAD	329 228	661 867	991 095	270 777	544 358	815 135	60%
Gouvernement	119 700	0	119 700	98 448	0	98 448	0%
Total coût des études	448 928	661 867	1 110 795	369 225	544 358	913 583	60%

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

LISTE DES BIENS ET SERVICES	BAD en UC			GOUVERNEMENT en UC			TOTAL en UC			%
	M. Locale	Devises	Total	M. Locale	Devises	Total	M. Locale	Devises	Total	Devises
A-BIENS	12 570	15 530	28 100	0	0	0	12 570	15 530	28 100	55%
Acquisition ordinateurs	2 100	4 900	7 000				2 100	4 900	7 000	70%
Equipements de bureaux	5 250	5 250	10 500				5 250	5 250	10 500	50%
Divers matériel informatique	3 420	4 180	7 600				3 420	4 180	7 600	55%
Fournitures diverses	1 800	1 200	3 000				1 800	1 200	3 000	40%
B-SERVICES	277 510	598 290	875 800	0	0	0	277 510	598 290	875 800	68%
Assistance technique bureau d'études	273 010	587 790	860 800	0	0	0	273 010	587 790	860 800	68%
Audit final de l'étude	4 500	10 500	15 000	0	0	0	4 500	10 500	15 000	0%
C-FONCTIONNEMENT	23 600	16 400	40 000	114 000	0	114 000	137 600	16 400	154 000	11%
Location bureaux				72 000	0	72 000	72 000	0	72 000	0%
Salaires P. Unité Coord et Exp. Hom				42 000	0	42 000	42 000	0	42 000	0%
Indem. Personnel Unité de coordination	1 200	4 800	6 000	0	0	0	1 200	4 800	6 000	80%
Indemnités de déplacement	11 200	4 800	16 000	0	0	0	11 200	4 800	16 000	30%
Frais divers de fonctionnement	3 200	4 800	8 000	0	0	0	3 200	4 800	8 000	60%
Comité de pilotage	8 000	2 000	10 000	0	0	0	8 000	2 000	10 000	20%
Non alloué	15 548	31 647	47 195	5 700	0	5 700	21 248	31 647	52 895	60%
TOTAL	329 228	661 867	991 095	119 700	0	119 700	448 928	661 867	1 110 795	60%

4. METHODS FOR THE PROCUREMENT OF SERVICES AND GOODS

4.1 Method for the Procurement of Consultancy Services: The procurement 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 standards bidding documents. Technical assistance 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 860,800 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 (UA 15,000) will be acquired based on a shortlist and the Least Cost Selection (LCS) method. The requests for expressions of interest will be prepared by the Study Coordination Unit and published 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 28,100.

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 Scheduling of Planned Activities: This support operation will be approved in December 2016 and will be implemented over 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	Timeline
- Grant approval	AfDB	7 December 2016
- Establishment of the Coordination Unit	Government	7 December 2016
- Signing of contract with the consulting firm	Government	12 May 2017
- Study launching workshop	Government	12 June 2017
- Validation workshop for the first phase of study	Government	12 October 2017
- Validation workshop for the 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 the annexes combining 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 the signing of the Letter of Agreement.

5.3 Study Organization and Management: Planned over an 8-month period, the study will be conducted by a consulting firm to be recruited based on international shopping drawn from 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 the Study Coordination Unit (SCU) established under the MICT-TAF operation relating to the GRAINE Programme Support Project – Phase 2 (PAPG-2). This SCU will be set up at the General Secretariat and will be responsible for coordinating and managing the PASTA-PEJA study. As a reminder, the Ministry will appoint an official with the required qualifications and confirmed experience in agriculture and rural development to the position of Study Coordinator who will be assisted by a procurement specialist, an accountant and support staff (2 drivers and 1 secretary). These will be recruited based on open competition, and performance contracts will be signed. In addition, the Gabonese Authorities will designate a team of seven (7) national counterparts (value chain development, agro-industry, rural engineering, development of agricultural entrepreneurship, governance and institutional aspects, development of rural institutions and gender), who will work closely with the international experts. A Steering Committee will also be established for the operation, 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, plans have been made to build the SCU's capacity by procuring IT and office automation equipment.

6. FINANCING ARRANGEMENTS

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

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 PAPG.2 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, two 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 in order to maintain the accounts and produce the annual reports of this MIC-TAF operation (balance sheet, sources and uses tables for the period and cumulative periods, explanatory notes, special account reconciliations statement, and fixed assets inventory) and the six-monthly production of 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 envisage updating these management tools during the implementation of the PAPG.2 project, with a view to incorporating 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 PAST-PEJA 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 be to provide AfDB to its complete satisfaction:

- (i) Evidence of the opening of a special account in a bank acceptable to AfDB for the purpose of receiving the proceeds of the grant; and
- (ii) Evidence of the recruitment of a national coordinator for the study and the other members of the Study Coordination Unit (accountant and procurement expert), on the basis of 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 PASTA-PEJA preparation and provide the project owner with all the required elements for the design and sizing of the project as well as an assessment of the investment's feasibility. It will also allow for smooth preparation of project management.

8.2 Recommendations: It is recommended that the Bank award the Republic of Gabon, in accordance with the above conditions, a grant not exceeding UA 991,095 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.

**MINISTRY OF SUSTAINABLE DEVELOPMENT
ECONOMY, INVESTMENT PROMOTION
AND FORECASTING**

Libreville, 3 May 2016

.....
Office of the Minister

**the Minister
To
The 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 COUNTRIES TECHNICAL ASSISTANCE FUND
LETTER OF AGREEMENT

Honourable Minister of Rural Development, Economy, Investment Promotion and Forecasting,
Republic of Gabon
Libreville, Gabon

Dear Minister:

Subject: Grant of UA 991,075 to the Government of Gabon to finance the preparation studies for a project to support agricultural transformation based on the development of agricultural value chains and youth entrepreneurship in the agricultural sector and agribusiness.

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 991,075. The purpose of the grant is *to finance the preparation studies for a project to support the agricultural transformation strategy and the promotion of youth entrepreneurship in the agricultural sector and agribusiness.*

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 STUDY ON THE PREPARATION OF THE STUDY
TO SUPPORT THE AGRICULTURAL TRANSFORMATION STRATEGY AND THE
PROMOTION OF YOUTH ENTREPRENEURSHIP IN THE AGRICULTURAL
SECTOR (PASTA-PEJA)**

I. INTRODUCTION

1.1. Located on the Gulf of Guinea, Gabon 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 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) and almost 82% of the population lives in urban areas, mostly 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. The rural population has halved in 50 years and currently stands at only 273,000. This high rate of urbanization has mainly concerned people of working age, with a subsequent drop in the size of the rural labour force. 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. There are wide disparities between rural and urban areas in terms of development, in particular access to basic infrastructure, which is reflected in human development indicators in rural areas below those recorded in urban areas. Thus, the rural poverty rate is 45% compared to 30% in urban areas, and the illiteracy rate is 18% in rural areas compared to 9% in urban areas. Gabon's ranking 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 population.

1.3. Gabon's economy is heavily dependent on oil, which represents 50% of GDP, 60% of tax revenue and 80% of exports of goods. This dependency makes it even more fragile, especially since prices fluctuate, reserves are far from being inexhaustible and production is declining. It is also characterized by weak diversification and heavy dependency on the outside world, with a high level of public spending. Gabon's agricultural sector (plant and animal production, fisheries, aquaculture and forestry) plays a marginal role in the country's socio-economic life. Over the past five years, its contribution to GDP has declined and now stands at about 3% compared to 16% in 1970. The downward trend in the sector's value-added is mainly the result of the oil sector's

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.

dominance in the economy and the government's strategy that was particularly dependent on agro-industries and cash crops. This strategy was not successful in boosting agricultural production mainly because of rural-urban migration to the towns in which oil activities were concentrated. Therefore, agriculture (including stockbreeding and fisheries) has experienced a sharp drop of almost 80% in the quantity of food produced annually because of the combined effects of rural-urban migration and an ageing agricultural population. This has created a deficit and chronic food insecurity that is threatening a high proportion of Gabon's population. This deficit is covered by imports, about 20% of which come from neighbouring countries. As a result, Gabon is now highly dependent on food imports at almost 60%. Gabon imports over 275,000 tonnes of food products and 80% of its imports consist of wheat, rice and poultry meat. The food import bill is currently estimated at CFAF 350 billion per year.

1.4. The plantain, banana and cassava sub-sectors are the main plant sub-sectors in Gabon in terms of areas and productions, in addition to rubber in terms of the value of its output. The most important animal sub-sector is poultry. Two types of agriculture co-exist in Gabon: food crop agriculture, which pre-dominates, and cash crop farming for agribusiness and export. Food crop agriculture is carried out through shifting cultivation and subsistence farming, mainly managed by elderly people or women in the form of private village and peri-urban farms. It is inefficient and production is for on-farm consumption. The main crops and activities are plantain, bananas, yams, cassava, market gardening and small ruminant breeding (sheep and goats). Cash crop farming is of a commercial nature mainly intended for agribusiness and exporting. The main plant crops are rubber, sugar cane, oil palm, coffee and cocoa, while livestock productions is confined to cattle breeding.

II. STUDY CONTEXT

2.1. The agricultural sector has strong potential such as: (i) a wealth of natural resources and the availability of arable land; (ii) favourable agro-ecological conditions; (iii) a favourable equatorial climate; (iv) strong demand for food, market garden and livestock products (existence of significant import substitution potential since 60% of food products in towns and cities are currently imported; (v) a relatively high literacy rate; (vi) the recent emergence of associations and individual initiatives in rural areas to tackle the economic crisis. However, development of the agricultural sector has been impeded by many constraints that have led to a shift from family-based agriculture to subsistence farming systems. The main constraints are: (i) low population density with wide regional disparities: the rural areas of concentration are the Woleu-Ntem, Ngounie and Nyanga provinces; (ii) an ageing, unskilled and scarce rural labour force; (iii) traditional non-intensive production systems; (iv) an unfavourable economic environment (remoteness of production areas which results in high transportation costs between those areas and areas of high consumption as well as a lack of decentralized trading facilities); (v) weak organization of producers; (vi) a poorly organized agricultural research system which is barely operational, and weak institutional capacity of advisory and support services; and (vii) lack of coordination among the different actors operating in rural areas.

2.2. Recognizing its heavy dependency on the oil sector and food imports, Gabon in 2010 launched its Emerging Gabon Strategic Plan 2025 (PSGE 2025). Focused on three pillars (Green Gabon, Industrial Gabon and Services Gabon), the PSGE is a roadmap that will guide the transformation from a rent-based economy to a high value-added and diversified one geared towards strengthening the competitiveness of industrial and service sectors, while preserving the country's vast natural wealth. Green Gabon's economic potential will be fully developed with a view to ensuring food security, sustainable resource development and reducing poverty. In this regard, an agricultural development strategy was prepared, which aims to transform the agricultural sector (in the broad sense) into one that will drive Gabon's development, with the following strategic visions: (i) a sector that provides access to sufficient quantities of high quality food through more affordable prices and ensures high quality products for all of Gabon's

population; (ii) a competitive, job-creating, export-focused sector by increasing agricultural areas and developing cash crops; (iii) a sector that will help to develop and balance the distribution of people, activities and natural resources throughout the country, thus transforming the agricultural sector into a driver of rural development.

2.3. In this regard, an integrated approach to protect and ensure the sustainable development of Gabon's ecosystems was designed that applies to forest, aquatic and agro-pastoral ecosystems, and is sub-divided into seven associated development sub-sectors: agriculture and livestock, fisheries, aquaculture, the wood sector, Non-Wood Forest Products (NWP) and the bush meat (game) sub-sector. The Green Gabon Operational Plan (2015) sets out the approach and projects planned to promote and provide a framework for the sustainable development of Gabon's ecosystems and their natural resources. Therefore, a number of projects have been identified that will contribute to their protection and development. These projects are organized around three tiers of actions: the core elements (protection, knowledge and regulation), the drivers of competitiveness (vocational training, research and business framework) and actions to add value (conservation, processing, marketing and certification, etc.). The drivers of agricultural transformation include academic and vocational training. This transformation requires the professionalization of existing actors in their areas of expertise as well as the contribution of new actors, new profiles and new skills. Furthermore, agricultural transformation will create new needs and innovating trades linked to the development of value chains.

2.4. In light of these new directions and in order to address these requirements, the Government of Gabon has submitted a request to the Bank concerning the conduct of a study on the Project to Support the Agricultural Development and Transformation Strategy and the Promotion of Youth Entrepreneurship in the Agricultural sector and Agriculture, based on the development of agricultural sub-sector value chains, which is the subject of these terms of reference.

III. THE STUDY

3.1 Guiding Principles

The preparation study on the Project to Support the Agricultural Transformation Strategy and the Promotion of Youth Entrepreneurship in Agriculture and Agribusiness (PASTA-PEJA) will be guided by a number of principles which, if applied, will contribute to sustainable development, promote an agriculture with strong potential to diversify the economy, create wealth and jobs in the different agricultural areas of Gabon, and meet the food requirements of a steadily rising population. These objectives, which contribute most directly to this ultimate goal, are focused on:

- Capitalization on the achievements and lessons learned from implementing previous agricultural projects and programmes, but also the search for successful examples and new technologies developed and mastered in the country, which should be scaled up to produce a significant impact in terms of the sector's development
- The reference frameworks for PASTA-PEJA will be the Agricultural Sector Development Strategy (2014), the Green Gabon Plan (2015), PNIASAN, in addition to other agricultural sector and sub-sector studies, and
- The exit and sustainability strategy: the project's interventions will be made in line with predetermined roles and responsibilities of the stakeholders, in particular manufacturers, local communities, users and decentralized government services in terms of maintenance and sustainability of investments as well as the supply of services to communities.

3.2 Study Objectives

3.2.1. The study's main objective is to prepare a project to support the implementation of the agricultural sector transformation strategy by developing the value chains of growth-bearing agricultural sub-sectors and promoting youth employment in the agriculture and agribusiness sectors. The main expected outcomes are to: (i) contribute to Gabon's food security by achieving almost complete self-sufficiency in food products by 2025; (ii) make Gabon a top industrial crop product exporting country; and (iii) improve the population's living conditions by promoting profitable and job-creating agriculture for young people.

3.2.2. More specifically, the consultant will be required to:

- Identify, among the programmes/projects/actions set out in the Agricultural sector Development Plan and the Green Gabon Operational Plan, those to be implemented in close cooperation with the ministries and institutions responsible for those projects
- Prepare an Agricultural Transformation Strategy Support Project with its geographic scope, logical framework, components/activities, institutional set-up, cost, financing plan and support measures. This project will have two complementary components: (i) development of the value chains of the growth-bearing sectors – PASTA; and (ii) promotion of youth entrepreneurship in the agriculture and agribusiness sectors - PEJA
- Formulate a programme to identify actions to provide support to the ministries and institutions responsible for implementing PASTA-PEJA
- Prepare detailed designs (DD) for social and economic infrastructure as well as support infrastructure for the sectors selected under PASTA-PEJA, the economic study and Environmental and Social Impact Assessment (EIES) of the support project; establish the baseline situation, set up the monitoring/evaluation system, prepare the administrative, accounting and financial procedures manual and establish the PASTA-PEJA accounting system
- Prepare the project baseline situation as well as the administrative, accounting and financial procedures manual, and establish an accounts management system as well as a PASTA-PEJA communication and sensitization plan, etc.

The study's goal is to provide the project owner with all the required elements with which to assess the feasibility and appropriateness of financing the project.

3.3. Project Schedule and Duration

The study will be conducted eight (8) months and will comprise two main phases:

- The first phase of four (4) months, which will 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. Thereafter, comprehensive sector reviews and an overview of the implementation status of the agricultural sector development strategy will be carried out. This phase will identify all the measures and projects/programmes not yet implemented and which could be incorporated in PASTA-PEJA. It will be based on criteria to be prepared with the objective of developing growth-bearing agricultural subsectors and promoting agricultural agribusiness entrepreneurship among young people. Through a participatory

process, this phase will address all the concerns of the different stakeholders and specific problems relating to gender, poverty, the environmental as well as the socio-economic situation. All the preparatory/intermediate analyses and studies to be carried out during this phase will help to determine the strategic directions of the support project to be presented at a national validation seminar, which will consolidate the participatory process and mobilize all stakeholders in the implementation of PASTA-PEJA.

- The second phase will be implemented over a 4-month period and will consist of assessing the technical, financial, socio-economic and environmental feasibility of PASTA-PEJA. This phase will culminate in the presentation of the following provisional documents: (i) the PASTA- PEJA feasibility studies, (ii) the DD of the infrastructure to be established; and (iii) the project environmental and social impact assessment (ESIA), which will be examined at a second national seminar. The observations made at this seminar will be taken into consideration by the consultant in the final version of the report. 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 PASTA-PEJA accounting system.

IV. Detailed Description of the Study Content

4.1 The PASTA-PEJA study will be structured around four components. The first component proposes support to the Agricultural Transformation Strategy (PASTA), by drawing on a comprehensive inventory of the analyses and studies already carried out. The aim of this component is to design a sub-project that will contribute to the transformation of Gabon's agriculture by promoting growth-bearing sub-sectors that will diversify its economy (both in the case of essential basic products and agro-industrial products), by specifically focusing on the promotion of value chains and operationalization of the multiservice hub concept developed by the Government for wealth creation. The operation's objectives are 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) obtain new private sector investments in agriculture; (ii) develop solid value chains for key basic products; (iii) improve farmers' access to agricultural inputs; (iv) develop youth employment in agriculture; and (vi) transform the education and training system into a development tool that will provide training in trades that meet the economy's needs. Therefore, the formulation of the support project will incorporate key elements linked particularly to: (a) capacity building for public, private and community institutions in the sector; (b) the development of facilitating infrastructure, both material (tracks, markets, warehouses, drinking water supply and sanitation, training structures and agricultural support services, etc.) and immaterial (in particular, ICT, which may have positive impacts); (c) the promotion of public-private partnerships; (d) the promotion of vocational integration and youth entrepreneurship to revive agricultural activities and create a new class of professional agricultural entrepreneurs; and (d) improvement of sector governance, etc. The preparation of PASTA will contribute to the identification and prioritization of key actions to be included in the project, which will help to transform Gabon's agriculture. It will be necessary to:

- ✓ Review the ongoing reforms and initiatives or those planned under the Green Gabon Plan
- ✓ Conduct studies on the value chains of sub-sectors among those identified and prioritized in the Green Gabon Operational Plan following justification of their selection

- ✓ Identify catalytic projects/actions that could support the transformation of Gabon's agriculture and that will constitute the substance of PASTA.
- ✓ Formulate the PASTA project in accordance with three guiding principles: adopt an integrated upstream-downstream sector approach for growth-bearing sectors mutually agreed upon with the Government, apply a project-based approach, i.e. all the proposed actions will be formulated as projects that will contribute to the achievement of mutually pre-determined objectives to boost entrepreneurship and ensure pragmatic and effective public action. The Government's intervention that will be supported by PASTA will create an incentive and enabling environment for the development of the sub-sectors slated for promotion. Its intervention will focus on the following areas: (i) organization of farmers; (ii) structuring of relationships between the different operators, from production to placing on the market; (iii) financing of value chain actors; (iv) regional development; (v) agricultural research and development, training and guidance; (vi) availability of inputs and mechanization; (vii) enhancement of production (conservation, processing and marketing); (viii) rural development; and (ix) multiservice hubs. It will also aim to provide incentives to private investment and offer impetus to youth entrepreneurship in the selected sub-sectors, where they will play a key role as the main actors for the development of productive agriculture: improvement of yields, participation in financing of equipment, provision of services, etc.

4.2. The second component will be specifically dedicated to agricultural entrepreneurship (PEJA) through an operational sub-project aimed at fostering the integration of young people in the agricultural sector in the broad sense (18-40 age group). The promotion of youth entrepreneurship in the agricultural sector and agribusiness (PEJA) will be achieved by an operational sub-project underpinning PASTA and aimed at fostering the integration of young people in the different segments of the value chains of the sub-sectors promoted. Its purpose is to promote the sector's modernization and transformation through the different links of the value chains, by fostering employment and curbing rural-urban migration. In particular, it will be necessary to: (i) select young rural and urban dwellers with or without degrees but highly motivated to benefit from the programmes; (ii) build their skills (technical, managerial and marketing, etc.), depending on their profiles and vocation, through targeted training course, simulations and incubator modules; (iii) help them to set up shop (preparation of business plans, facilitation of access to funding, individual support, etc.); and (iv) monitor implementation. Preparation of this study will also help to establish a cohesive intervention framework that reflects best practice and is able to smoothly guide future actions in the area of agricultural entrepreneurship involving young people.

4.3. The study's third component will involve designing institutional support for ministries and related institutions to enable them to monitor the activities being carried out under good conditions and to develop certain strategic aspects while building capacity and adopting an inclusive approach.

4.4. The final component will concern the project management modalities: it will be necessary to: (i) propose an institutional and coordination mechanism for PASTA-PEJA activities; (ii) prepare an administrative, accounting and financial procedures manual and establish a PASTA-PEJA accounts management system; (iii) establish a communication and sensitization plan; and (iv) establish a baseline situation and a monitoring/evaluation system.

4.5. Component 1: Study on PASTA Sub-Project

4.5.1. Approach for PASTA formulation: To assess all the actions to be implemented, a comprehensive study will be conducted taking into account the different challenges. The consultant will use all the existing strategic and analytical documents, 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 agricultural sector, the report on the agricultural development strategy study, the PNIASAN, the legal texts governing the agricultural sector, status reports of the different ministries responsible for implementing the Green Gabon Plan, and any other document relating to the subject and deemed useful by the consultant. The main objectives of this review will be to:

- ✓ Examine the ongoing reforms or those planned under the Green Gabon Project,
- ✓ Conduct studies on the value chains of subsectors among those identified and prioritized in the Green Gabon Operational Plan following justification of their selection.
- ✓ Identify catalytic projects/actions that might support the transformation of Gabon's agriculture and which would constitute the substance of PASTA.
- ✓ Formulate the PASTA project in accordance with three guiding principles: adopt an integrated upstream-downstream sector approach for growth-bearing sectors mutually agreed upon with the Government, apply a project-based approach, i.e. all the proposed actions will be formulated as projects that will contribute to the achievement of mutually pre-determined objectives to boost entrepreneurship and ensure pragmatic and effective public action. Government's intervention supported by PASTA will create an incentive and enabling environment for the development of the sub-sectors slated for promotion. Its intervention will focus on the following areas: (i) organization of farmers; (ii) structuring of relationships between the different operators from production to placing on the market; (iii) financing of value chain actors; (iv) regional development; (v) agricultural research and development, training and guidance; (vi) availability of inputs and mechanization; (vii) enhancement of production (conservation, processing and marketing); (viii) rural development, and (ix) multiservice hubs. It will also aim to provide incentives to private investment and offer impetus to youth entrepreneurship in the selected sub-sectors, where they will play a key role as the main actors for the development of productive agriculture: improvement of yields, participation in equipment financing, provision of services, etc.

4.5.2. Phase 1: Diagnosis and Guidelines

4.5.2.1. Analysis of the institutional framework: Several sector policy, strategy and reform documents have been prepared and implemented over the past two to three years. The agriculture and agri-business sector is particularly targeted by the reforms, which implies major institutional procedural changes. The consultant shall review the strategies formulated in recent years and the reforms announced by the Government. It shall review the status and degree of implementation of these reforms, particularly concerning the improvement of sector governance (legal framework, restructuring of ministries and agencies linked to the project, regional development, allocation of land, etc.), capacity building and basic infrastructure. It will identify the major functions that are not yet adequately covered and factors impeding the development of value chains of the agricultural and agri-business sub-sectors. Special attention will be paid to institutional support programmes being prepared in these areas with the TFPs.

4.5.2.2. Identification and analysis of sub-sectors to be covered under PASTA and updating of their studies by adopting the value chain approach. The value chain concept is an economic, institutional system focused on the execution of actions. Application of the value chain concept is of particular interest in identifying business opportunities at the macroeconomic level that explain the organic relationship between developing value chains and improving youth employability in the agriculture and agribusiness sector. For each sub-sector selected, the value chain studies and analyses will mainly comprise:

- i. Identification of the value chains to be promoted: it will be necessary to demarcate the value chain, select the products, and analyse the context, constraints and opportunities. A number of criteria should be taken into account through opportunity analyses. A growth and competitiveness matrix (supply/demand/market trends) /poverty reduction (number of producers/processors/ traders) / factors of success (availability of technologies and synergy with other programmes) will be produced for each target product obtained from a value chain, then prioritization and selection will be carried out in consultation with the stakeholders. Thereafter, the sub-sector will be selected following a review of existing studies and working sessions, aided by comparative tables (market opportunity and likely outcome in terms of poverty reduction).
- ii. Preparation of the mapping of the key actors in the value chain and their characteristics (strengths and weaknesses), starting with suppliers of inputs, producers, transporters, traders, processors, final distributors and other service providers at different levels of the chain. A description of the value chain with links in terms of flows between all the key actors is expected as the starting point for the analysis.
- iii. Collection and analysis of data on costs, prices and size of flows at all levels of the chain. This stage will identify the different types of costs, the value added structure along the chain, supply of inputs and final distribution / marketing of products processed based on predetermined criteria (export and/or import parity), value chain performance, competitive advantages/disadvantages of the sub-sector under review.
- iv. Description of the constraints and opportunities encountered by the key actors in each value chain. This should include a detailed description of the main problems, constraints and opportunities encountered at each link of the chain, including political and institutional issues affecting the performance of the value chain and trade barriers (tariff and non-tariff), etc.
- v. An estimation of the demand for each product in the sub-sector on the national, regional and international market through consultation with actors and the statistical review.
- vi. Consultations with sub-sector actors as well as with all the stakeholders concerned.
- vii. The formulation of specific recommendations on what must be done to promote the performance of each value chain in order to improve the volume, quality and value of trade.
- viii. The proposal of a plan to develop the sub-sector and build the capacity of the value chain actors, with an indication of the areas of concentration of production, demand and areas targeted for the development of agribusiness.

4.5.2.3. PASTA main thrusts: Based on the previous analyses (sector analysis of the institutional framework and justified identification of the sub-sectors to be supported), the consultant, in close consultation with the ministries and institutions involved, will define PASTA's outline and main thrusts. The findings of the diagnosis and the main thrusts of the project will be the subject of a validation and sharing workshop with the stakeholders and the steering committee.

4.5.3. Phase 2: Project Formulation

4.5.3.1. Following this diagnosis, and based on the recommendations of the validation workshop and additional analyses carried out, PASTA will be formulated to focus on key actions that are necessary to activate the triggers. The project will target priority actions in terms of reforms and flagship operations. The main focal areas for PASTA's formulation will be value chains, private sector promotion and agricultural entrepreneurship. This project will be fully consistent with the Green Gabon Operational Plan, while developing specific actions with an effective contribution to the development of the value chains of promising sub-sectors identified. This phase of the study will propose and prioritize different types of measures (regulatory, institutional, operational, technical, financial, etc.) capable of achieving the transformation. It will include key elements linked in particular to capacity building of public, private and community institutions in the sector, and to infrastructure development.

4.5.3.2. The Consultant will also review the activity coordination mechanisms aimed at accelerating the transformation process, and at closer alignment of the activities and investments of the different actors in this direction. A synergy and complementarity framework will be prepared to ensure effective implementation based on the different projects and programmes that are ongoing or being planned from national funds and with TFP support. In this approach, it will also be necessary to ensure that the transformation process meets the many needs of Gabon's population by giving the expected priority to inclusion, sustainability and appropriate nutrition. Furthermore, the programme's formulation will reflect lessons learned from the PSGE. The priority actions will then have to be characterized and quantified, including detailed operation sheets, which facilitate the selection of those that could, if required, be retained in the context of PASTA's implementation.

4.5.3.3. Lastly, the consultant will formulate the Agricultural Transformation Strategy Support Project (PASTA) and prepare: (i) its technical, economic, institutional and environmental feasibility study; (ii) the DD of infrastructure to be created; and (iii) the project Environmental and Social Impact Assessment (EIES). The operations will be organized in three (3) parts: (A) PASTA's presentation and rationale; (B) Project Description; and (C) Project feasibility.

A. PASTA Presentation and Rationale

A description will be given of the PASTA project, its qualitative and quantitative objectives, its targeted sub-sectors, its areas of intervention and its beneficiaries, its components/activities, the implementation procedures, its cost and financing plan and its performance indicators. A PASTA logical framework will be prepared (results chains, performance indicators, and means of verification, risk and mitigation measures).

B. Project Description

The integrated subsector approach assumes the project's intervention at all levels of the links in the value chain of a targeted subsector. By making use of the studies on the value chains of the targeted subsectors, it will be necessary to identify, describe and quantify the project's intervention at the level of the following components:

- Regional development: identify, describe and give the scope of project interventions in relation to the contribution to regional development of the subsectors retained.
- Research and development, training and agricultural guidance: support the different actors of the targeted value chains by providing efficient and accessible services at the following levels: research and development, training of entrepreneurs and specialized labour and agricultural extension and guidance. The aim of this part is

to build the capacity of the technical services of Ministries responsible for Agriculture, Fisheries and Livestock as well as agricultural vocational training. It will be necessary to propose comprehensive solutions in terms of availability and operationalisation of workspaces and equipment of Ministerial Department services to meet PASTA needs.

- Enhancement of production: Define the project's contribution to production value-added through conservation, processing, marketing, certification, branding, etc., including the establishment of collection, processing, storage and marketing facilities retained under the PASTA programme.
- Rural Development: it will be necessary to define, justify (number of beneficiaries) and characterize basic public infrastructure to be established in the areas of concentrations targeted by the PASTA project: (i) roads and rural feeder roads to be improved; (ii) infrastructure and facilities for the generation of electricity and production of water; and (iii) health centres and schools, etc.
- Development of multi-service hubs: to be established to facilitate the countrywide development of agricultural activities. These are service centres for farmers. The proposed services are organized based on distinct components: agricultural guidance; inputs and multiplication of the material; collection, conservation, processing and marketing of agricultural products, administrative support to farmers and mechanization workshops. The consultant will be required to identify and design the hubs that will be necessary for the development of the targeted subsectors.
- Organization of value chain link actors: (i) organization of farmers (horizontal integration); (ii) structuring of the relationships among the different operators from production to placing on the market (vertical integration).
- Supporting incentive measures: proposed to accelerate investments in the sector (fiscal, administrative, regulatory) and remove the main constraints identified: (i) measures to implement a law that will foster the development of the agricultural and agribusiness sectors to be developed; (ii) funding of value chain actors (through banks and the MFI); and (iii) administrative procedures (tax regime...) and easing of the business environment to strengthen the competitiveness of sub-sectors.

For each component, it will be necessary to define, identify and design all PASTA interventions and the implementation modalities for the subsectors retained in order to develop and enhance project interventions that are consistent with the Green Gabon Plan.

4.6. Component 2: Study on Sub-Project to Promote Youth Entrepreneurship in Agriculture and Agribusiness (PEJA)

4.6.1. The project to promote youth entrepreneurship in agriculture and agribusiness will take into account the following two major Government concerns: (i) the need to begin the sustainable transformation of the rural environment by developing profitable and competitive activities that will attract economic operators, including young people, and (ii) the urgent need to help to reduce unemployment by interesting these young people in profitable economic activities in the agricultural sector. In accordance with the strategic directions of the PSGE (2015-2025) and the Human Capital Strategy (2014-2018), the project will adopt a specific approach for young people in the agricultural sector in order to facilitate their integration into the different segments of the value chains. This framework should lead to the emergence of modern agricultural, agro-industrial and service enterprises fostered by improved access to financing and equipment (mechanization and processing), development of productive, processing and marketing infrastructure to be rolled out under PASTA.

4.6.2. Approach for the formulation of PEJA: The project preparation activities will concern several services in the areas of data collection and certain targeted analytical interviews to more accurately identify the problems relating to the topic of “agricultural entrepreneurship/youth employment”. Also taken into consideration in this reflection will be the diversity of the potential target public: rural and urban, graduate or non-graduate, in-or-out-of-school, agriculture or other sectors, individuals or groups, women and men, etc. Particularly, it will be necessary to review the most appropriate operational mechanisms for the different categories of actors by taking into account and trying to develop all the existing structures, including coaching and training structures. Preparation of this component will provide an opportunity to review the different models already tried and tested as well as experience gained at the national level and in other countries, and to define the most efficient operating methods, taking into account the diversity of the targets and opportunities to increase absorption and enhance attractiveness. This will also facilitate the establishment of a cohesive intervention framework that reflects best practice and is able to more smoothly guide future actions of partners in the area in terms of transformation of the sector and value chains. The results of the studies and reflection will ultimately facilitate the project design and preparation, which can be financed from resources planned in the ongoing CSP, while specifying the implementation conditions. In this context, an inclusive approach will be adopted that will encourage the participation of local communities and the technical services concerned by youth employment.

4.6.3. Standard Model: in this analytical and formulation exercise, projects that are ongoing or under preparation will also deserve special attention in terms of possible capitalization and synergy. The “agripreneur” model developed by the International Institute of Tropical Agriculture (IITA) could also serve as a guide in the formulation of the project, while taking into account the specificities of Gabon and the existing structures. The initial phase of this project consists in providing support to the development of local economic initiatives for young people by improving the supply of non-financial services provided by local service providers or incubator structures. In particular, this phase prioritizes: (i) facilitation of the emergence of new ideas on business ventures; (ii) training of young people in business incubation centres, in the fields of agribusiness, production, marketing, processing and management; and (iii) support for the creation of new companies as well as for the preparation of business plans. The second phase aims to put in place a financial mechanism to facilitate the establishment of SMEs and the provision of financial support to them in order to limit the obstacles that hamper the development of such businesses. This appropriate financial mechanism involves associating local financing institutions to support young graduates to set up business.

4.6.4. Phase 1: It will be necessary to conduct all the preparatory studies required for PEJA’s formulations. This phase is sub-divided into five sections:

4.6.4.1. Section 1: Identification and analysis of the labour market and opportunities in growth-bearing sub-sectors. This section of the study aims to capitalize on the analysis of all the factors (agriculture, stockbreeding, fisheries, environment, forestry etc.), subsectors and related value chains, carried out under PASTA, to identify areas that provide more opportunities and greater contributory capacity to the agricultural sector’s transformation, jobs and GDP. After outlining the youth employment situation, in general, and the prospects provided by the agricultural sector’s transformations, in particular, the study will address the following points: (i) identification of potential, markets (local, national, regional and external) and other employment generating niches; (ii) analysis of the organizations and profitability of the different subsectors and value chain links, and their development prospects; (iii) promotion of access to technologies and innovations aimed at improving productivity in the subsectors with a special focus on the possible use of ICT in the agricultural value chains; (iv) identifications of opportunities and promising trades in the agricultural subsectors, consistent with the required level of modernization; (v) identification of income generating activities that could be professionalized and in time provide sustainable activities, etc. The consultant may be required to map the employment opportunities, while taking into account local and regional specificities and potential.

4.6.4.2. The review of job opportunities for young people (women and men) will concern the different agricultural subsectors and all the value chains identified and supported by the PASTA study, as well as the requirements of the major projects initiated such as the GRAINE project. The following are examples of the different potential niches and trades that should be taken into account and considered: agribusiness, processing, marketing and sale of products; provision of services, linking of actors, agricultural mechanization; sale of products, supply of inputs, supply of equipment; development of agricultural areas, establishment of market garden, tree-growing, poultry, fish farms; small-scale stock breeding, innovative stockbreeding, beef and dairy cattle breeding, milk processing, etc. The analysis of opportunities will take into account the existing situations and the processes already triggered at the individual and collective level that could be further professionalized. The consultant will make use of all existing documentation: strategy papers, subsector studies, thematic studies, project documents, etc. It will also meet with the different categories of young people concerned and all the structures connected with the agricultural sector, employment, SME/SMI promotion, etc. In his/her analysis, the consultant will disaggregate data by gender to the extent possible by specifically identifying opportunities available to women.

4.6.4.3. Section 2: Modalities and criteria for the selection of young people. It will be necessary to define the conditions of access by young people to the entrepreneurship promotion mechanisms to be established as well as the selection criteria and methods to be developed and applied. This issue is fundamental and constitutes a critical stage for ensuring that candidates have the required capacity and commitment to engage fully in entrepreneurship and the creation of self-employment. Care must also be taken not to recruit people who are opportunists, attracted by possible near-term benefits but who lack the real spirit and will sought. The consultant will define all the criteria to be taken into consideration, including those linked to profiles, skills, qualifications and experience. It will also be required to take gender parity into account. Furthermore, the selection modalities should take into consideration the possibility of providing rural dwellers with the same opportunities of access to the programme. Therefore, the criteria could be differentiated by target categories. Therefore, the consultant will define all the necessary measures to provide a non-exclusive method of selection. Special attention will be paid to rural youths who represent a major segment of potential applicants. The profile “graduate of an agricultural training establishment” will also be closely considered with a view to enhancing the sector’s professionalization from an environmental standpoint and directly linked to the necessary its modernization.

4.6.4.4. Section 3: Mechanisms and modalities for building young people’s skills. This section of the study will comprise a diagnostic review of agricultural training programmes and strategies. It also aims to assess the technical and physical capacity of the various existing training institutes and centres, to meet the developers’ skill building requirements. It will focus on: (i) an analysis of training supply to meet the demand of potential developers; (ii) assessment of the necessary infrastructure capacity to properly oversee the developers; (iii) analysis of existing capacity building and youth integration mechanisms; (iv) definition of a skills building approach for potential developers; (v) the feasibility of establishing agricultural business incubators and related conditions, (vi) the possibility of simulations in existing structures (enterprises, companies, groups, etc.). It is also necessary to ensure that existing training facilities that could be mobilized will still be able to provide their usual services. The study will propose the most appropriate training and incubation mechanisms to meet the diversified needs identified. Particular attention will be paid to the preparation of business plans and the related market studies as well as marketing corporate management and the use of new technologies. The reflection will also include the role that could be played by the existing agricultural extension services and building their capacity. Details will be provided on possible operating methods (location, actors, duration, costs, etc.).

4.6.4.5. Section 4: Mechanisms for Financing Developers. It will be necessary to prepare financing that can support youth and women’s initiatives in various forms, taking into account the targeted profiles and activities. The consultant will be required to identify the financing

mechanisms (including innovative ones) that will guarantee sustainable access by the beneficiaries to financing by local financial institutions. The study will explore the following aspects: (i) identification of financial institutions that provide or could provide support to developers in the value chains; (ii) analysis of existing supply of financial services and products, analysis of credit granting modalities, a comparative analysis of financing mechanisms; (iii) identification of existing funds and financial institutions that could support these mechanisms; (iv) identification of developers' strategy and obstacles to access to financing; (v) proposal of one or more adapted and innovative financing mechanisms, according to category of actors; (vi) characterization and comparative advantages of possible operating methods; (vii) definition of eligibility criteria and access to financing for project sponsors, in accordance with the targeted categories, etc. The consultant will meet with the different local financial institutions and together with them identify possible measures to support potential partners to ensure the sustainability of the proposed financing mechanism. It will draw on the existing analyses and will explore opportunities for sponsoring by certain private firms.

4.6.4.6. Section 5: Installation and support to promoters. This section of the study will examine the conditions that will provide optimal support to promoters to enable them to establish and start-up their activities under optimal conditions. This stage is critical to provide initial security for the activity and facilitate the necessary adjustments. The consultant will analyse the post-incubation support mechanisms and will propose a cohesive approach that will guarantee the operation's sustainability. It will also consider some possible forms of start-up support in terms of access to land, supply of inputs, assistance in the form of equipment, establishment of infrastructure, organizational structuring, etc. Furthermore, it will define the conditions for monitoring and overseeing developers in the initial stages of their activities to be able to guide them and, if necessary, readjust certain approaches. It will explore the possibility of mobilizing and boosting the existing advisory-support and extension mechanisms. The possible use of experienced personnel and/or leaders well established locally will also be considered.

4.6.5. Phase 2. Formulation of PEJA: The conclusions of the different preliminary studies along with consideration of the different experiences in the area, including work carried out by IITA, will be used to support the project's formulation. Therefore, a project preparation report will be prepared based on the analysis of all possible options and by proposing the most appropriate scenarios and alternatives that will be backed up by arguments. A quantified estimation of the different targets will be proposed at the same time as the preparation of the logical framework and definition of the key indicators. At this stage, it will be necessary to specify the number of businesses to be created, the potential number of expected jobs, anticipated potential revenue, the target distribution by zones/sectors/gender, etc. The proposed project components and activities will be described and the implementation conditions specified. As already pointed out, the project design should capitalize on experience from within the country and take into account lessons learned from other operators in the sector and ongoing initiatives for the promotion of youth and women's employment. To make optimal use of the resources provided, synergies and complementarities will be sought with ongoing projects and initiatives. The consultant will set out the project's expected benefits (social, economic, etc.) and identify the risks and mitigation measures to take into account.

4.7. Component 3: Building the capacity of State-owned institutions responsible for project monitoring and implementation

It will be necessary to provide institutional support to the ministries and related institutions to enable them to adequately monitor the activities being carried and to develop certain strategic aspects while building capacity and adopting an inclusive approach. The necessary measures and procurements shall be listed with their corresponding costs.

4.8. Component 4: PASTA-PEJA Project Management

- **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 that 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) procurement procedures; (iii) 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: (i) the optimal management of external funds provided to Gabon as well as the 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; (ii) the reliable data entry, processing and storage of the project's administrative, operational and accounting information; and (iii) 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 PCs to be procured by the project for the installation of the software. The project accounts will be kept in accordance with international accounting standards. The firm must make provision for updating these management tools during the implementations of the PASTA-PEJA 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 define the communication mechanism to be established to ensure inclusive participation and widespread dissemination of messages 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 existing ones. A report will be drafted on the PASTA-PEJA project baseline situation, then the consultant will design and establish the computerized monitoring and evaluation system. In this regard, it 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 to the existing system installed at MAEAPG in the context of monitoring the PSGE, Green Gabon Plan.

4.9. Project Cost and Financing Arrangements

The Consultant will calculate the project cost, broken down by component and category, by establishing four different scenarios including the realistic one based on the allocation proposed in the Country Strategy Paper (CSP). It will specify the contributions expected from the different parties, including the government and beneficiaries. Detailed cost tables must be provided, including the cost by activity, to facilitate the project's implementation. The tables are as follows: (i) Estimated costs by activity/component and total PASTA-PEJA cost; (ii) PASTA-PEJA investment and operating costs; (iii) Breakdown of total cost by source of financing; (iv) Project cost by expenditure category; and (v) Expenditure category by component.

4.10. Project Implementation Arrangements and Key Performance Indicators

The consultant will answer the following questions: (i) Which institutions will be responsible for the PASTA-PEJA project's implementation? (ii) What coordination arrangements will be made? (iii) What capacity constraints exist 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 PASTA-PEJA institutional framework, especially its institutional anchoring
- Analyse the overall cohesiveness of PASTA-PEJA, especially as regards its strategic and operational context
- Review the project management structure and its relationship with the other structures, and
- Prepare performance contracts for the management unit personnel.

4.11. PASTA-PEJA Feasibility

4.11.1. Project Economic and Financial Analysis

From an economic standpoint, the consultant, in consultation with the project owner, will establish a baseline situation (no-project scenario). In relation to this situation the flows and benefits expressible in monetary terms, the consultant will estimate the “with project” situation, 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 PASTA-PEJA
- Calculation of the PASTA-PEJA financial and economic rates of return
- Analysis of sensitivity of PASTA-PEJA project to cost and investment implementation period, the volume of activity (low / medium/high scenarios defined in the market study), operating costs, etc.
- Analysis of the probable breakdown of the cost and benefits expressed in monetary terms between the different categories of shareholder
- Establishment of economic and financial justification of PASTA-PEJA
- Analysis of recurrent costs, and
- Consideration of issues relating to allowances and benefits of national personnel, the technical assistance to be deployed, etc.

4.11.2. 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 set up the infrastructure. This mainly concerns the following aspects: (i) fine-tuning of data and technical principles selected; sizing of the infrastructure in question; management modalities; and (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 stipulation the terms of the contract. In addition to the procurement notice, the dossier will comprise: (a) the special conditions of contract; (b) the technical specifications; (c) bid and guarantee forms; (d) the price schedule and itemized estimate; and (e) plans and diagrams.

4.11.3 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, identify constraints that impede their participation in different agricultural and agribusiness 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, especially 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 PASTA-PEJA will be discussed and validated with the Steering Committee, and subsequently 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 the PAPG-2 Project Coordination Unit set up at the General Secretariat, which will also be responsible for the PASTA-PEJA project. The Ministry will appoint an official with the required qualifications and confirmed experience in agriculture and rural development to the position of Study Coordinator. He/she will be responsible for coordinating study activities (including capacity building and the organization of national seminars). In that capacity, he/she will facilitate interventions by international experts on the ground. 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). These will be recruited based on open competition, and performance contracts signed. In addition, the Gabonese authorities will designate a team of national counterparts (value chain development, agribusiness, agricultural entrepreneurship, gender/communication, governance and institutional aspects, 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 operations, chaired by the MAEAPG Secretary-General, and comprising:

- 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 PSGE Coordination Bureau
- A representative of the National Investment Promotion Agency
- A GRAINE programme representative
- A representative of the Gabon Chamber of Commerce
- A representative of the cooperatives
- A representative of civil society, and
- A representative of agricultural professional organizations.

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 conduct the preparation study successfully, equipment will be procured under the project. These will be batches of IT (computers, printers, inverters and various software), a photocopier and miscellaneous equipment. The coordination unit established under PAPG-2 will be responsible for PASTA+PEJA's coordination and management.

5.2 Expertise Required and Team Composition

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
- Rural aspects and agricultural sector governance
- Youth and women's agricultural entrepreneurship
- The private sector and business environment
- The agribusiness sector, and
- Infrastructure engineering.

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
- An agronomist

- An expert in value chains and market analysis
- An expert in agricultural vocational training
- A legal expert
- An agribusiness expert
- A rural engineering expert
- A civil works and architectural expert
- A socio-economist
- A gender expert
- A financial and economic analyst
- An expert in environmental and social safeguards
- A private sector and business expert
- A senior expert in setting up PPP
- An expert in the development of rural organizations, and
- A financial expert.

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

VI. SCHEDULE AND REPORTING

6.1 Schedule and Duration: The study will start-up 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 diagnostic review and
PASTA's main orientations Interim reports on PEJA
preparatory studies; | M + 3.5 |
| ▪ Holding of a national seminar for validation
and submission of the final versions of the first phase reports | M + 4 |

Implementation of the Second Phase

- | | |
|---|---------|
| ▪ Submission of the PASTA-PEJA interim reports
and DD for infrastructure | M + 7 |
| ▪ Holding of national validation workshop | M + 7.5 |

- Submission of PASTA-PEJA final reports

M + 8

6.2. Reports and Documents

Based on the planned works schedule, the consultant shall submit the following reports in French. It 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 pursue for the smooth conduct of the study, as well as an implementation matrix. Ten (10) copies of the report will be submitted to the Government and two (2) to the Bank.
- **The PASTA diagnostic report and strategic directions, and the PEJA First Phase Report:** interim report to be submitted three and a half (3.5) months after the start-up of the study, and the final version to be submitted three months later. Fifteen (15) copies of both versions of the report will be submitted, with thirteen (13) to the Government and two (2) to the Bank.
- **The reports on the PASTA-PEJA study and DD/BD studies.** These will be submitted seven (7) months after the start of the interim study and after 8 months for the final reports following the second national validation seminar. PASTA-PEJA will present in detail the objectives of the operation, components, detailed description of activities, estimated costs (in foreign exchange and local currency), the financial and economic analysis, etc. Fifteen (15) copies of the report will be submitted, with thirteen (13) to the Government and two (2) to the Bank.
- **The report on the project's Environmental and Social Impact Assessment (ESIA).** This report 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 impact of the project's two components on the environment as well as the appropriate mitigation measures. Fifteen (15) copies of the report will be submitted, with thirteen (13) to the Government and two (2) to the Bank.
- **The Administrative, Accounting and Financial Procedures Manual** will be submitted in the 4th month in fifteen (15) copies, with thirteen (13) to the Government and two (2) to the Bank, in addition to the establishment of the PASTA-PEJA accounts management system.
- **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 the Government of Gabon. The consultant's proposal will cover all the necessary elements for the conduct and the prices will be non-revisable. The contract that 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 PASTA-PEJA preparation report | 40 % |

VIII. GOVERNMENT'S OBLIGATION

8.1. Implementation: To facilitate preparation of PASTA-PEJA, 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 national counterparts as well as 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 implementing 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 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 services, a copy of which is presented as annex. All expenditure on the purchase of documents and maps not available at MAEAPG will be paid for by the consultant.

IX. CONSULTANT'S OBLIGATIONS AND PROFILES

9.1 Obligations

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

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, 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 and independent experts, without third party liability; and
- Maintain the confidentiality of the information obtained as well as of the results of its 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 the firm's experience in the CEAMC sub-region, and more specifically in Gabon. The firm shall: (i) have confirmed agricultural engineering and agro-food experience; (ii) at least 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 sound knowledge of agricultural and/or agribusiness issues in Gabon or in similar countries; and (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, especially 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
A value chain development expert	Person/months	3
An agribusiness expert	Person/months	2.5
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	2.5
A rural engineering expert	Person/months	2
A civil engineering and architecture expert	Person/months	2
A financial analyst	Person/months	2
A microfinance expert	Person/months	2
An expert in the development and organization of the rural environment	Person/months	2
A private sector, business environment expert	Person/months	2
A PPP expert	Person/months	2
ESTIMATED TOTAL	Person/months	40

Agricultural Economist/Mission Leader

- 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' relevant practical experience in the preparation of agricultural or rural public policies
- Sound knowledge of the challenges of agricultural and rural development, issues relating to youth unemployment in Sub-Saharan Africa and employability in the agricultural and agribusiness subsectors
- Capacity to manage, coordinate and supervise multidisciplinary teams
- Capacity for analysis, synthesis and communication (oral and written)
- Proficiency in basic computer software (Word, Excel, PowerPoint, Outlook, and Internet), and
- Fluency in French.

Qualified Agronomist

- DEA (post-graduate diploma) or Master's degree in agricultural sciences
- At least ten (10) years' experience, including five (05) years' 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 basic computer software (Word, Excel, PowerPoint, Outlook, and Internet)
- Fluency in French
- Good writing and communication skills, and
- Ability to work in a team in a multicultural environment.

Value Chain and Market Analysis Expert

- DEA (post-graduate diploma) or Master's degree in agricultural economics, marketing, management, MBA, processing)
- At least ten (10) years' experience including five (05) years' relevant practical experience in conducting studies on sub-sectors and agribusiness sub-sector value chains and market analyses
- Sound knowledge of current agricultural development policies and strategies in Gabon
- Proficiency in basic computer software (Word, Excel, PowerPoint, Outlook, and Internet)
- Fluency in French
- Good writing and communication skills, and
- Ability to work in a team in a multicultural environment.

Agricultural Training Expert

- Doctorate or Master's degree in education and training sciences
- At least ten (10) years' experience, including five (05) years' 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, PowerPoint, Outlook, and Internet).
- Fluency in French

- Good writing and communication skills, and
- Ability to work in a team in a multicultural environment.

Agri-Business Consultant

- 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) ;
- Proficiency in computer tools (Word, PowerPoint, 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 computer 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 computer tools (Word, PowerPoint, Excel)
- Fluency in French.

A Legal Expert

- 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;
- Proficiency in computer tools (Word, PowerPoint, Excel)
- Fluency in French.

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.

Social Economics Expert

- 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' relevant practical experience in rural development, the 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 basic computer software (Word, Excel, PowerPoint, Outlook, and Internet), and
- Fluency in French.

Financial Analyst

- 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 basic computer software (Word, Excel, PowerPoint, Outlook, and Internet), and
- Fluency in French.

Gender Expert

- Post-graduate diploma or degree (Bac+5 [Master's equivalent]) in social sciences, or equivalent degree,
- At least 10 years' experience in the formulation and implementation of strategies and programmes for the advancement of women and young people
- Confirmed ability in the application of the gender approach in Sub-Saharan African rural and urban areas. Specific knowledge of Gabon would be an advantage
- Capacity for analysis, synthesis and communication (oral and written), and
- Proficiency in basic computer software (Word, Excel, PowerPoint, Outlook, Internet).

Expert in Rural Development and Organizations

- Post-graduate diploma or degree (Bac+5 [Master's equivalent]) in social sciences, or equivalent degree
- At least 10 years' confirmed experience in the promotion of rural institutions (cooperatives, associations, etc.), local development and support to the development of rural communities
- Confirmed ability to handle land tenure and regional development issues in Sub-Saharan Africa; specific knowledge of Gabon would be an advantage
- Capacity for analysis, synthesis and communication (oral and written), and
- Proficiency in basic computer software (Word, Excel, PowerPoint, Outlook, and Internet).

A Private Sector and Business Environment Expert

- 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 in Sub-Saharan Africa; specific knowledge of Gabon will be an advantage
- Capacity for analysis, synthesis and communication (oral and written), and
- Proficiency in basic computer software (Word, Excel, PowerPoint, Outlook and Internet).

PPP Specialist

- Post-graduate diploma or degree (Bac+5 [Master's equivalent]) in Law or equivalent degree
- At least 10 years' experience of the legal and institutional issues necessary to set up PPP models linked to the management of agri-hubs and EEC
- Ability to establish the legal and institutional framework necessary for this type of institution using a public-private partnership-based system of management
- Sound knowledge of private sector development challenges in Sub-Saharan Africa; specific knowledge of Gabon will be an advantage
- Capacity for analysis, synthesis and communication (oral and written), and
- Proficiency in basic computer software (Word, Excel, PowerPoint, Outlook and Internet).

Micro-Finance Expert

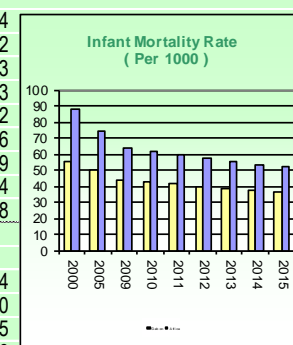
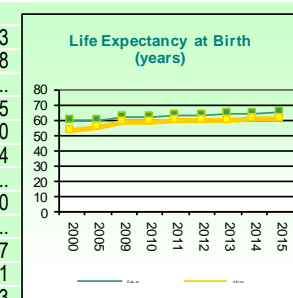
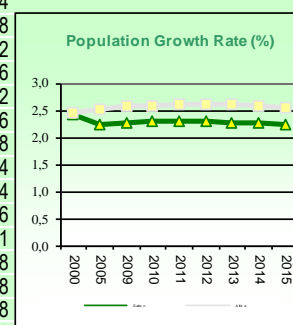
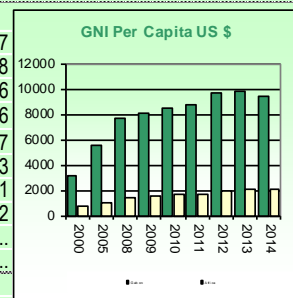
- Post-graduate diploma or degree (Bac+5 [Master's equivalent]) in economics, agricultural economics or equivalent degree
- At least 10 years' experience in the micro-finance sector in the management of micro-finance institutions
- Confirmed knowledge of the setting up and financing of micro-projects and small-scale enterprise initiatives in the agriculture and agribusiness sector; experience in Sub-Saharan Africa and, more specifically, in Gabon will be an advantage

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

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
**Preparation Study for the Project to Support the Agricultural Transformation Strategy and
the Promotion of Youth Entrepreneurship**

DETAILED STUDY COSTS

DETAILED COSTS OF PASTA-PEJA PROJECT SUPPORT STUDIES												
Headings	Unit	Qty.	Unit Price (UA)	UA Cost			UA COST			Cost in CFAF 1000		
				Total	L.C.	F.E	Total	ADB	GVT	Total	ADB	GVT
Component A: Conduct of Study												
1-Organization of Study												
Study launching	Unit	1	10 000	10 000	7 000	3 000	10 000	10 000		8 225	8 225	0
Validation of 1st Phase of Study	Unit	1	10 000	10 000	7 000	3 000	10 000	10 000		8 225	8 225	0
Validation of 2nd Phase of Study	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/Consulting Firm												
2-1-International Expertise												
Key Personnel												
Agricultural Economist -Mission Leader	PM	8,0	11 000	88 000	13 200	74 800	88 000	88 000		72 376	72 376	0
Agronomist	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Agricultural Vocational Training Expert	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Agribusiness Engineer	PM	2,5	8 500	21 250	3 188	18 063	21 250	21 250		17 477	17 477	0
Social Economist (local development)	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Specialist in Value Chain Dev. and Market Analysis	PM	3,0	8 500	25 500	3 825	21 675	25 500	25 500		20 973	20 973	0
Financial Analyst	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Civil Engineer/Architect	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Rural Engineer	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Microfinance Specialist	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Gender Expert	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Private Sector and Business Expert	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Specialist in setting up PPP	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Rural Organization Development Expert	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Environmentalist	PM	2,5	8 500	21 250	3 188	18 063	21 250	21 250		17 477	17 477	0
Business Layer/Legal Expert	PM	2,0	8 500	17 000	2 550	14 450	17 000	17 000		13 982	13 982	0
Support Personnel												
Field Coordination	PM	2,0	6 500	13 000	1 950	11 050	13 000	13 000		10 692	10 692	0
Communication Specialist	PM	2,0	5 000	10 000	1 500	8 500	10 000	10 000		8 225	8 225	0
Graphics Designer	PM	2,0	4 000	8 000	1 200	6 800	8 000	8 000		6 580	6 580	0
Secretary	PM	8,0	500	4 000	600	3 400	4 000	4 000		3 290	3 290	0
2-2-National Expertise (counterparts)												
Value Chain Development Counterpart	PM	8,0	1 000	8 000	3 600	4 400	8 000	8 000		6 580	6 580	0
Agribusiness Counterpart	PM	8,0	1 000	8 000	3 600	4 400	8 000	8 000		6 580	6 580	0
Rural Engineering Counterpart	PM	8,0	1 000	8 000	3 600	4 400	8 000	8 000		6 580	6 580	0
Agricultural Entrepreneurship Development Counterpart	PM	8,0	1 000	8 000	3 600	4 400	8 000	8 000		6 580	6 580	0
Institutional and Governance Aspects Counterpart	PM	8,0	1 000	8 000	3 600	4 400	8 000	8 000		6 580	6 580	0
Rural Institution Development Counterpart	PM	8,0	1 000	8 000	3 600	4 400	8 000	8 000		6 580	6 580	0
Gender/Communication Counterpart	PM	8,0	1 000	8 000	3 600	4 400	8 000	8 000		6 580	6 580	0
2-3-Specific Expertise												
System	Lumpsum	1,0	70 000	70 000	28 000	42 000	70 000	70 000		57 572	57 572	0
Procedures Manual and Accounting System	Unit	1	50 000	50 000	20 000	30 000	50 000	50 000		41 123	41 123	0
2-4-Reimbursable Costs												
Air Tickets for International Experts	Unit	20	1 400	28 000	5 600	22 400	28 000	28 000		23 029	23 029	0
Per Diem for International Experts.	pers/day	500	200	100 000	30 000	70 000	100 000	100 000		82 246	82 246	0
Per Diem for National Experts	pers/day	420	140	58 800	26 460	32 340	58 800	58 800		48 361	48 361	0
Local Transport	Lumpsum	1	30 000	30 000	24 000	6 000	30 000	30 000		24 674	24 674	0
Misc. Costs (vaccination+others)	Lumpsum	1	4 000	4 000	400	3 600	4 000	4 000		3 290	3 290	0
Communication costs (internet, telephone, etc.)	Lumpsum	1	5 000	5 000	3 500	1 500	5 000	5 000		4 112	4 112	0
Rental of Offices	Lumpsum/	6	4 000	24 000	21 600	2 400	24 000	24 000		19 739	19 739	0
Report Reproduction and Data Acquisition	Lumpsum	1	10 000	10 000	8 000	2 000	10 000	10 000		8 225	8 225	0
S/Total 2				830 800	252 010	578 790	830 800	830 800	0	683 299	683 299	0

Component B: Capacity Building												
3-IT and Office Equipment												
Computers	Unit	7	1 000	7 000	2 100	4 900	7 000	7 000		5 757	5 757	0
Office Furniture	Lot	7	1 500	10 500	5 250	5 250	10 500	10 500		8 636	8 636	0
Scanner	Unit	1	600	600	270	330	600	600		493	493	0
Printer	Unit	1	700	700	315	385	700	700		576	576	0
Multimedia Projector	Unit	1	1 300	1 300	585	715	1 300	1 300		1 069	1 069	0
Photocopier for medium print runs	Unit	1	5 000	5 000	2 250	2 750	5 000	5 000		4 112	4 112	0
Other Supplies (software, etc.)	Lumpsum	1	3 000	3 000	1 800	1 200	3 000	3 000		2 467	2 467	0
S/Total 3				28 100	12 570	15 530	28 100	28 100	0	23 111	23 111	0
Component C: Study Management and Coordination												
4-1-Services												
Final Study Audit	Lumpsum	1	15 000	15 000	4 500	10 500	15 000	15 000	0	12 337	12 337	0
S/Total 4-1				15 000	4 500	10 500	15 000	15 000	0	12 337	12 337	0
4-2-Fonctionnement												
Rental of Offices	Lumpsum	18	4 000	72 000	72 000	0	72 000	0	72 000	59 217	0	59 217
Salaries												
Coordinator	pers/month	18	0	0	0	0	0	0	0	0	0	0
Procurement Experts and Accountant	pers/month	36	0	0	0	0	0	0	0	0	0	0
Secretary	pers/month	18	0	0	0	0	0	0	0	0	0	0
Drivers	pers/month	24	0	0	0	0	0	0	0	0	0	0
External Monitoring Officer	pers/month	18	0	0	0	0	0	0	0	0	0	0
External Counterparts	pers/month	56	750	42 000	42 000	0	42 000	0	42 000	34 543	0	34 543
Allowances for Unit Personnel (*)												
Coordinator	pers/month	18	0	0	0	0	0	0	0	0	0	0
Procurement Experts and Accountant	pers/month	11	0	0	0	0	0	0	0	0	0	0
Secretary	pers/month	12	0	0	0	0	0	0	0	0	0	0
Drivers	pers/month	12	0	0	0	0	0	0	0	0	0	0
External Monitoring Officer	pers/month	12	500	6 000	1 200	4 800	6 000	6 000	0	4 935	4 935	0
Expenses for travel to field locations	Lumpsum	8	2 000	16 000	11 200	4 800	16 000	16 000	0	13 159	13 159	0
Other Operating Costs	Lumpsum	8	1 000	8 000	3 200	4 800	8 000	8 000	0	6 580	6 580	0
S/Total 4-2				144 000	129 600	14 400	144 000	30 000	114 000	118 434	24 674	93 760
4-3-Study Coordination												
Steering Committee Meeting Expenses	meeting	2	5 000	10 000	8 000	2 000	10 000	10 000	0	8 225	8 225	0
S/Total 4-3				10 000	8 000	2 000	10 000	10 000	0	8 225	8 225	0
Base Cost				1 057 900	427 680	630 220	1 057 900	943 900	114 000	870 079	776 319	93 760
Physical Contingencies				21 158	8 554	12 604	21 158	18 878	2 280	17 402	15 526	1 875
Financial Contingencies				31 737	12 695	19 042	31 737	28 317	3 420	26 102	23 290	2 813
Total Cost of Study				1 110 795	448 928	661 867	1 110 795	991 095	119 700	913 583	815 135	98 448

*PIU: This concerns the coordinator, accountant, procurement expert, secretary and 2 drivers. Allowances for the members of the Coordination Unit are already taken into account under t

