

## A. COVER PAGE

- 1. Fund Name:** Joint SDG Fund
- 2. MPTFO Project Reference Number**
- 3. Joint programme title:** *Gabon and the SDGs "Beyond Oil": Financing a Rapid and Sustainable Transition from a "Brown" to a "Green" Economy.*
- 4. Short title:** *Green Gabon and the SDGs "Beyond Oil"*
- 5. Country and region:** Gabon/Africa
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- 8. Government Joint Programme focal point** S.E. Prof. Lee White, Minister of Water, Forests, Sea and Environment, in charge of the Climate Plan, Sustainable Development Objectives and Land Use Plan, [lwhitemfsepc@gmail.com](mailto:lwhitemfsepc@gmail.com)
- 9. Short description:**

**Gabon sits at a development crossroads.** Since 2009, Gabon has placed sustainable development at the heart of its national strategic development planning, with the ambition of becoming Africa's first truly "**green economy**". Its **Strategic Plan for Gabon's Emergence (PSGE 2009-2025)** adopted "**Green Gabon**" as a central pillar, aiming at accelerating the transition away from extractives-based economics (oil, mining) to a green and sustainable economy.

With the 2015 adoption of Agenda 2030, that vision has been fully harmonized with the SDGs. To a very real extent, attainment of the SDGs in Gabon entails transitioning to a fully green economy – and vice versa.

This remains, however, a vision rather than a reality. **There has been not yet been a systematic alignment of financing – national and international, public and private – to the strategic vision either of the PSGE<sup>1</sup> or of the SDGs.** To date, while some economic diversification has been accomplished, Gabon's development path, for now, remains significantly dependent on extractive industries: the so-called "**brown economy**". The rapidly breaking **COVID-19 crisis** is having contradictory effects: deepening the need to rely on petroleum revenue streams just as these are failing because of the global oil price shock.

Gabon and UN Gabon have, however, made some **recent and significant strides** together towards engendering the looked-for transition. UN Gabon is helping already to implement the **Central African Forest Initiative (CAFI)**, which harnesses international partnership to maintain this vital "Global Public Good". UN Gabon is further supporting Gabon's via UNDP's "Climate Promise" to support the country's voluntary national review and boost its commitments to the environment and climate change; and in a groundbreaking new financing mechanism, **Norway** will provide to Gabon (again, through CAFI)

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<sup>1</sup> PSGE stands for "Plan Stratégique Gabon Émergent", the national strategic development plan.

US\$150 million to Gabon in “**performance-based payments**” to forego CO<sub>2</sub> emissions through further safeguarding this essential, second largest (after the Amazon forest) “planetary lung”. This financing offers an extraordinary opportunity to finance Gabon’s path towards the SDGs – but only if it can demonstrate the intrinsic connection between preserving the forest and promoting sustainable livelihoods within a fully green economy.

This Joint Programme aims to help Gabon put in place a “**deeply green**” **Integrated National Financing Framework (INFF)**, aligning public and private financing towards the twinned attainment of the SDGs and the transition to a truly Green Economy, including a gender-sensitive budget. This will accelerate the accomplishment of Agenda 2030 (and Agenda 2063 of the African Union<sup>2</sup>) at the national level and will cement Gabon’s leading role in the fight against climate change at the continental and international level.

The Joint Programme targets national stakeholders (government, private sector, civil society, technical and financial partners, and local communities) while taking advantage of the expertise and knowledge available from development partners, including United Nations agencies. Its systemic approach will make it possible to:

- 1) build an **Integrated National Financing Framework** for the PSGE, the SDGs and the transition to the green economy – are all aligned ;
- 2) Prepare the ground, through study and market assessment, for expanded use of **innovative green financing mechanisms** to power Gabon’s sustainable development
- 3) **rationalize the development financing ecosystem** in Gabon and integrate its components;
- 4) develop national capacities in the mastery of **SDG financing instruments** (green budgeting, climate finance) with a view, also, to a greater contribution of the country to accelerating the achievement of SDGs related to climate change at the global level;
- 5) establish an **effective and inclusive system for monitoring public resources** allocated to the transition to a green economy, aiming at creating a **nation-wide SDG financing dialogue mechanism**.

Two additional and fundamental principles permeate the Joint Programme. First, and foremost, the Joint Programme will prioritize the central tenet of Agenda 2030 to “**Leave No One Behind**”. It will do so both as an approach and an outcome. As an approach, vulnerable groups, including **youth, women and indigenous people**, will be included in the participatory planning and budgeting of the Joint Programme. As an outcome, successful transition to a Green Economy will depend crucially on engendering sustainable livelihoods and employment opportunities in new economies that link the interests of these different social groups to the preservation of Gabon’s natural capital.

Second, by helping Gabon to transition to a sustainable, **low-carbon future**, the Joint Programme will also promote the “**Africa Beyond Aid**” agenda to optimize and use its natural resources to effectively finance its development program PSGE in an ongoing way.

## 10. Keywords:

**INFF, Green Economy, Innovative Green Financing, Beyond Extractives, Sustainability, Strategic Development Planning, Low-Carbon Future, Leave No One Behind, Gender-Sensitive Budgeting, Africa Beyond Aid, Youth.**

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<sup>2</sup> In 2020, Gabon will publish a groundbreaking first National Joint Report on Implementation of Agendas 2030 and 2063 – thought to be the first report that examines national progress towards both the SDGs and the African Union’s Agenda 2063 together. The Report was prepared through a two-year process of alignment and support by UN Gabon.

## 11. Overview of budget

<b>Joint Contribution from SDG Budget</b>	
<b>UNDP</b>	USD 800,000
<b>UNECA</b>	USD 200,000
<b>Total</b>	<b>USD 1,000,000</b>

## 12. Timeframe:

Start date	End date	Duration
01 July 2020	30 June 2022	24 months

## 13. Gender Marker:

The Joint Programme has a **Gender Marker 2**, taking into consideration that gender-sensitive budgeting is a major component of the INFF and that a 30% quota for women participation will be strictly applied for the governance mechanisms of the Joint Programme (the **National Strategic Steering Committee**, the **Multi-Stakeholder Platform** and the **Green INFF Secretariat**). The Joint Programme will also pursue launching green entrepreneurship opportunities for women and youth. Overall, **30% of the project budget will be devoted to gender-sensitive activities.**

## 14. Participating UN Organizations (PUNO) and Partners:

### 14.1 PUNO

- **Lead:** UNDP
- **Partner PUNOs:** UNECA
- **Other UN partner entities:** IMF, UNEP






### 14.2 Partners

- **Government**
  - Prime Minister's Office
  - Ministry of Water, Forests, Sea and Environment, in charge of the Climate Plan, Sustainable Development Objectives and Land Use Plan
  - Ministry of Economy and Finance
  - Ministry of Investment Promotion
  - Ministry for the Promotion and Integration of Women in Development
- **Private Sector**
  - Oil/Mining: Total Gabon, Comilog, Assala Energy, Vivo Energy, ENI
  - Agro-food: Olam, Sucrerie Afriacaine du Gabon (SUCAF-Gabon), Société Meunière et Avicole du Gabon (SMAG),
  - Forestry: Rougier, Corawood, Precious Woods,
  - Banks/Insurance: Union-Gabonaise des Banques (UGB), Citi-bank, Orabank, UBA, Omnium Gabonais d'Assurance et de Réassurance (OGAR), ASCOMA, SoBraGA
- **Civil society**
  - Network of Civil Society Organisations for the Green Economy in Central Africa (ROSCEVAC)
  - World Wildlife Fund (WWF)

- Wildlife Conservation Society (WCS)
  - African Women Leaders Network (AWLN) Gabon National Chapter
- **Bilateral partners**
    - Norway
  - **Multilateral partners**
    - World Bank (WB)
    - African Development Bank (AfDB)
    - European Union (EU)
    - Economic Community of Central African States (ECCAS)



**SIGNATURE PAGE**

<p><b>Resident Coordinator</b> Dr Stephen Jack</p>  <p>Date 24 March 2020 Signature</p>	<p><b>National Coordinating Authority</b></p> <p>Ministry of Water, Forests, Sea and Environment, in charge of the Climate Plan, Sustainable Development Objectives and Land Use Plan</p>
<p><b>Participating UN organisations (PUNO)</b> UNDP Mr. Francis James, Resident Representative</p>  <p>Date 27/03/20 Signature and seal</p>	<p>S.E. Prof. M. Lee White</p> <p>Date Signature and seal</p>
<p><b>Participating UN organisations (PUNO)</b> UNECA Mr. Antonio Pedro, Director, Sub-Regional Office, Central Africa</p>  <p>Date 25/03/2020 Signature and seal</p>	 <p>Lee</p>
<p><b>Other UN partner organisations</b> UNEP Dr. Juliette Biao, Director for Africa &amp; Regional Representative</p> <p>Date 25.03.2020 Signature and seal</p> 	

## B. STRATEGIC FRAMEWORK

### 1. Call for Concept Notes: SDG Financing (2/2019) – Component 1

#### 2. Programme Outcome

- Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)

#### 3. UNDAF Outcomes and Outputs

##### 3.1 Outcomes

- Outcome 3: By 2022, Gabon has initiated the diversification and structural transformation of its economy, developed value chains set up innovative production systems and created jobs for young people and women.
- Outcome 4: By 2022, Gabon has improved the preservation of biodiversity and the management of its natural resources, including forestry, mining and land resources, in a way consistent with environmental sustainability.

##### 3.2 Outputs

- Output 3.1: Public institutions have operational tools to support decision-making and the implementation of policies and programmes to promote economic diversification and competitiveness, particularly in agricultural value chains, tourism, the environment, and etc.
- Output 4.4: Gabon has developed sustainable production and consumption systems.

#### 4. SDG Targets directly addressed by the Joint Programme

##### 4.1 List of goals and targets

- **Goal 5:** Achieve gender equality and empower all women and girls
  - 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
  - 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.
- **Goal 12:** Ensure sustainable consumption and production patterns.
  - 12.2 By 2030, achieve sustainable management and efficient use of natural resources.
- **Goal 13:** Take urgent actions to combat climate change and its impacts.
  - 13.b Promote mechanisms for raising capacity for effective climate change related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities.
- **Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
  - 15.a Mobilise and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.
  - 15.b Mobilise significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation.

- **Goal 17:** Strengthen the means of implementation and revitalise global partnership for sustainable development.
  - 17.1 Strengthen domestic resource mobilisation, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.
  - 17.3 Mobilise additional financial resources for developing countries from multiple sources.

#### 4.2 Expected SDG impact

The Joint Programme will create an Integrated National Financing Framework for Development (INFF) to accelerate the transition to a green and sustainable economy. The framework will directly target the achievement of SDGs 12, 13, 15 and 17, and have a cascade effect on the remaining SDGs.

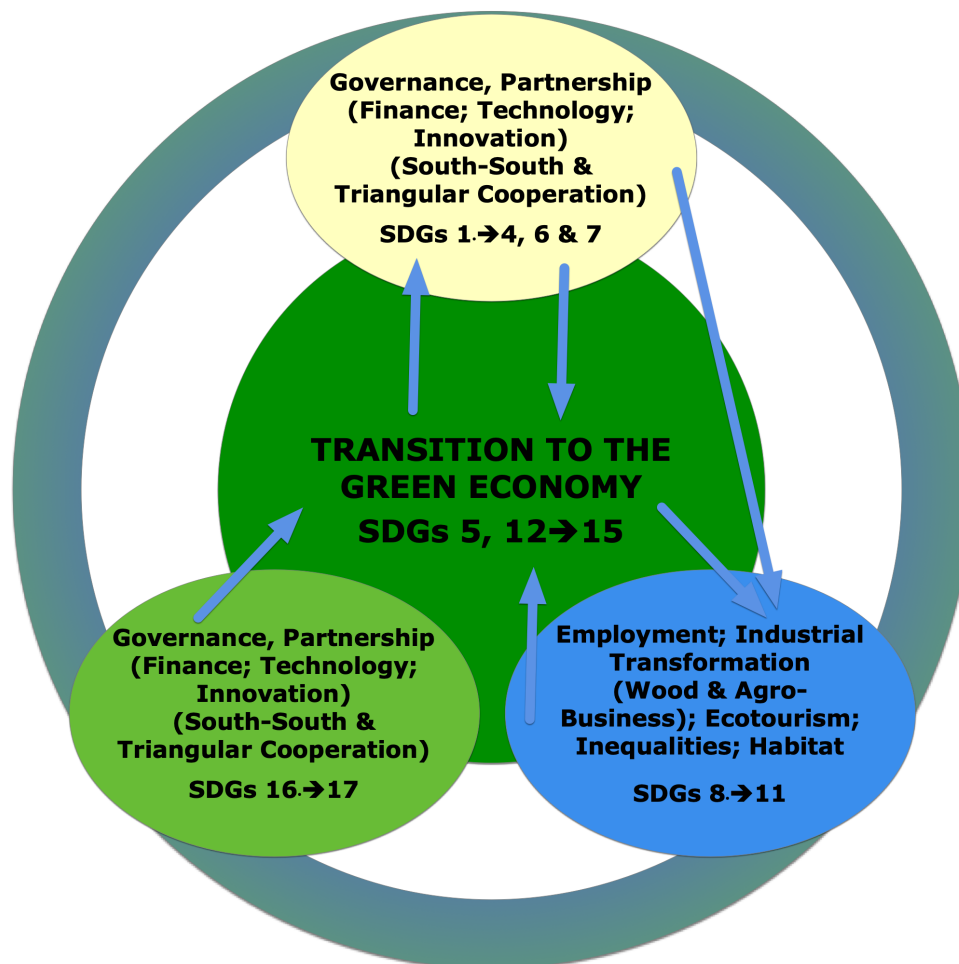
**SDG 17:** of all the SDGs that will be targeted by this approach, this is the most fundamental. Through creating, for the first time, a national framework that truly aligns all financing – public and private, national and international – towards SDG attainment, the **Joint Programme promises a quantum leap in SDG attainment in Gabon.** It holds promise both to mobilise and activate additional domestic financing for the SDGs (target 17.1) and from international and other innovative sources (17.3) – both notably in the area of green financing.

- **SDG 5:** by integrating a **core gender dimension across all its proposed activities**, the Joint Programme directly targets SDG 5, notably through a) a fully-fledged **gender responsive budget exercise** (targets 5.a and 5.c), b) ensuring the **participation of women and girls** (with a quota of 30% representation at a minimum) in the INFF Governance structure (target 5.5) and c) foreseeing activities to launch **green entrepreneurship initiatives for women and girls** (target 5.a). The socio-economic empowerment of women in the transition towards a green economy will, in turn, reinforce economic transformation and growth in the country (SDGs 8 to 11) by bringing new capacities to the market and tapping the underexploited potential of women in Gabon.
- **SDG 12:** with the promise of additional financing mobilized, Gabon will be able to accelerate across a range of outcomes that promote **sustainable production and consumption**: by, for example, improving the productivity of agricultural activities and food security (SDG 2), leading to a structural response to poverty and regional parity between urban and rural areas. Practices linked to sustainable production through the circular economy (composting and methanisation) will enhance the agricultural or energy potential of waste. The use of compost from the waste will improve the organic matter content of cultivated soils and contribute to carbon storage, thus contributing to climate action (SDG 13). It will also improve soil fertility, thus reducing the use of fertilizers while increasing productivity, food security (SDG 2) and population health (SDG 3) through a healthy diet. Similarly, the production of energy through the recovery of waste and renewable energy (hydropower) will reduce inequalities in rural areas (SDG 7 and SDG 10). Similarly, the development of eco-tourism and sustainable forest management will create more green growth and jobs (SDG 1-8). It will also contribute to revalorisation of rural areas by improving access to basic services (SDG 6 and SDG 7) and reducing inequalities between urban and rural areas (SDG 10). The systematic application of the principles of the “circular economy” will impact land use and urban planning (SDG 11). Recycling of income from circular economies, combined with a more balanced investment policy in social infrastructure, will improve people's health and access to quality education (SDG 3 and SDG 4). These various interventions, particularly those related to agriculture and fisheries, will give priority to the empowerment of women (SDG 5).



- **The acceleration of SDG 13**, which aims at taking **action against climate change**, will help preserve ecosystems on which people's livelihoods depend, through protecting rainfall and soil fertility, which are essential for agricultural production (SDG 2), human, animal and plant health (SDG 3 and SDG 15), as well as marine ecosystems (SDG 14). Efforts to protect and restore habitats will help preserve biodiversity and provide cost-effective measures for climate change mitigation and adaptation. Ecosystems such as Gabon's vast forests and wetlands and the ocean, which are globally important carbon reservoirs, will be conserved and restored, thus increasing resilience and reducing the global risks and damages associated with climate change.
- **Achieving SDG 15 on biodiversity conservation** will lead to limiting the rising level of carbon dioxide concentrations, which in turn will restrain climate change (SDG 13) and ocean acidification that affects coral reefs (SDG 14). These would contribute to protecting natural resources. Food security will be improved (SDG 2), contributing to poverty reduction (SDG 1).

The intended cascade effect expected is illustrated in the following figure:



## 5. Relevant objective(s) from the national SDG framework

The national development plan, the PSGE, includes a chapter called **Green Gabon (« Gabon Vert »)**. Through a two-year re-planning process driven by UN Gabon with the Government and finalised in 2019, the PSGE overall has been re-aligned with



Agendas 2030 and 2063 (of the African Union). It therefore constitutes the SDG Framework for Gabon.

The following are relevant objectives set by the PSGE:

**Goal 12: Ensure sustainable consumption and production patterns.**

- Put in place a new paradigm of sustainable development for « Gabon Émergent ».
- Update knowledge of ecosystems and natural resources.
- Allocate and develop the territory in a sustainable way.
- Regulate the resource withdrawal.

**Goal 13: Take urgent actions to combat climate change and its impacts.**

- Mitigate the adverse effects of climate change.
- Put in place and implement a National Climate Action Plan.

**Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, etc.**

- Make an inventory of forest resources.
- Put in place and implement a National Climate Action Plan.
- Develop a Forest/Wood Sectoral Plan.

**Goal 17: Strengthen the means of implementation and revitalise global partnership for sustainable development.**

- Provide an attractive business environment to boost private investment.
- Set up a Fund to finance sustainable development.

**6. Brief overview of the Theory of Change of the Joint Programme**

The approach used is in line with the promotion of the “Africa Beyond Aid” agenda. It is based on the premise that conducting the exercise on the INFF requires the participation of all stakeholders to jointly address the bottlenecks related to

- (i) The present misalignment between national planning and financing frameworks and processes,
- (ii) Critical gaps in the financing ecosystem,
- (iii) The need to broaden and innovate the range of financing solutions for the transition to the green economy; and
- (iv) The need to reflect fully and clearly Gabon’s global importance on environment and the climate change fight through adopting a Natural Capital Accounting approach to its GNP calculations

Our **theory of change** is as follows:

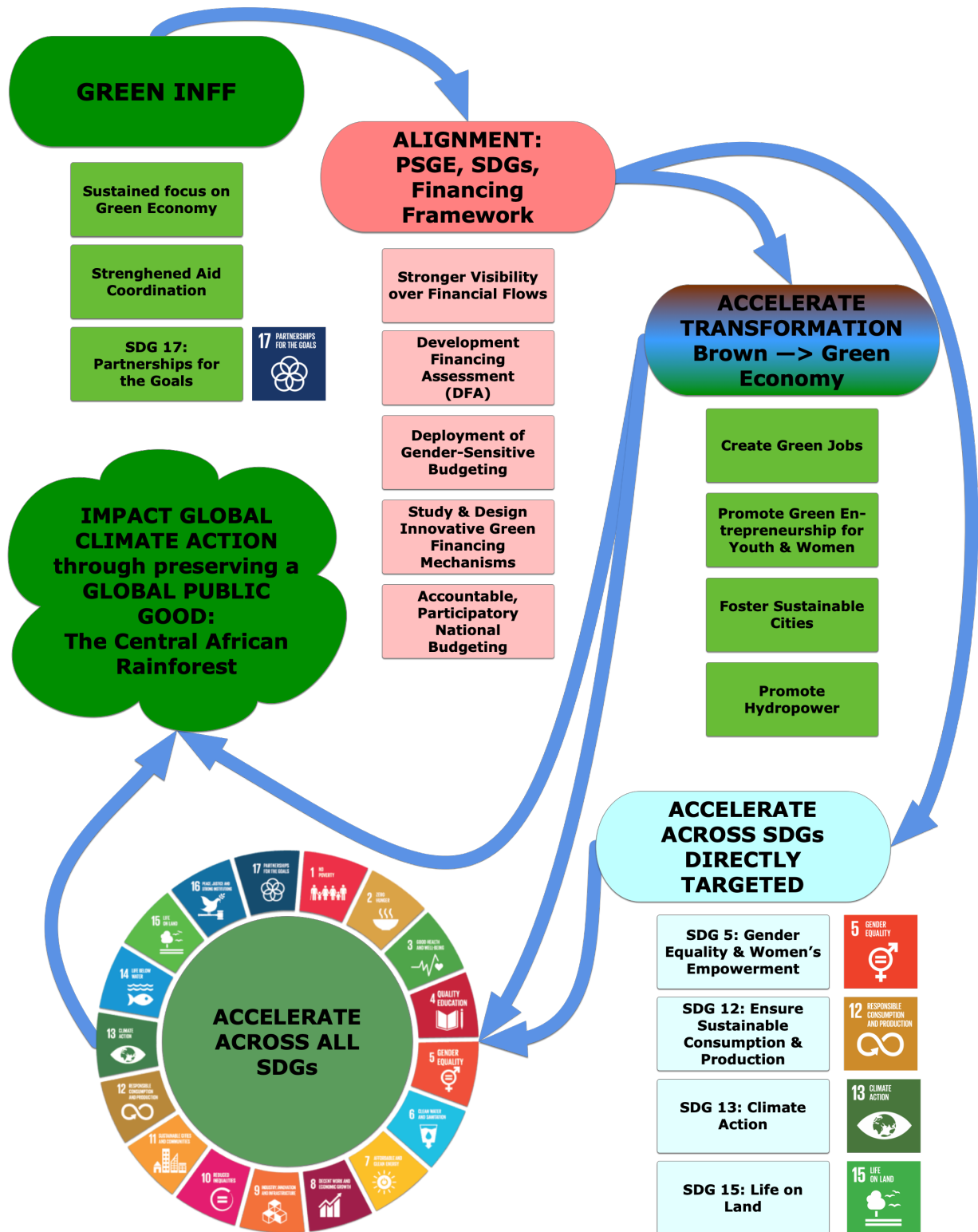
- (i) **If** Gabon successfully designs and implements a “Deeply Green INFF”, with sustained focus on the green economy, this will help achieve a better alignment between the PSGE, SDGs and the financing framework (in line with SDG 17). This exercise will also make it possible to have better visibility on all current financing flows and the modalities for improving the optimal use of them; it will put in place strong coordination mechanisms for greater efficiency and the promotion of a national dialogue on financing for development, as well as a strengthened monitoring, evaluation and review mechanism to improve reporting on SDGs.
- (ii) **Then**, Gabon will accelerate the transformation of its development model from “brown” to “green” through engendering an economy that sustainably capitalises on its vast natural resources. The development of the green economy, one of the levers of sustainable development, will be a powerful accelerator for the achievement of the other SDGs.
- (iii) **By** ensuring the sustainable management of forests, boosting agriculture,

developing sustainable energy potential and promoting sustainable tourism, the green economy goes beyond making progress on SDGs related narrowly to nature protection (SDG 12, 13, 14 and 15). Acceleration of economic transformation and diversification will lead to increasing prosperity of Gabonese people, including those living in forest areas, creating green jobs and financing youth and women's entrepreneurship in the green economy (SDG 5), reducing inequalities, fostering development of sustainable cities, etc. These advances will be made in accordance with the principles of the SDG 2030, namely integration and leaving no one behind.

- (iv) Moreover,** given the strategic importance of the Gabonese forest, which currently covers 88% of the country's land mass, the successful transition to a green economy will make it possible to conserve forests (one of the last green lungs on the planet) with vital implications for the fight against climate change at the continental and global levels.

**The Theory of Change of the Joint Programme is illustrated in the graphic overleaf:**

# Theory of Change



## 7. Trans-boundary and/or regional issues

Gabon is one of six countries which together form the Congo Basin and the massive Central African Rainforest – a resource of highly valuable tropical hardwood and biodiversity, but also critical to the continental and global climate. By comparison with the two Congos, Gabon’s present rate of deforestation is minimal (the deforestation rate in Gabon is 0.025% - one of the lowest rates on the planet. Forest cover is 88% of the total territory) **Recent climate models have, however, demonstrated the drastic impact that increased deforestation would have in destabilising and reducing rainfall across the African continent, particularly in the Lake Chad region, the Nile Basin, East Africa and the Sahel region.** This, in turn, would reduce access to natural resources for the populations in these regions, with significant repercussions on the incidence of conflict, generating additional massive population movements (conflict refugees, climate refugees, and migrants) to Europe and other African regions. These massive population movements within Africa would then, in turn, exert additional pressure, particularly on deforestation, leading to a vicious circle with repercussions at the global level.

At the local level, lack of opportunity and sustainable livelihoods in forest areas is already creating tensions: in Gabon, it is common to hear talk of “**the human/wildlife conflict**” and, increasingly, “**the human/forest conflict**”. Rural communities increasingly resent being told to protect animal and forest diversity in ways that curb any ability to benefit from them, and there is the risk that forest communities will become involved in poaching and illegal trafficking of wildlife products. There is already unfortunate evidence that in the broader sub-region such activity generates revenues for armed and terrorist groups, including Boko Haram. This trend is worrying as the security and environmental protection services do not have measures to effectively combat against illegal criminal groups and armed groups – provoking concerns sub-regionally and leading to the adoption of policies of ECCAS and ECOWAS for the prevention of conflicts and violent extremism.

## C. JOINT PROGRAMME DESCRIPTION

### 1. Baseline and Situation Analysis

#### 1.1 Problem statement

Gabon is at a development crossroads. It has been able to reach upper-middle income status primarily through exploiting its oil and mining reserves. However, production is stagnating and global prices have experienced sharp downturns since the global financial crisis – and even more dramatically since the global onset of COVID-19, emphasising just how exposed to global shocks the extractives-dependent economies of Africa remain.<sup>3</sup>

Gabon is also home to a considerable portion of the second largest, preserved, old-growth rainforest on the planet: the **Central African Rain Forest**. This represents a massive but so far unestimated and under-appreciated natural capital for its sustainable development, and a “**Global Public Good**” for the African continent -- and the world. The country's forest cover (230,000 km<sup>2</sup>) represents 88.97% of the national surface area and currently boasts a remarkably low rate of deforestation (0.025%), making the country, part of the primary green lungs on the planet after the Amazon<sup>4</sup>. Moreover, nearly 40% of the forest surface currently remains in a primary state.

With the creation of 13 national parks in 2002 (including that of Lopé National Park,

<sup>3</sup> <https://www.ieuneafrique.com/907775/economie/seuls-les-membres-de-lopep-qui-ont-un-fonds-souverain-pourront-limiter-linstabilite/>;

<https://www.uneca.org/stories/eca-estimates-billions-worth-losses-africa-due-covid-19-impact>

<sup>4</sup> Source: *Asynchronous carbon sink saturation in African and Amazonian tropical forest*, published by Nature on 4 March 2020

registered as a World Cultural and Natural Heritage Site by UNESCO), nearly 11% of the national territory is now a sanctuary in the form of a reserve. The richness of the flora and fauna makes Gabon a refuge for multiple species, which led to it being declared in 2007 by National Geographic as the “last Eden on earth”.

The Gabonese forest is a major asset in the fight against climate change. International scientific research supported by the Ministry of Environment of Gabon clearly shows that any degradation of this green lung will destabilize rainfall patterns, particularly in Ethiopia and Egypt, and accelerate desertification in the Sahel region. The foreseeable consequences include the intensification of conflicts in these regions due to more difficult access to natural resources, massive population displacements (migrants and climate refugees), notably to the countries of the Congo Basin, including Gabon, thus putting additional pressure on the forest.

**The Gabonese authorities have a decades-long, proven commitment to environmental protection:** beginning with the creation in 1960 of the Forest Fund for Reforestation, the large-scale census in 2000 of national ecosystems, the creation in 2002, at the Johannesburg World Summit on Sustainable Development, of 13 national parks, the adoption in 2012 of the National Climate Plan and the 2017 declaration of massive area of ocean preserve in the form of 9 marine parks.

Well before the adoption of the SDGs, Gabon had already adopted its **Plan Stratégique Gabon Émergent (PSGE) 2009-2025**, which places a vision of sustainable development at its very heart (and which, with strong support from UN Gabon, has been carefully aligned with Agendas 2030 and 2063). The PSGE aims to transform the economy, modernize Gabonese society and move to the status of an emerging country by 2025.

In terms of **gender equality**, the PSGE incorporates this as a transverse priority – particularly aligning on gender across **SDGs #3** (targets related to equal access to health), **#4** (targets related to equal access to health), **#5** (targets across the goal), **#8** (targets related to equal employment opportunity under the law), **#9** (targets related to women’s entrepreneurship), **#10** (targets across the goal) and **#14** (targets related to women’s employment in the blue economy).

Gabon sits **110<sup>th</sup> of 189 countries ranked for the 2019 Gender Inequality Index (GII)** of UNDP, with a score of 0.534 – accurately reflecting a balance of progress on some categories (such as political participation, leadership and some dimensions of women’s economic empowerment) and some persistent challenges (particularly on SGBV, teenage pregnancy, legal rights and differential educational outcomes).

Women make up more than half of the agricultural labour force, as a result of largely male migration patterns to Gabon, but they own less land than men and suffer from a lack of access to resources. They remain disadvantaged with persistent discrimination, including illiteracy, which remains higher among women (67.8%), particularly in rural areas (88.8%). Unemployment is twice as high among women as among men. Similarly, the proportion of uneducated women remains high, at 21%. These low rates of literacy and education are the consequence of a higher prevalence of poverty than that of men (36.9% for women heads of household compared to 31.2% for men of the same status).

To a large extent, these disparities do not result from a lack of leadership will to see them change. Indeed, Gabon has a comparatively forward-leaning political and legal environment with regard to gender rights – and the country is currently on a good trajectory to respond to the major recommendations (in October 2019) offered under the CEDAW Framework. **A principal obstacle is, rather, the lack of alignment between political and legal priorities and the budgetary resources to realize them.** It is in this sense that a move to gender-sensitive budgeting could have a major and positive impact.



Although adopted before SDG Agenda 2030 was adopted, the PSGE also enshrines the principles of sustainable development through its main pillar on “**Green Gabon**”. **Gabon's ambition is to make environmental preservation and sustainable forest exploitation new drivers of inclusive and sustainable growth.** The PSGE’s embedded ambition is to fundamentally transform Gabon’s current economic model, from a “**brown economy**” still predominantly supported by the exploitation of oil resources (45% of GDP in 2013, 80% of exports and 60% of tax revenues) to a fully “**green economy.**” 2014 saw the adoption of a first national Law on Sustainable Development, as well as of a new Environmental Code, with the collective aim of increasing the share of the green economy from 4% of GDP in 2013 to 22% of GDP by 2025.

Gabon made some good initial progress in implementing the PSGE between 2010 and 2014 with the start of an economic transformation in the wood, mining and agricultural product sectors. Non-oil sector growth was 7.3% per year between 2010 and 2014. However, growth still remained largely dependent on the oil sector. And both oil and non-oil sectors have seen considerable slowdown in recent years: the growth rate of the non-oil sector also slowed down to 4.8% on average per annum between 2015 and 2018 (1.8% for the oil sector) due largely to a decline in public investment.

After the adoption in 2015 of the Sustainable Development Agenda 2030, the Government committed itself to programme and monitor Agenda 2030 as well as the African Union's Agenda 2063 within the framework of the PSGE. The country is finalising a landmark, first National Joint Report on the Implementation of SDG Agenda 2030 and the African Union's Agenda 2063. This work was carried out by a National Committee set up by Prime Ministerial Order with the participation of all stakeholders and strong policy and technical support from UN Gabon. This exercise showed that 80% of the actions retained in the PSGE are aligned with the SDGs. However, although this report notes progress in the environment, health and energy (SDGs 3, 7, 12, 13, 14 and 15), the results seem to be mixed in other areas (SDG 1, 2, 5, 6, 9, 10, 11), and sometimes even weak (SDG 16 and SDG 17 – particularly noticeable given the INFF’s direct focus on addressing SDG 17). This situation demonstrates, among other things, the need to reinforce equity and environmental sustainability at the centre of the planning, programming, budgeting and monitoring-evaluation (PPBSE) processes of the PSGE.

In the wake of the **Covid-19 outbreak worldwide and in Gabon**, alongside with the drastic fall in oil prices, it becomes even more important for Gabon to accelerate its economic transformation to cushion the country against external shocks (economic and health-related at this stage). Additionally, as in many countries, Covid-19 in Gabon has revealed fragilities in its health services. While the country has promptly taken serious measures to prevent the rapid spread of the virus and to palliate the weaknesses of the health system in a timely fashion, the INFF process will help integrate an adequate and long-term response to the new situation in place by strengthening in a systemic and sustainable way Gabon’s social protection system (currently the subject of a first Joint Programme funded by the JSDGF), integrating leaving no one behind across national budgetary priorities, and accelerating transition to more sustainable forms of revenue generation.

Whilst the potential impacts of COVID-19 are not yet fully understood in Gabon, the Joint Programme will maintain flexibility to ensure that the priorities for financing the SDGs are articulated with a fuller understanding of the implications of COVID-19 as this develops. In addition, risk management will be integrated into the finance strategy to ensure that the future risks of pandemics and other exogenous shocks are better mitigated.

**The delays in implementation of the PSGE and achievement of the SDGs to date have been due to the following factors:**

1. A systematic lack of alignment between nationally expressed development priorities (in the PSGE and associated documents), the evolution of national policies and,

- particularly, financial flows and investments from the national budget.
2. Lack of SDG-based national programming and budgeting.
  3. Lack of an overall vision for public investment
  4. The lack of alignment of Technical and Financial Partner (TFP) investments with national development plans and the national budget, causing dispersal of these interventions
  5. The lack of a national framework for aid coordination between the Government and the TFPs (the pre-existing framework was allowed to elapse by the Government in 2011).
  6. Pervading governance challenges at the national and local levels.
  7. A weak legal framework in relation to the attractiveness of the business environment, as shown by Gabon's low ranking (169 out of 190 countries) in the 2018 Doing Business Report.
  8. Lack of a framework for multi-stakeholder dialogue (public sector, private sector, development partners, civil society).

**Specifically, in terms of lack of progress towards a truly “green economy”, an initial diagnostic identifies the following bottlenecks:**

1. The lack of a systematic environmental impact and cost-benefit analysis in present industrialisation and economic diversification options.
2. The specific misalignment between the vision of “Gabon Vert” in the PSGE and present public and private investment patterns, particularly from the national budget.
3. The absence of a Natural Capital Accounting approach to national wealth calculations, which lead to an under-appreciation of Gabon’s criticality as a continental and global “public good”.
4. Lack of strategic impact and feasibility studies for the creation of innovative green financing mechanisms to attract investors and capitalize on existing opportunities.

Economic transformation in the country has, overall been slower than expected, partly because of the vulnerability of public financing to external shocks, but also because of the lack of a plan for private sector engagement and investment. The 2015 oil shock engendered a 50% drop in prices associated with an already stagnating production. Economic growth slowed from 7.1% in 2011 to 0.8% in 2018 and reduced public investment from 18% of GDP in 2010 to 3% in 2018. Tax revenue fell from 30.1% of GDP in 2012 (including 17.5% for oil revenues) to 16.9% in 2018 (including 6.2% for oil revenues).

To compensate for these sharp declines, debt increased sharply from 20% of GDP in 2012 to about 60% in 2018. Public expenditure is still heavily marked by the weight of spending on public administration (nearly 50% of national expenditures) and basic social sectors (20%). It is in this context of crisis that **Gabon signed a programme with the IMF in 2017 to restore macroeconomic viability and lay the foundations for equitable and sustainable growth.** Following some three years of financial stringency, the IMF’s most recent assessment is that “Gabon’s performance under the program supported by the IMF’s Extended Fund Facility Arrangement has been broadly satisfactory. Macroeconomic conditions have continued to improve, with growth slowly picking-up, fiscal and external positions improving, and public debt declining. Going forward, bold and ambitious reforms are needed to generate higher, more inclusive, and resilient growth.”<sup>5</sup>

**Gabon's potential to transition to a “Green Economy” is considerable for the following reasons:**

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<sup>5</sup> 2019 Article IV Consultation, Fourth and Fifth reviews under the extended arrangement under the extended fund facility, and request for waiver of non-observance of performance criteria, and rephrasing of the remaining purchases—press release; staff report; and statement by the Executive Director of the IMF, December 2019.

1. **Highly Committed Leadership:** Gabon's leadership is deeply committed to the global environmental agenda at the highest of levels. The **President** himself engages directly and personally in setting the strategic direction and key institutions, such as the *Conseil National Climat* and the envisaged *Haute Autorité du Développement Durable* report directly to him. Introducing the *Plan Opérationnel Gabon Vert in 2017*, **H.E. President Ali Bongo Ondimba underlined the following:** *"The green economy promises to be one of the vectors of the global economy of the 21st century and our country has the assets to become a major player. To do so, we must preserve our forest and ensure that its contribution to the global fight against climate change is properly rewarded. We need to fully transform our wood locally through a dynamic craft and industry. We need to build modern agriculture, fisheries and aquaculture, guaranteeing our food security. We must fully exploit our strong potential in ecotourism, which our huge forest areas give us."*

The **Prime Minister** and the **Primature** have strongly taken on board the 2030 Agenda and UN Gabon has already been working very closely with him and his office (led through direct and regular dialogue between the PM and RC) on finalising the first National SDG Report and re-establishing a national aid coordination structure anchored in the SDGs and Agenda 2063. Finally, in Gabon, **responsibility for the SDGs and Agenda 2030 is combined with responsibility for the Environment and Climate Change within the Ministry of Environment**, which is led by a Minister (H.E. Prof. Lee White) who is a globally renowned campaigner for and scientific expert on conservation, biodiversity preservation and the fight against climate change.

2. **Deep Gabonese and International Partner Commitment to Engendering a « Green Gabon »:** As mentioned previously, the importance of the Gabonese forest (covering more than 88% of the country's territory) in terms of the country's natural capital, is immense. In an innovative and revolutionary illustration of this importance announced at the Secretary-General's 2019 Climate Summit, **the Government of Norway committed in September 2019 to provide USD 150 million to Gabon within the framework of the Central African Forest Initiative (CAFI). For the first time ever, disbursements will be "performance-based", rated at US\$10 per metric tonne of CO<sub>2</sub> emissions from deforestation and forest degradation avoided.** Gabon must meet specific preconditions for the disbursement of Norwegian funds, including establishing a national investment plan that will clearly show how the funds will help engender sustainable transformation. This innovative financing mechanism has the potential to leverage much greater additional climate financing for Gabon, promoting a virtuous financial circle. UN Gabon has been a close partner to the development of this innovation and in the context of the present Joint Programme, early indications have been given by the Government of Gabon at senior level that it can envisage co-funding with UN Gabon, drawing from the Norwegian financing as it comes fully on line in late 2020. All of this provides the potential to use the INFF mechanism to prepare the ground for Gabon to launch a "**Green Fund**" mechanism along the lines of those being successfully employed in pioneering countries around the world (Costa Rica, for example, which has developed a system of payments for environmental services in charge of managing its land sustainably, developing eco-tourism and creating green jobs, will be one compelling best practice to review).
3. **Highly Urbanized, Highly Educated Population:** Gabon has a small population of about 1.8 million inhabitants in a comparatively large territory. With an estimated 85% of the population living in the 5 biggest cities and half the total population residing in the capital Libreville, the country is one of the most urbanized in the world. The population is comparatively highly educated and skews young. These factors combined present enormous potential to take innovative green approaches quickly to scale – recycling, renewable energies, electric cars – and to furnish a model for the continent and the world.

4. **High Potential for “E-Gabon”:** Gabon is one of the few countries in Africa benefiting from optical fibre internet connectivity that feed the entire national territory. It also has one of the highest rates of smartphone penetration on the continent and its youth is increasingly digitally proficient. Again, the ingredients are in place for an explosion of E-economics if public and private investment are properly aligned.
5. **High Economic Potential for a Green Economy:** a single comparison of the wood sectors in Malaysia and Gabon gives a dramatic sense of the potential. The two countries have very similar forest coverage (Malaysia has 220,000 km<sup>2</sup> of forest cover against 230,000 km<sup>2</sup> for Gabon). Malaysia realizes some US\$3 billion per annum from its wood sector against just US\$700 million for Gabon. Malaysia 300,000 jobs in the sector versus just 10,000 for Gabon. However, Gabon has managed to keep deforestation to a minimum, while in Malaysia the experience has proved more controversial. Gabon’s potential is even greater if we take into account the other dimensions of the forest (sustainable agriculture, agro-industry, eco-tourism). Based on the lessons learned from the management of its oil revenues, Gabon is seized to take advantage of alternative models from other countries in terms of sustainable management of natural resources for the prosperity of current and future generations. This is precisely the case of Norway, which has transformed oil revenues into other types of more sustainable investments.

Capitalising on these many assets to transition to a “Green Economy” in fact, rather than words, requires a review of how the economy is financed by analysing the ecosystem, the current flows and the governance framework. Within this framework, the formulation of an **Integrated National Development Financing Framework (INFF) is critical to Gabon’s future development trajectory.**

## 1.2 SDGs and targets

By greening its economy and privileging sustainable development, Gabon – through the “Green Gabon” pillar of the PSGE – aims for sustainable management of ecosystems to optimize responsible use of renewable natural resources. Specifically, the aim is to optimize the contribution of forests, ocean and other natural resources through pooling of resources and infrastructures, renewable energy, waste reduction and recycling, and combatting environmental pollution. Regular national dialogue will be necessary to reconcile the sometimes-competing interests between different sectors, demonstrating a direct link between conservation and growth.

As already highlighted, the Gabonese forest, within the Congo Basin, provides an irreplaceable ecosystem service as a carbon stock and sink, a service that must be evaluated and monetized at its true value in order to contribute to accelerating Gabon’s transition to a green economy and to reconcile the needs of current and future generations. To this end, Gabon needs to assess the contribution of this potential to its GDP using the **“Natural Capital Accounting”** methodology developed by the **United Nations Economic Commission for Africa (UNECA)**. This will be a necessary step to, on the one hand, negotiate additional fiscal space for climate resilient infrastructure necessary for economic transformation and diversification and, on the other hand, eventually develop green bonds and other innovative financing instruments.

In the light of the above, the joint programme directly aims to accelerate the transition to the green economy by targeting the following SDGs:

- **SDG 5:** Achieve gender equality and empower all women and girls
- **SDG 12:** Ensure sustainable consumption and production patterns.
- **SDG 13:** Take urgent action to combat climate change and its impacts.
- **SDG 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land

- degradation and halt biodiversity loss.
- **SDG 17:** Strengthen the means of implementation and revitalize the Global partnership for Sustainable Development.

The joint programme intends to contribute to these goals through developing an adequate, controlled and sustainable financing strategy that will specifically help achieve the following SDG Targets measured by the following indicators:

Goals and targets	Indicators
5.5 ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	5.5.2: proportion of women in managerial positions.
5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.	5.c.1 Percentage of countries with systems to track and make public allocations for gender equality and women's empowerment.
12.2 By 2030, achieve sustainable management and efficient use of natural resources.	12.2.1 Material footprint, material footprint per capita, and material footprint per GDP. 12.2.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP.
13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and marginalised communities.	13.b.1 Number of least developed countries and small island developing States that are receiving specialised support, and amount of support, including finance, technology and capacity building, for mechanisms for raising capacities for effective climate change related planning and management, including focusing on women, youth, and local and marginalised communities.
15.a Mobilise and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.	15.a.1 Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems.
15.b Mobilise significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation.	15.b.1 Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems.
17.1 To improve, including through international assistance to developing countries, domestic resource mobilization with a view to strengthening national capacities for the collection of taxes and other revenues	17.1.1 Total government revenue as a proportion of GDP, by source 17.1.2 Proportion of the national budget financed by national taxes
17.3 Mobilizing additional financial resources from various sources for developing countries	17.3.1 Foreign direct investments (FDI), official development assistance and South-South Cooperation as a proportion of total domestic budget 17.3.2 Volume of migrant remittances (in United States dollars) as a proportion of total GDP

To monitor these indicators, Gabon will increase its statistical production capacity under the leadership of the **Directorate General of Statistics** and with the contribution of all stakeholders (public sector, private sector, civil society and development partners). Particular emphasis will be placed on the use of currently under-utilized routine data.

As this funding framework accelerates the transition to the green economy, it will also facilitate the achievement of other targets of SDGs 12 (Sustainable Production and Consumption Patterns), 13 (Combating Climate Change), 15 (Conservation and Restoration of Terrestrial Ecosystems) and 17 (Partnership and National Capacities).

The framework will directly target the achievement of **SDGs 5, 12, 13, 15 and 17**, and have a cascade effect on the remaining SDGs:

- 1) The transition to the green economy will provide a structural response to poverty and imbalances between urban and rural areas, and between men and women, by improving the productivity of agricultural and forestry activities for improved food security (SDG 2). This will involve, among other things, better management of human/wildlife conflict through mutually beneficial innovations. The same will apply to the development of ecotourism and its trades for more growth and green jobs (SDG 1 and SDG 8) benefiting in particular women and youth (SDG 5). In this respect, it is worth noting that forestry companies are the second largest employer in Gabon after the civil



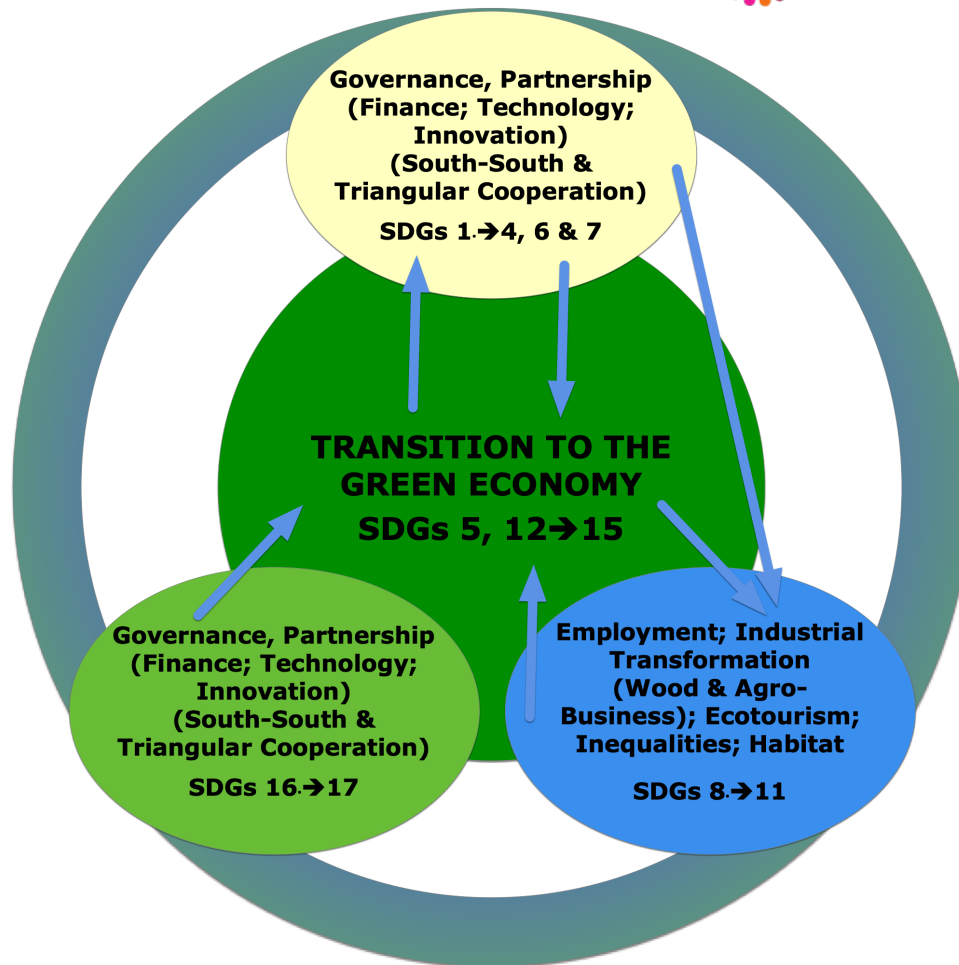
service sector. Yet the potential for job creation in the forest is still far from being reached with the possibility of creating 60,000 new jobs by 2025 in the framework of the green economy.

- 2) The Joint Programme will also contribute to the upgrading of rural areas to make them new economic poles of attraction while improving the living environment in these localities with better access to basic services, in particular, strengthening health services (SDG 3), in the wake of the Covid-19 outbreak and the supply of clean potable water (SDG 6) to the population through better management of green basins and maintenance of the forest to preserve rainfall. In addition, access to clean energy will be facilitated in this framework by ramping up hydroelectric power as the primary Gabonese source of renewable energy<sup>6</sup>, through good watershed management and through the recovery of forestry waste (SDG 7), especially in rural areas (SDG 10). Gabon also has very significant marine resources – as indexed in the PSGE – which provide opportunities for leveraging in the context of SDG 14.
- 3) The systematic application of circular economy principles will impact land use and urban planning (SDG 11); this is the case of the implementation of the “smart code” in Gabon for urban infrastructure, industries and climate resilient cities. The same is true of the management of waste from forestry operations to reduce CO<sub>2</sub> emissions, and of household and industrial waste, which will enable populations to live in a healthy, safe and attractive environment. Recycling of the income generated by these activities, combined with a more balanced investment policy in social infrastructure, will improve the health of the population and access to quality education (SDG 3 and SDG 4). These various interventions, particularly those related to agriculture and fisheries, will significantly target women with a view to increasing their empowerment (SDG 5).
- 4) The success of this approach will depend on improved governance, including the fight against poaching and its use by extremist groups as a source of funding (SDG 16). It will require beneficial partnerships, particularly in the area of financing; this is the case of climate finance, which is a relatively new subject in Gabon for which the policy, institutional framework, tools and skills still need to be put in place. This is also the case for sharing technology and innovations as well as South-South and triangular cooperation (SDG 17).

The intended cascade effect expected is illustrated in the figure overleaf:

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<sup>6</sup> UNECA has recently developed a partnership with PIMCO, a pre-eminent, US-based global investment fund, to channel investments into renewable energy projects. This partnership could have potential within the framework of the present Joint Programme.



### 1.3 Stakeholder mapping and target groups

Gabon intends to capitalize on the sustainable development of its natural resources. This requires the involvement of several actors in order to have a legal framework and to envisage specific incentives for the development of the sector. In this perspective, the Integrated National Financing Framework will facilitate this space for dialogue to develop and implement common or shared approaches and forge a collaboration favourable to the green economy in Gabon.

#### a) Stakeholder Mapping:

The following actors, among others, will be key to the success of this initiative:

- The Prime Minister’s Office
- The Ministry of Water, Forests, Sea and Environment, in charge of the Climate Plan, the Sustainable Development Objectives (SDG) and the Land Use Plan
- The National Climate Council
- The (envisaged) High Authority for Sustainable Development
- The Ministry in charge of Economy and Finance
- The Ministry in charge of Small and Medium Enterprises (SMEs), Small and Medium Industries (SMIs) and Trade
- The Ministry in charge of Investment Promotion;
- The Ministry in charge of the Promotion and Integration of Women in Development;
- The private sector (forestry companies, oil companies, private investment funds,

- insurance companies, banks, etc.);
- Development partners, including multilateral development banks, foundations;
- Research institutes;
- Conservation NGOs;
- Local populations.

Each actor will have to play a key role, the essence of which is mentioned below:

- The **Prime Minister's Office** has overall charge of the government will ensure a strategic and transverse view of Agenda 2030 and the transition to « Gabon Vert ».
- **The Ministry in charge of Water, Forests, Sea and Environment, which also carries the Agenda 2030 portfolio for Gabon**, will strengthen its collaboration with other ministerial departments with a view to promoting the legal framework for sustainable development, updated knowledge of ecosystems and natural resources, and the principles for regulating the use of resources.
- **The Ministry of Economy and Finance**, will develop, in collaboration with other ministerial departments, all innovative sources of financing for the green economy. This will involve developing an institutional and regulatory framework specific to the sector through the establishment of a fiscal and customs incentive framework.
- **The Ministry in charge of Small and Medium Enterprises (SMEs), Small and Medium Industries (SMIs) and Trade**, will ensure the promotion of the green economy and will work, in conjunction with the Ministry of Economy and Finance, on improving the business environment.
- **The Ministry in charge of Investment Promotion** will ensure that Gabon's economic transformation is taken into account in the motivation of the partners, but will also carry out the necessary reforms to improve the competitiveness and attractiveness of a green economy in Gabon.
- The **Ministry in charge of the Promotion and Integration of Women in Development** will ensure that the development of the green economy is a lever for the full use of women's potential and the eradication of the inequalities that affect them. It will particularly engage in the implementation of gender-sensitive budgeting.
- **The private sector (agricultural, forestry, oil companies, etc.)**, whose forestry and oil concessions occupy a large part of the Gabonese territory, is a major component in the management of natural resources. It is involved in the inventory and exploitation of the resource and maintains direct relations with the local populations. As a result, the private sector is a stakeholder in the financing strategy of the Gabonese sustainable model and will be involved through an economic intelligence exercise.
- **Development partners** will implement interventions that contribute to the joint programme by mobilizing human resources within the system at local, regional and global levels.
- **Research institutes are key players in the development of the maple tree.** Most of them are grouped within the National Centre for Scientific and Technological Research (CENAREST). These institutes can intervene in several fields to facilitate the introduction of major innovations in all major sectors. They can also participate in the elaboration of study methodologies related to transformation and conservation processes.
- **Conservation NGOs (national and international)** are concerned with issues related to the sustainable management of natural resources. Those that have been active in Gabon for decades are WCS and WWF. They will carry out advocacy activities related to the sustainable management of natural resources. Specific studies may be carried out to strengthen the scientific field.
- **The local population** remains at the heart of the problem of sustainable management of natural resources because they have direct access to them, use them permanently for different purposes and are more or less dependent on them. Thus, one of the important actions lies in their involvement in the sustainable

management of forest resources through social communication and the consideration of their specific needs.

**b) Beneficiaries/Target groups of the project:**

The **direct beneficiaries** of the project will be the national institutions in charge of the development planning cycle related to SDGs and Agenda 2063 in the country (Government, Parliament, Civil Society).

However, the transition to a green economy in Gabon will benefit the entire Gabonese population, leaving no one behind, notably through gender-sensitive budgeting, the implementation of sustainable production and consumption principles, and the preservation of biodiversity and ecosystems.

In this sense, the development of sectors with green components will affect the following target populations:

- **Gabon’s Rural population** has a **poverty rate of 59.5%**, almost double that of the urban population. Just 39% of the population has regular access to drinking water and 45.9% to electricity. The joint programme will ultimately provide the means to have an impact in the rural areas where 13.3% of Gabon's population reside, and who (in)directly depend on natural resources (agriculture, fisheries or forestry) as a source of income and food. Given that threats to their sustainable livelihoods place rural populations in apparent conflict with the natural resources around them, it is all the more urgent to offer alternative economic models that are in line with the strategy of preserving natural heritage, which is essential for sharing prosperity and maintaining peace. **This will involve new modalities of payment for environmental services to enable these communities to invest in sustainable agriculture and to develop mechanisms for managing conflicts between humans and wildlife (e.g. electrified barriers to prevent elephants from accessing fields and dwellings, which are currently being piloted).** Social protection systems must also be reinforced, backed up by income-generating strategies for small family farmers, forest producers and fishermen, especially rural women. Rural and indigenous people must play a key role in the Joint Programme’s governance mechanisms, including the Multi-stakeholder Platform
- **Women** make up more than half of the agricultural labour force, but they own less land than men and suffer from a lack of access to resources. They remain disadvantaged with persistent discrimination, including illiteracy, which remains higher among women (67.8%), particularly in rural areas (88.8%). Unemployment is twice as high among women as among men. Similarly, the proportion of uneducated women remains high, at 21%. These low rates of literacy and education are the consequence of a higher prevalence of poverty than that of men (36.9% for women heads of household compared to 31.2% for men of the same status).

**The project specifically aims to promote gender equality through the following actions:**

- **Gender-sensitive budgeting throughout the INFF process** (generation of sex-disaggregated data, establishing a gender marker in each budget set aside by SDG for affirmative action for women, or corrective actions in favour of women, in addition to the budgeting of SDG 5;
- **Women's participation in governance mechanisms:** Involvement of at least 30% women in the Multi-Stakeholder Platform at all levels and involvement of at least 30% women in the National Strategic Steering Committee;
- **Promotion of women's green entrepreneurship;**
- **Encouragement of women candidates in the selection of staff for the Green INFF Secretariat;**
- **Promotion of women's participation in the management of the Green INFF Secretariat;**

- **Youth** represent more than a third of Gabon's resident population (37%). On average, 40% of the population in urban areas is made up of young people, compared to 25% in rural areas. Unemployment, which was already serious problem before the oil crisis, is becoming still more concerning. According to the World Bank, in May 2015, the unemployment rate in Gabon was 16% or about 150,000 people. Among young people, this indicator is 35.7% for those aged 15 to 24 and 26% for those aged 25 to 34.

**The project aims to promote the inclusion of young people through the following actions:**

- **Participation in governance mechanisms:** participation of at least 30% of young people in the National Strategic Steering Committee, the Multi-Stakeholder Platform and the Green INFF Secretariat;
- **Focus on youth issues in strategic partnerships;**
- **Promotion of green entrepreneurship for young women and men.**

## 2. Programme Strategy

### 2.1. Overall strategy

The implementation strategy for the joint programme is based on a two-stage process:

- The first step will be to strengthen the alignment between the national development vision, its planning and the national budget, through the establishment of an **Integrated National Financing (INFF)**. This framework will integrate **gender-responsive budgeting** in a cross-cutting manner.
- Once the framework is in place, the joint programme will incorporate the green finance dimension into this exercise at all stages of the process. To do so, it is based on the premise that the Gabonese forest is a global public good whose protection entails economic costs. This implies a comprehensive assessment of this natural capital and its use in the financing strategy for the green economy, including the establishment of a **"Green Fund", the emergence of high-impact private investments, and green bonds**. In this perspective, resources from international assistance, combined with public resources, will be used as leverage to accelerate this transition to the green economy. In this spirit, **the creation of a "Green Fund"** could constitute one important lever for putting to productive use Norway's CAFI funding of US\$150 million.
- A vital caveat needs to be inserted, however, concerning the likely impacts in Gabon of the **COVID-19 crisis**. On the one hand, this has already significantly reduced oil revenues, further constraining already limited development resources. On the other hand, as in many countries, it is revealing deep capacity challenges in the health sector. For these reasons, the Joint Programme must adopt an "adaptive programming approach", revisiting programme priorities periodically to reconfirm their validity. In particular, the INFF process may need to consider placing SDG #3 more closely towards the centre, particularly in national budgeting.

The Joint Programme will adapt the standard INFF approach to the particular challenges of Gabon and its goal to transition to a Green Economy. It will specifically be built the following four pillars:

1. **Analysis and diagnosis**, based on the **Development Financing Assessment (DFA)** methodology developed by UNDP to support countries on INFFs as part of the United Nations Sustainable Development Group's (UNSDG) overall approach to supporting member countries to implement the 2030 Agenda;
2. **Developing a financing strategy** based on the DFA analysis, including key economic and social impact COVID 19 assessment, as well as the SDG costing exercise undertaken by IMF, which will constitute the Road Map for the INFF;



3. **Establishment of a System for Monitoring and review through an SDG Financing Dialogue Platform;**
4. **Governance and coordination** – which will be embedded in the structures to be discussed in Section 2.3 below.

The INFF will be a catalyst for transforming the vision of the green economy into reality, to the benefit of Gabon, Africa and even the planet. To this end, the joint programme will take into account the following elements:

- (i) **The synergies and complementary roles of the different UN entities involved**
- (ii) **Promotion of South-South and triangular exchanges;**
- (iii) **Strengthening of national capacities for SDG-based planning and the green economy;**
- (iv) **Development of partnerships and synergies with other initiatives and planning processes and ongoing projects;**
- (v) **Establishment of a comprehensive communication plan.**

**(i) Synergies and Complementary Roles of the Different UN Entities involved**

The **Resident Coordinator** plays a key strategic role in the implementation of the Joint Programme. The RC will deepen the already ongoing engagement with the Presidency and the Prime Minister’s Office towards Agenda 2030, the Green Economy and the need to align all financing (public and private, international and domestic) to those ends. The RC will also reinforce, as needed, the coordination of the different implementing partners (UN and Government) provided for the Joint Programme by UNDP.

The Joint Programme brings together four UN agencies (including an IFI) to pool their respective agency tools and approaches to support a “deeply green INFF” process:

**UNDP:**

- Brings to the table mastery of the DFA methodology overall, which will lead the way in defining key strategic entries for establishing the INFF;
- It also will capitalise on the “integrator role” for the SDGs confided to UNDP by the 2018 General Assembly Resolution on the UNDS Reforms, particularly integrating the ongoing work of other key INFF partners, including UN DESA, IMF, the WB and the EU;
- In the area of **green budgeting**, the joint programme will build on the progress made by **Inclusive Budgeting and Financing for Climate Change in Africa (IBFCCA)**, which promotes better integration of climate change policies into the budget process. This initiative, piloted by the **Collaborative Africa Budget Reform Initiative (CABRI)**, is supported by UNDP, which has also developed an approach for
  - reviewing public expenditure from a climate change perspective
  - assessing the impact of climate change and
  - formulating financing strategies for climate change.

Additionally, UNDP brings to the table very specific expertise in climate action and promotion of the green economy in Gabon, as evidenced by the fact that UNDP is one of the main implementing partners for the second phase of the Central African Forest Initiative (CAFI).

As the Lead Agency for the project, UNDP will work with the following implementing partners – **UNECA** (who will be a PUNO and will participate directly in the JSDGF Joint Programme as a recipient partner) and the **IMF** and **UNEP** (as other implementing partners, who will draw on UNDP as a service provider to enable their participation).

**UNECA:** The United Nations Economic Commission for Africa contribute several lines of expertise within the Joint Programme:

- UNECA’s proven methodology in “**Natural Capital Accounting**” (NCA) will be rolled out in Gabon;
- Properly assessing Gabon’s “value added” as a “Global Public Good” will, first, strengthen its arguments towards the IMF and other international partners concerning the need for additional fiscal space – permitting greater borrowing to propel the transition to the Green Economy. For example, Gabon needs to renegotiate its EuroBonds due between 2020-2024. This re-negotiation is likely to take place in the overall context of continued work between Gabon and the IMF. The Joint Programme could therefore help make the argument to align the re-financing of these EuroBonds to the SDGs and this new Green Economy approach and, thereby, to reduce the interest rate;
- An NCA approach will then also provide the basis on which to study the feasibility of **innovative green and climate financing mechanisms** in which UNECA has proven experience: including Green Funds, “**Green and Blue Bonds**” (possibly in negotiation with the AfDB), debt-for-climate adaptation swaps, structuring of mixed green financing (public-private financing, public aid for concessional and/or non-concessional development, investors, commercial banks, etc.). Should the ground prove fertile for these, it is hoped that a second phase of JSDGF funding could then enable the launch of these instruments, with major potential to upscale and accelerate Gabon’s green economy transition and SDG attainment.

**UNEP:** The Joint Programme will benefit from:

- The partnership already established between UNDP and UNEP in the framework of the “**Partnership for Action on Green Economy**” (PAGE)<sup>7</sup> initiative, through this project, Gabon will be able to benefit from specific support in the area of the green economy;
- UNEP’s **innovative green finance instruments related to the SDGs**, such as its “diagnostic toolkit”,<sup>8</sup> a step-by-step tool for building the capacity of public officials in this area;
- As part of the promotion of a green economy, UNEP has also developed the “**Financing Sustainable Land use for People and the Planet**” approach, an instrument with considerable relevance for Gabon.

**IMF:** Given the determinant role it has played in recent years in the macro-economic stabilisation of Gabon, the IMF is a vital partner. The IMF has agreed to formal participation in the Joint Programme through providing technical support and advice and the preparation of dedicated research. This will entail:

- Data and analysis on how the SDGs are taken into account in Gabon’s current macro-economic framework (public expenditure, including the report on the PIMA (Public Investment Management Assessment), infrastructure, governance, poverty and inequality, etc.);
- Rationalizing the public expenditure framework and promoting good governance;
- assessing the needs relating to priority SDGs for Gabon, advocating for an increase in the fiscal space in favour of SDG attainment and the green economy, all in the context of the next IMF Macroeconomic Programme.

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<sup>7</sup> The Partnership for Action on Green Economy (PAGE) was launched in 2013 as a response to the call at Rio+20 to support those countries wishing to embark on greener and more inclusive growth trajectories. PAGE brings together five UN agencies – [UN Environment](#), [International Labour Organization](#), [UN Development Programme](#), [UN Industrial Development Organization](#), and [UN Institute for Training and Research](#) – whose mandates, expertise and networks combined can offer integrated and holistic support to countries on inclusive green economy, ensuring coherence and avoiding duplication. With the addition of Morocco and Thailand in 2019, 20 partner countries are now an integral part of the PAGE family. PAGE has completed a total of 71 reports providing inclusive green economy diagnostics, assessments and policy analysis at the national and sectoral level.

<sup>8</sup> The Diagnostic Tool Kit is undergoing reviews by UNEP currently and will be launched in March.

Finally, given the cross-cutting nature of the SDGs and of an INFF, **all members of the Gabon UNCT will be on standby** to provide injections of technical expertise (FAO on agricultural livelihoods, forestry and the green economy; UNICEF on education and on children; UNESCO on cultural heritage and the green economy; UNFPA on youth; WHO and UNAIDS on health dimensions) as the process moves forward.

(vi) **South-South and triangular exchanges:**

The Joint Programme will also promote awareness in the Congo Basin, in the other green lungs of the world and globally on: (1) the strategic importance of natural capital for the future of Gabon and the planet; (2) the urgency for countries endowed with natural capital to invest in its preservation, sustainable development and the safeguarding of the planet; (3) the capacity of the green economy to be an engine of growth with accelerating effects on almost all SDGs (employment, education, health, poverty, inequality, etc.).

To this end, the Joint Programme, with the support of UNECA and UNEP, will set up South-South and triangular exchanges in order to learn best practices from elsewhere and to disseminate Gabonese good practices. The following countries will be engaged: **Costa Rica, Malaysia, Indonesia, Ghana, Rwanda. Norway** will also be a key player in triangular cooperation, given its partnership with Gabon in the framework of CAFI and its proven experience in managing natural resources for the benefit of all.

(vii) **National capacity building:**

Given the novelty in Gabon of SDG-based planning and financing modalities for green economy investments, the strategy will include a capacity building component in several areas:

- The project will establish a **Green INFF Secretariat** within Government. The precise organisational location for this Secretariat is under active discussion with government. The *Conseil National Climat*, a highly effective policy unit/thinktank linked directly to the Presidency, is a current option. The envisaged *Haute Autorité du Développement Durable* – envisaged under Gabon’s Sustainable Development law but not yet established – would be another. The final decision will be taken in close consultation with the *Primature*.
- The project will use tools such as **Mainstreaming, Acceleration and Policy Support (MAPS)** for SDGs-based development planning for the benefit of national stakeholders to strengthen the alignment between the PSGE, sectoral policies and SDGs.
- UNEP has also developed a **UNEP Diagnostic Toolkit** for the public administration on questions of green finance, which will play an important part in national capacity building.
- The project will also draw on tools for analysing funding and strengthening the link between the planning and funding frameworks to improve the effectiveness of development financing: principally **UNDP’s Development Financing Assessment (DFA)** approach.
- This is also the case for the establishment of reliable and comprehensive information systems and the promotion of SDG-sensitive public expenditure budgeting and review, including gender sensitive budgeting and the green economy.
- Given the strategic role that the preservation of the Gabonese forest plays in the fight against climate change, the strategy will include **strengthening of capacities in terms of strategic intelligence on climate finance** (vertical funds, impact investors in the green economy...) and the human and technical means to access them.
- Finally, it will involve training managers on the design and management of **mixed or structured financing**, which are necessary instruments to reduce risks and

attract the private sector to the green economy.

- (viii) **Participative and inclusive approaches:** The Joint Programme’s approach will be participatory, putting in place mechanisms for consultation and monitoring and evaluation throughout the process. These will include the establishment of a **multi-stakeholder platform** for SDG financing dialogue (involving the Government, civil society, Parliament, communities, including indigenous peoples, at least 30 per cent women and at least 30 per cent young people, the private sector and TFPs). This platform will be one of the main governance mechanisms of the project and will help to engender a transformed “social contract” in Gabon.
- (ix) **Developing strategic connections to other ongoing initiatives:** The joint programme will coincide with and form the spinal column of **UN Gabon’s new UN Sustainable Development Cooperation Framework 2021-2025, which will place particular emphasis on promoting economic transformation supported by the green economy to achieve the SDGs.** The INFF will enable the various partners (public and private) to better position themselves to fill identified financing gaps. The Joint Programme will also serve as a basis for the development and implementation in 2020 of some of the flagship projects of the United Nations system in Gabon, notably in the area of **climate action and biodiversity/conservation, local development, social protection, and risk reduction/resilience promotion – particularly in a sub-regional context.** As discussed below, the Green INFF will also link to the work that UNDP and other UN Gabon entities are undertaking in the framework of the Central African Forest Initiative (CAFI).
- (x) **Communication:** given the importance of strategic messaging around Gabon’s centrality to planetary climate action and the consequent importance of transitioning to a **low-carbon development path**, the Joint Programme will develop a concerted communication strategy, with the **documentation of good practices to be shared with other countries.** The strategy will target international policymakers, technical and financial partners. It will also particularly target the private sector (national private sector, international investors), highlighting business opportunities in the **green economy** in Gabon that will also benefit local communities and climate preservation. Finally, the approach will ensure good cohabitation between the communities and their natural habitat (fauna and flora) through reinforced communication on the link between conservation and growth and the **facilitation of access to green jobs or other economic opportunities** respectful of forest conservation.

This Joint Programme will thus be central to innovation in UN Gabon. Indeed, it represents a first for the UNCT, enlarged to include the IMF, to pool our resources and expertise in support of the implementation of the **Addis Ababa Action Plan on Financing for Development.**

As a result of this joint programme, it is expected that the reform and investment plan for the development of the green economy will be prepared with the possibility of submitting a second request to INFF Component 2 with a view to contributing to the financing of this plan and the development of further pilot initiatives.

The joint programme will be implemented under the **leadership of the Ministry of Environment** (leader for SDGs and the transition to the green economy) in conjunction with the Ministry in charge of the Economy and Finance (leader for financing development) and under the overall supervision of the Prime Minister’s Office.

## 2.2 Theory of Change

As mentioned above, the development model reflected in the PSGE remains to a

considerable extent invested in the “**brown economy**” of petroleum production and other extractives – with consequences for Gabon (exposure to commodity shocks) and the planet (the climate emergency). To drive Gabon's transition to the green economy and achieve the SDGs, the joint programme aims to design an adequate, controlled and sustainable financing strategy through a “**Deeply Green INFF**”. It is expected that this green economy will eventually generate sufficient resources which can be recycled to sustain a virtuous circle of transformation.

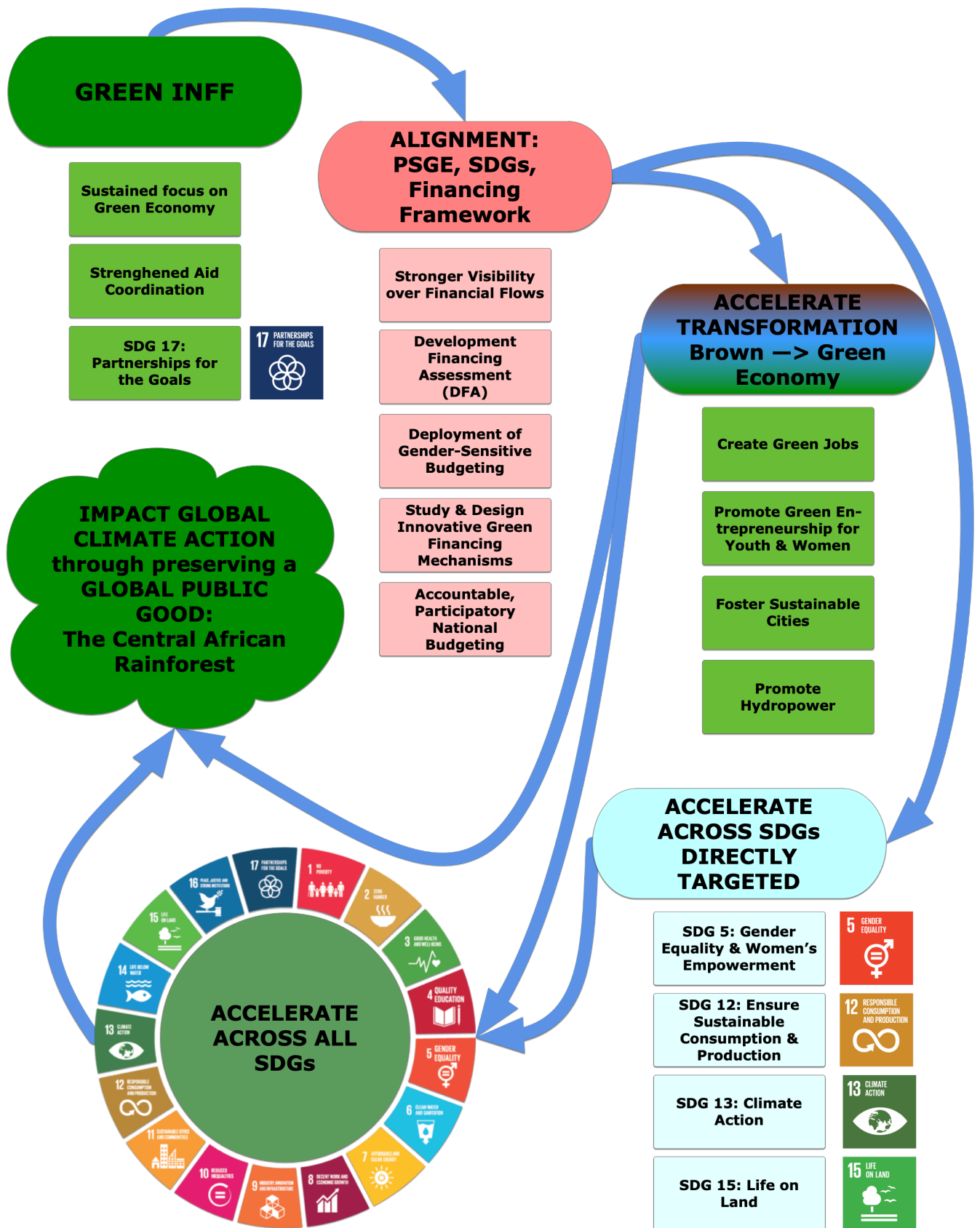
This approach is in line with the promotion of the "Africa Beyond Aid" agenda insofar as external assistance is used as a lever to set in motion a virtuous circle. It thus relies mainly on internal resources for medium/long-term financing through the use of part of the surplus generated by the green economy for diversification/expansion in line with sustainable development.

The **theory of change** of the Joint programme is as follows:

- **If** Gabon successfully designs and implements a “Deeply Green INFF”, with sustained focus on the green economy, this will help achieve a better alignment between the PSGE, SDGs and the financing framework (in line with SDG 17). This exercise will also make it possible to have better visibility on all current financing flows and the modalities for improving the optimal use of them; it will also put in place strong coordination mechanisms for greater efficiency and the promotion of a national dialogue on financing for development, as well as a strengthened monitoring, evaluation and review mechanism to improve reporting on SDGs.
- **Then**, Gabon will accelerate the transformation of its development model from “brown” to “green” through engendering an economy that sustainably capitalises on its vast natural resources. The development of the green economy, one of the levers of sustainable development, will be a powerful accelerator for the achievement of the other SDGs.
- **By** ensuring the sustainable management of forests, boosting agriculture, developing sustainable energy potential and promoting sustainable tourism, the green economy goes beyond making progress on SDGs related narrowly to nature protection (SDG 12, 13, 14 and 15). Acceleration of economic transformation and diversification will lead to increasing prosperity of Gabonese people, including those living in forest areas, creating green jobs and financing youth and women’s entrepreneurship in the green economy (SDG 5), reducing inequalities, fostering development of sustainable cities, etc. These advances will be made in accordance with the principles of the SDG 2030, namely integration and leaving no one behind.
- **Moreover**, given the strategic importance of the Gabonese forest, the successful conduct of this transition to the green economy will make it possible to conserve forests (one of the last green lungs on the planet) with vital global implications for the fight against climate change at the global level and the preservation of climate regimes in part of Africa.

**The Theory of Change of the Joint Programme is illustrated below:**





The success of this approach is based on the commitment of the Government and its partners to use public resources (through expenditure reallocations) and those received for forest conservation and climate change as a lever to finance the transition to the green economy. It also implies the commitment of all stakeholders to these changes to overcome internal resistances.

### 2.3 Expected results by outcome and outputs

The Joint Programme aims to have a strategy for financing the transition to a green economy in Gabon, including the modalities for setting up a "Green Fund" for this purpose.

This objective is in line with the UNDAF 2018-2022 of the United Nations System in Gabon, which emphasizes the responses to be made to the national priorities set out in the PSGE, in particular those relating to the SDGs.

The results selected emphasize the strengthening of planning, coordination, monitoring-evaluation, participation and resource mobilization mechanisms, based on the INFF's 4 pillars approach, in order to facilitate the switch to the low-carbon development model envisaged (but as yet unrealised) by the Gabonese authorities for nearly 10 years and, through this channel, accelerate the implementation of all the SDGs.

The expected results of the project are as follows:

- **Outcome 1: The financing framework for SDGs, including its institutional components, is developed and aligned with the PSGE.**  
**Lead agency: UNDP** in close collaboration with the IMF and UNECA
  - **Output 1.1:** Mapping all financial flows (public, private, internal and external), through a **Development Finance Assessment (DFA)** and elaborating a roadmap on key financing solutions, including for the green economy. To this end, Green Expenditure Reviews will be carried out and a **Sustainable Finance Roadmap** will be elaborated;
  - **Output 1.2:** Establishment of **inclusive governance mechanisms** for the INFF (National Strategic Steering Committee, a Multi-stakeholder dialogue platform including at least 30% of women participation and 30% youth and a Green INFF Secretariat);
  - **Output 1.3:** Creation of analytical tools to strengthen the financing of the green economy, in particular by **strengthening the link between national development planning and budgeting** and capitalising on
    - Natural Capital Accounting
    - Green Citizen Budget approaches
    - Sustainable Finance Diagnostic Toolkit
    - Gender-Sensitive Budgeting
    - Mapping and strengthening the legislative and regulatory framework for the Green Economy and
    - Integrating all these approaches into the yearly compilation of the Public Finance Law
  - **Output 1.4:** Conducting feasibility studies on the **introduction of innovative instruments and mechanisms for a green economy**, such as redirecting oil revenues for the Green Economy<sup>9</sup> or moving to Green Taxation, with a gender dimensions appropriately factored into each study.

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<sup>9</sup> Funds and mechanisms for the management of oil and gas revenues to support sustainable development: Insights from country experiences and lessons for Senegal Working Paper: [https://www.un-page.org/files/public/page\\_fiscal\\_study\\_senegal\\_-\\_en.pdf](https://www.un-page.org/files/public/page_fiscal_study_senegal_-_en.pdf)

- **Outcome 2: New financing instruments are designed to facilitate the transition to the green economy.**  
**Lead agency: UNDP** in close collaboration with UNEP and the Office for Central Africa of UNECA.
  - **Output 2.1:** In line with the Gaborone Declaration for Sustainability in Africa (GDSA) commitments, development of spatial data and information systems on **natural capital accounting and the valuation of ecosystem services**, to underpin the design, calibration and implementation of payments for ecosystem services and ecological compensation schemes that would incentivise the preservation and restoration of natural capital. This would provide the basis for scaling up innovative financing mechanisms, such as watershed protection initiatives in Gabon, that can improve the funds available for and efficiency of conservation interventions;
  - **Output 2.2:** Creation of **strategic public-private partnerships** for the financing of the green economy (creation of women and youth employment in eco-tourism, recycling of forestry waste, sustainable agriculture, renewable energy, green entrepreneurship for women and young people, procurement rules taking into account green economy principles);
  - **Output 2.3:** Feasibility studies for the **implementation of climate finance instruments** (formulation of bankable green projects, carbon market, mixed and/or structured financing, setting up of green bonds, insurance for risk management related to the green economy, social and environmental responsibility of private companies, etc.);
  - **Output 2.4:** National capacity building on green economy financing through **South-South and triangular exchanges** (taking due account of gender participation), (training and sensitization of stakeholders on the functioning of the green economy; exchanges with Norway, Costa Rica, Malaysia, Rwanda...). This could be facilitated by the south-south cooperation mechanism of the Partnership of Action for Green Economy (PAGE) with PAGE countries.
  
- **Outcome 3: A communication plan on the transition to the green economy is developed and implemented**  
**Lead agency: UNDP**
  - **Output 3.1: National awareness raising on the green economy** (ensuring due attention to both women and youth), in particular by taking into account human/wildlife and human/forest conflicts, the link between growth and the green economy, and the accelerating effects of the green economy on other SDGs;
  - **Output 3.2: Advocacy for the establishment of partnerships with the private sector** based on business opportunities in the green economy benefitting particularly women and youth (public-private dialogue on the needs and challenges of the green economy, public-private partnerships, joint planning and execution of investments, information on the potential profitability of private investments, green economy investor forums, sharing and consolidation of information on public and private finance);
  - **Output 3.3: Advocacy for the conclusion of partnerships with development partners** (reinforced aid coordination, unified information system on public investments, channelling of resources towards removing constraints to the development of private investment in the green economy, gender-sensitive programming and budgeting);
  - **Output 3.4:** Production and dissemination of **strategic communication materials to document the green economy transition process** (lessons learned, good practices, documents developed in the framework of the joint programme...) through social networks, newsletters, publicity, and UNINFO.

Activities related to the abovementioned outputs will be detailed in the implementation framework.

The project will be executed by UNDP and UNECA in collaboration with international (IMF, UNEP) and national partners and in accordance with their missions and attributions in order to ensure the development of national capacities, particularly in the planning and financing of SDGs.

To ensure sustainability and capacity enhancement within Government for the Green INFF approach, the Joint Programme will establish a « Green INFF Secretariat » to be established between the Government and UN Gabon. It will consist of the following functions:

- **National Coordinator/Senior Economist** – with expertise in climate action, green economics and low-carbon development strategies. To be located in Government, in either the *Conseil National Climat* or the *Haute Autorité du Développement Durable* (once established).
- **Monitoring, Evaluation and Communications Officer** – with expertise in climate action. To be located in Government, in either the *Conseil National Climat* or the *Haute Autorité du Développement Durable* (once established).
- **Finance Assistant (co-funded 50% by UNDP)** To be located in the lead UN entity, UNDP

In order to maximise the available resources, the Green INFF Secretariat will also fulfil the coordination and management function of the Joint Programme. Its annual cost is estimated at \$108,000, administered by UNDP.

The above staff will report to the UNDP RR, as lead agency, through the UNDP Principal Economist.

The Joint Programme is only a first step forward in a sustained process to position the SDGs at the centre of the development financing system for Green Gabon, enabling it to achieve significant progress by 2030 in different areas. Between now and the end of the joint programme, to support Gabon in formulating the investment plan to which the future “Green Fund” will be attached, UN Gabon intends develop a subsequent proposal for consideration by government and development partners, including the JSDGF.

## 2.4 Budget and value for money

The total budget is estimated at **USD 1 million** from the Joint Fund for Sustainable Development. The high cost-efficiency and **value for money** of the project is represented by:

- 1) The enormous potential that the project has for Gabon, the African continent and the planet, in relation to the establishment of a green economy with **positive repercussions on a global scale with minimal start-up costs**;
- 2) The opportunity to **unblock/accelerate with an investment of US\$1 million the disbursement of 150 Million from the Gabon/Norway agreement**, notably through the setting up of a Green Fund and other consequent and innovative climate finance;
- 3) The opportunity to **mainstream gender throughout the Gabonese financial ecosystem** through **gender-sensitive budgeting**.

It is also planned to mobilize additional funding from the Government. As mentioned, government officials currently envisage the possibility of co-funding once the **Norway/Gabon/CAFI financing comes online at end 2020**.

Of similar importance is the **IMF’s willingness to partner and contribute “in-kind”** its deep technical expertise to the Joint Programme.

Discussions will also be held with the **private sector**, in particular agricultural (OLAM, SUFAC) and forestry companies (Rougier, Precious Woods) as well as those with investment projects in green energy or green tourism to engender further co-financing.

The distribution of the **USD 1 million** funding from the Joint Fund for Sustainable Development will be as follows:

- **USD 800,000 for UNDP** (including monies to be administered for other UN partners, including the IMF and UNEP
  - From within the overall allocation to be managed by UNDP the project will set aside a budget of US\$ 100,000 to finance the technical support provided by UNEP and an amount of approximately US\$ 50,000 to finance part of the additional technical support to the in-kind contribution provided by the IMF.
- **USD 200,000 for UNECA**

Across the totality of programme activity, the **Joint Programme will reserve US\$ 280,000 for gender-focused activities** broken down in the following way:

- US\$150,000 is specifically reserved for expertise to instate gender-sensitive budgeting (as per Output 1.3.1 in the results framework)
- An additional US\$ 65,000 will go towards promotion of women’s entrepreneurship and women’s active participation in the INFF process overall (as per Output 2.2.2.)
- US\$ 30,000 will be allocated for the gender component of the DFA ( as per Output 1.1.1)
- The remainder, i.e. US\$ 35,000, will be reserved for ensuring women’s participation across the INFF Governance structures (as per Output 1.2.4)

**The bulk of the resources (87.5%) will be used for providing strategic and technical advisory capacity related to the development of the INFF (see results above), including enabling technical expertise from the contributing partner entities (UNECA, UNEP, IMF).**

**The remainder (13.5%) will be used for operational coordination and implementation.**

## 2.5 Partnerships and stakeholder engagement

For its success, the Joint Programme will capitalize on a number of **key other strategic partnerships**:

- **Norway/Gabon:** As noted above, at the SG’s 2019 Climate Action Summit in New York, Norway and Gabon together announced a revolutionary performance-based payments mechanism for CO<sub>2</sub> mitigation centred on the Central African Rainforest. Conversations between UN Gabon and the Government of Norway have already taken place to explore how this funding can jump-start establishing a “Green Fund” for Gabon. The Gabonese Government has also indicated its active willingness to envisage co-funding for the INFF process and beyond – once the CAFI funding comes online towards end 2020.
- **European Union:** The EU is a key actor in INFF processes across Africa. In Gabon, the UN and EU have already established a partnership to support the Government of Gabon towards the SDGs, with the RC and EU Delegation Chief making regular joint lobbies to the Prime Minister with joined-up support. This will be rolled into the Joint Programme, should this proposal prove successful.
- **AfDB:** The AfDB plays an important role in improving the business climate in Gabon, as well as a key lender to agriculture, infrastructure and good governance



programming. UN Gabon has a well-established partnership with AfDB, who will be critical to engage with through the INFF and beyond, to providing mutual support to the green economy transition.

For success, the joint programme must engage directly with **multiple stakeholders across multiple sectors** (government and parliament, civil society, academia, the private sector and the broader population).

**For the government**, the implementation of SDGs is a formidable governance challenge and success requires a truly inclusive and whole-of-government approach. The **Prime Minister's Office** (Primature) plays a key coordinating role and has been the object of sustained lobbying and support from UN Gabon and the RC in particular. This has led to revival of discussions about the establishment of an *Haute Autorité du Développement Durable*, as well as of a national aid coordination structure.

The **Ministry of Environment and Sustainable Development** will coordinate government action for the implementation of this Joint Programme in collaboration with the **Ministry of Economy and Finance**. It will also involve other key ministries such as **Agriculture, Education, Industry, Tourism, Women and Youth**.

The **Parliament** has a key role: as watchdog, as the constitutional body that reviews and adopts the annual Budget Law, as well as holding the Government to account for the implementation of national expenditure.

**Civil society** will contribute to increasing the legitimacy, transparency, accountability and fairness of policies and decisions, ensuring that they take into account the interests of all sectors of society.

Through research, **academia** will play a key role in acquiring knowledge and sharing objective analysis for better consideration of policy options. The Université Omar Bongo, Libreville, has a long-standing research agenda related to environment, conservation, climate change and the green economy, as well as to the economic challenges of Central Africa's "emergence".

**The private sector**, for its part, is a key player in achieving sustainable development. In recent years, Gabonese management of production has changed significantly as a result of innovation, the use of new resources and the push to move up the global value chain – particularly in the agribusiness and wood sectors. The Gabonese private sector will have to continue to evolve in order to contribute to a sustainable economic transformation by improving its production methods in agriculture, fisheries, forestry, etc. The same applies to the food chain from the farmer to the consumer. In this perspective, the private sector will be mobilized, in the framework of the Joint Programme, to exchange on its contribution to the achievement of SDGs (impact investment, production processes, business models favourable to SDGs, etc.). It will also ensure that Agenda 2030 is well understood by the private sector and used as a tool to question and redefine their development strategies as well as their social and environmental responsibilities.

**The population** will both benefit from development interventions and must be able to demand the implementation of inclusive and sustainable development policies. Their understanding of and involvement in the SDG campaign is essential to appreciate and question the quality of public policies. Some aspects of sustainable development (e.g. the protection of fauna, flora and biodiversity) require a peaceful relationship between man and nature. It is in this perspective that a communication and consultation process will be carried out with the communities to secure their commitment in the implementation of the joint programme.

### 3. Programme implementation

#### 3.1 Governance and implementation arrangements

The implementation of this joint programme will form part of the present UNDAF 2018-2022 strategy, which consists in strengthening the United Nations' contribution to Agenda 2030, sectoral plans and policies and the consolidation of the achievements of interventions. The rationalization of the use of financial resources will be ensured through the establishment and application of standard operating procedures, the sharing of resources among the various programmes of the United Nations system and the optimization of the provision of common banking services.

The implementation modality for the Joint Programme will be Direct Implementation (D.I.M.) for all executing PUNOs.

Within the United Nations system, the Resident Coordinator's Office (RCO), UNDP and UNECA – with advisory support from UNEP and IMF – jointly led the preparation of the Concept Note and the present Proposal. UNDP will take the lead in project development and implementation. The RCO will contribute to the coordination of UN agencies and will monitor and report on the joint programme, based on existing UNDP implementation mechanisms. In the field, UN agencies play a role in methodological and technical support and facilitation. They will provide financial and technical support for the implementation of the joint programme.

#### **Roles and Responsibilities of key agencies:**

- **UNDP, as lead agency**, will play a management role, harmonize activities, monitor and evaluate the joint programme. It will ensure that all stakeholders in the Joint Programme (United Nations system and ministries) are effectively and efficiently involved in the implementation of activities and the achievement of expected results. The agencies concerned will retain their autonomy in the provision and execution of their budgetary contributions. However, this autonomy is based on the necessary consultation/harmonization of the activities planned for each year and each quarter with the partners and stakeholders of the Joint Programme.
- **UN agencies identified as partner organizations** (UNECA as a PUNO, UNEP and the IMF as other implementing partners) in the implementation of these activities will be consulted, according to their expertise and mandate of intervention, in order to provide technical support and exchange of expertise for the implementation of these activities. The bodies concerned shall inform and report to the Technical Committee on the activities they carry out under the joint programme, in partnership with the national structures, by sending concept notes on the activities, in order to facilitate the monitoring of the activities and promote synergies.

The Joint Programme will be coordinated by a **National Strategic Steering Committee**, under the supervision of the Prime Minister's Office, the Ministry of Environment and Sustainable Development, the Ministry of Economy and Finance, and the RC, with the participation of all the main national partners represented at a high level, and the concerned UN agencies. The Committee will be composed of:

- Prime Minister's Office, Ministers in Environment and Sustainable Development, Economy and Finance, the National Climate Council, and representatives of other public institutions.
- The UN Resident Coordinator
- One representative from each of the United Nations agencies that are members of the joint programme.
- Members of Parliament
- Civil Society representatives (and in particular women and youth)

- Representatives of population living in the forest
- Representatives of technical and financial partners
- Representatives of the Private Sector

The **National Strategic Steering Committee** will meet every six months, or whenever required by circumstances.

Technical coordination will be ensured by a **Technical Committee** of the Joint Programme composed of UN agencies, the main technical departments of the ministries concerned, representatives of local authorities, private sector and a representative of the beneficiaries.

The **Technical Committee** will be in charge of the operational coordination of the Joint Programme and will have the following responsibilities:

- Development and validation of the joint action plan with stakeholders, ensuring that planned activities are aligned with the UN strategic framework and national strategic priorities,
- Regular monitoring of the implementation of the action plan,
- Management of joint program resources,
- Consistency of interventions,
- Coordination and preparation of annual reviews and periodic activity reports,
- Evaluation of the joint program,
- Identification of lessons learned and good practices.

The Technical Committee may request, for technical advice and support, the participation of experts or partners in coordination meetings, depending on the need for the progress of the joint programme. It will meet once every 2 months at the beginning of the project and once every 3 months after the first 6 months.

The work of the above two committees will be serviced by the Green INFF Secretariat, to be established between either the *Conseil National Climat* or the *Haute Autorité du Développement Durable* (when established) and UNDP (as lead agency) – see section 2.3 above for further detail.

### 3.2 Monitoring, reporting and evaluation

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent (UNDP, whose work in this area will be strengthened through the retention of a Monitoring and Evaluation Specialist within the Green INFF Secretariat to be established) with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme<sup>10</sup>; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

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<sup>10</sup> This will be the basis for release of funding for the second year of implementation.

The Convening/Lead Agent (UNDP) will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. Joint programme will allocate resources for monitoring and evaluation in the budget.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After completion of a joint programme, a final, *independent and gender-responsive*<sup>11</sup> *evaluation* will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The joint programme will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the standing guidance.<sup>12</sup> The management and implementation of the joint evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of PUNOs.

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<sup>11</sup> [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

<sup>12</sup> [Joint Evaluation and relevant UNDG guidance on evaluations](#)

### **3.3 Accountability, financial management and public disclosure**

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channelled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organization (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Funding by the Joint SDG Fund will be provided on annual basis, upon successful performance of the joint programme.

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

### **3.4 Legal context**

- **UNDP**  
Basic agreement governing cooperation between UNDP and the Government of the Republic of Gabon (Accord de base régissant la coopération entre le PNUD et le Gouvernement de la République du Gabon), November 11, 1974
- **UNECA**  
The Economic Commission for Africa (ECA) was established by the Economic and Social Council (ECOSOC) of the United Nations (UN) in 1958 as one of the UN's five regional commissions. UNECA's mandate is to promote the economic and social development of its member States, foster intra-regional integration, and promote international cooperation for Africa's development.



## D. ANNEXES

### Annex 1. List of related initiatives

Title of initiatives/ programme	Key expected outcome	Relation with the Joint Programme	Lead organisations	Other partners	Budget and funding source	Contact Person (name and email)
Regional project for the sustainable financing of the Protected Areas of the Congo Basin	Develop and strengthen legal, policy and institutional frameworks to support the sustainable financing of Protected Areas at national and regional levels.	Putting in place innovative financing mechanisms	UNDP	COMIFAC/FEM	USD 8.1 million	Francis James, RR/UNDP francis.james@undp.org
Support project for the forest-wood sector	Accompany forestry and wood-processing companies in their adaptation to the requirements of the economic context and in their access to financing for their investments.	Establishment of a public and private sector multi-stakeholder platform	AFD		Euro 10 million	Agency for the implementation of activities in the forest-wood sector
Support for the preservation of biodiversity and fragile ecosystems in Central Africa	Support the sustainable management of protected areas and peripheral zones: Lopé and Waka NP, Mayumba Marine Park and the coastal/marine border zone between Congo and Gabon.	Preservation of the environment	EU	AFD	Euro 7 million	ANPN

## Annex 2. Results Framework

### 2.1. Targets for Joint SDG Fund Results Framework

**Joint SDG Fund Outcome 2:** Additional financing leveraged to accelerate SDG achievement

Indications	Targets	
	2020	2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope <sup>13</sup>	0,5	1,5
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale <sup>14</sup>	0,5	1,5

**Joint SDG Fund Output 4:** Integrated financing strategies for accelerating SDG progress implemented

Indicators	Targets	
	2020	2021
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	0	2
4.2: #of integrated financing strategies that have been implemented with partners in lead <sup>15</sup>	0	2
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	1	1

#### Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country<sup>16</sup>
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)

<sup>13</sup>Additional resources mobilized for other/ additional sector /s or through new sources/means

<sup>14</sup>Additional resources mobilized for the same multi-sectoral solution.

<sup>15</sup> This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

<sup>16</sup> Annual survey will provide qualitative information towards this indicator.

- Joint programme included addressing inequalities (QCPR) and the principle of “Leaving No One Behind”
- Joint programme featured gender results at the outcome level
- Joint programme undertook or drew upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

## 2.2. Joint programme Results framework

Outcome/ Indicators		2020 Target	2021 Target	Means of verification	Responsible Partners
<b>Outcome 1: The financing framework for SDGs, including its institutional components, is developed and aligned with the PSGE.</b> <b>Outcome indicators:</b> <b>Indicator 1: Existence of a national financing framework aligned with SDGs</b> <b>Indicator 2: % of national budget directed to gender equality</b> <b>Indicator 3: % of women and youth represented in the Governance structures of the INFF</b> <b>Indicator 4: degree of satisfaction of members of the multi stakeholder platform on inclusiveness and efficiency of the platform</b>					UNDP, IMF, UNECA
<b>Output 1.1:</b> The mapping of all financial flows (public, private, domestic and international) is carried out as well as a roadmap on the main financing solutions, in particular on the green economy.					
Output 1.1, Indicator 1 : Number of reports produced	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG / IMF / Private sector
<b>Output 1.2:</b> Governance mechanisms for the National Integrated Financing Framework ( INFF) are put in place.					

Outcome/ Indicators		2020 Target	2021 Target	Means of verification	Responsible Partners
1. National Strategic Steering Committee					
Output 1.2.1 indicator 1 : Number of Committee implemented	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector / Civil Society
2. Creation of a Multi-Stakeholder National Dialogue Platform in charge of facilitating dialogue and participation around all key stages of the financing process (budget allocation and implementation, budget monitoring and control).					
Output 1.2.2 Indicator 1 : Number of functional platform	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector / Civil Society
<b>Output 1.3:</b> Creation of analytical tools to strengthen the financing of the green economy, in particular by strengthening the link between planning and financing (integration in the public finance law, green citizen's budget, strengthening of the legislative and regulatory framework, etc.)					
Output 1.3.1 indicator 1: Number of tools put in place	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector
Output 1.3.2 Indicator 1: Number of texts produced	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG
<b>Product 1.4:</b> A feasibility study on implementation on 'green taxation'					
Product 1.4 Indicator 1: Number of researches conducted.	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector / Civil Society
<b>Outcome 2: New financing instruments are designed to facilitate the transition to the green economy</b> <b>Indicator 1: no. of green economy feasibility studies produced</b> <b>Indicator 2: no. of new partnerships in place for the green economy</b>					<b>UNDP, UNEP, UNECA</b>

Outcome/ Indicators		2020 Target	2021 Target	Means of verification	Responsible Partners
<b>Indicator 3: no. of new green entrepreneurship initiatives benefiting women and youth</b>					
<b>Indicator 4: level of additional funds for green economy mobilised/unblocked</b>					
<b>Output 2.1 : Study for the creation of a green fund in particular through the accounting and evaluation of natural capital to create an additional tax space.</b>					
Output 2.1 indicator 1: Number of technical Units set up	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG /
Output 2.2 indicator 1: Feasibility study on green fund	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector /
<b>Output 2.2 : Creation of strategic public and private partnerships for the financing of the green economy (creation of youth employment in eco-tourism, recycling of forestry waste, sustainable agriculture, renewable energy) (green entrepreneurship for youth, green procurement rules, green citizen's budget, green policy)</b>					
Output 2.2 indicator 1 : Number of functional partnership	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector
<b>Output 2.3 : Feasibility study for the implementation of climate finance instruments (green bonds, insurance for risk management related to the green economy, social and environmental responsibility)....</b>					
Ouput 2.3 indicator 1 : Number of studies carried out	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector
<b>Output 2.4 : National capacity building in green economy through South-South and triangular exchanges (training and sensitization of stakeholders on the functioning of a green economy; exchanges with Norway, Costa Rica, Indonesia, Rwanda...).</b>					
Output 2.4 Indicator 1 : Number of workshops organised	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG



Outcome/ Indicators		2020 Target	2021 Target	Means of verification	Responsible Partners
Output 2.4 indicator1 : Number of partnerships developed	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector
<b>Outcome 3: A communication plan on the transition to the green economy is developed and implemented</b> <b>Indicator 1: Existence of a communication plan</b> <b>Indicator 2: no. of population reached by the communication plan (disaggregated by sex and age)</b>					<b>UNDP</b>
<b>Output 3.1: National awareness-raising on the green economy that takes into account, in particular, the conflicts between men-fauna and men-forest, the link between growth and the green economy, the effects of accelerating green SDGs towards other SDGs.</b>					
Output 3.1 Indicator 1 : Number of awareness raising organised	0	2	2	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG / Private sector / Civil Society
<b>Outcome 3.2 : Advocacy for key partnerships with the private sector based on green economy opportunities arising from green financing needs assessment.</b>					
Output 3.2 Indicator 1 : Number of advocacy carried out	0	2	2	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector
Output 3.2 Indicator 2: Number of partnership developed	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector
<b>Outcome 3.3 : Advocacy for the conclusion of key partnerships with TFPs on the basis of green economy opportunities resulting from the assessment of green financing needs.</b>					

Outcome/ Indicators		2020 Target	2021 Target	Means of verification	Responsible Partners
Output 3.3 Indicator 1 : Number of advocacy carried out	0	2	2	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector / Civil Society
Output 3.3 Indicator 2 : Number of partnership developed	0	1	1	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG Private sector
<b>Output 3.4: Production of strategic communication materials (lessons, good practices, documents developed in the framework of the joint programme) through social networks, newsletters, publications, UNINFO...</b>					
Output 3.4 Indicator 1 : Number of communication media produced and distributed	0	2	2	Report	Ministry in charge of Economy and Finance / Ministry in charge of Environment and SDG

### Annex 3. Gender marker matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrates gender analysis	<b>Meets Requirements</b>	Gender analysis is included in the Context Analysis and baseline problem statement, as well as detailed under the Programme Strategy – component on beneficiaries.	These sections of the ProDoc draw extensively from the Oct 2019 CEDAW Report on Gabon, the GII Report of UNDP 2019 and the Report of the PSGE Alignment with Agendas 2030 and 2063
1.2	Gender Equality mainstreamed in proposed outputs	<b>Meets Requirements</b>	Gender equality and the empowerment of women is visibly mainstreamed across all output areas in line with SDG priorities including SDG 5.	Section on Expected Results by Outcome and Outputs, and in the Annex 2 Results Framework
1.3	Programme output indicators measure changes on gender equality	<b>Meets Requirements</b>	Gender disaggregated data are measured in Table 2.2	Table 2.2 indicators at Outcome level
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	<b>Meets Requirements</b>	<p>RC and UNDP have consulted with the Minister for Promotion and Integration of Women in Development and The Minister for Environment and Sustainable Development on gender dimensions of the proposed Joint Programme.</p> <p>The proposed Joint Programme contributes to substantively strengthening Government participation and engagement in gender-related SDGs localization and/or implementation.</p>	<p>Meetings and discussions with both Ministers have taken place sequentially since December 2019 throughout the formulation of the project.</p> <p>Gender-related outputs are visible across the entire Results Framework</p>
2.2	PUNO collaborate and engages with women's/gender equality CSOs	<b>Meets Requirements</b>	The RC and UNDP both continuously engage with platforms such as the AWLN Gabon Chapter, the Reseau Panafricain des Femmes and a variety of other women's CSO platforms.	The RC and UNDP have particularly engaged with the AWLN Gabon Chapter, the Reseau Panafricain des Femmes and other national women's CSO platforms in the

			The Economic Commission for Africa engages continentally and in the Central African sub-region with a range of women’s CSO platforms.	elaboration of this Joint Programme.
3.1	Program proposes a gender-responsive budget	<b>Meets Requirements</b>	The Results Framework includes a budget line on gender-responsive budgeting, as well as to ensure 30% representation in all Joint Programme Governance Structures.	The Results Framework
<b>Total scoring</b>		<b>Gender Marker 2</b>		

## Annex 4. Budget and Work Plan

### 4.1 Budget per UNSDG categories

L'orientation du budget vise à accélérer la transition du Gabon vers l'économie verte via l'utilisation optimale des financements disponibles et l'identification de financements innovants tenant compte des potentialités du Gabon. A cet effet, le projet développera les capacités nationales en matière de gestion du financement du développement, en particulier le financement destiné à la transition vers l'économie verte. A cet effet, un accent particulier sera mis sur le développement des capacités en matière de comptabilité du capital naturel en vue de mieux valoriser les services éco-systémiques fournis à la planète et mieux tirer profit de la finance climatique actuellement disponible.

Dans cette perspective, la composition du budget par catégorie de UNSDG est la suivante :

- 35% des dépenses seront consacrées à la mobilisation de l'expertise (nationale et internationale) nécessaire pour avancer dans cette direction ;
- 9% pour faire face aux besoins de fournitures nécessaires au développement des activités du projets, y compris celles destinées à la formation et à la communication ;
- 6% pour l'acquisition d'équipements (informatiques, outils logiciels, moyens de déplacement sur le terrain...) nécessaires à la réalisation des activités sur le terrain, en particulier dans le cadre de la comptabilité du capital naturel et du dialogue avec les communautés à la base ainsi que de la collecte des informations y afférant ;
- 25% pour requérir les services d'institutions spécialisées dans le domaine de la finance verte, en particulier les obligations vertes ;
- 8% pour la prise en charge des déplacements sur le terrain ou des voyages d'échange d'expérience ;
- 10% pour la prise en charge des coûts opérationnels du projet, y compris les activités de suivi-évaluation ;
- 7% pour les coûts d'appui indirect du PNUD et de UNECA chargés d'assurer la mise en œuvre dudit projet.



UNDG BUDGET CATEGORIES	UNDP		UNECA		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	281 600,00	25 000,00	70 000,00		351 600,00	25 000,00
2. Supplies, Commodities, Materials	74 063,55		4 915,89		78 979,44	
3. Equipment, Vehicles, and Furniture (including Depreciation)	48 000,00		0,00		48 000,00	
4. Contractual services	200 000,00		70 000,00		270 000,00	
5. Travel	64 000,00		40 000,00		104 000,00	
6. Transfers and Grants to Counterparts	0,00		0,00		0,00	
7. General Operating and other Direct Costs	80 000,00		2 000,00		82 000,00	
<b>Total Direct Costs</b>	<b>747 663,55</b>				<b>186 915,89</b>	
8. Indirect Support Costs (Max. 7%)	52 336,45		13 084,11		65 420,56	
<b>TOTAL Costs</b>	<b>800 000,00</b>	<b>25 000,00</b>	<b>200 000,00</b>		<b>1 000 000,00</b>	<b>25 000,00</b>
<b>1st year</b>	<b>320 000,00</b>	12 500,00	<b>100 000,00</b>		<b>420 000,00</b>	12 500,00
<b>2nd year</b>	<b>480 000,00</b>	12 500,00	<b>100 000,00</b>		<b>580 000,00</b>	12 500,00

#### 4.2 Budget per SDG targets

Le budget a été minutieusement réparti en fonction des cibles des ODD à atteindre :

- Une grande partie du financement (30,4%) sera dédiée aux activités de financement de l'économie verte sensibles au genre (participation, égalité des opportunités, formation et développement de l'autonomisation (ODD 5) ;
- 3,4% du financement sera consacré à la promotion de modes de production et de consommation durables, en particulier l'utilisation et la gestion durables des ressources naturelles au Gabon, et de ce fait inciter le Gabon à mettre en place des mécanismes de préservation des forêts et du reboisement (ODD 12) ;
- 18,3% du financement permettra de développer les capacités en matière de planification et de gestion du développement sensible au changement climatique et prenant en compte les besoins des communautés forestières au Gabon (ODD 13);
- 7,1% du financement sera alloué à des activités permettant de mobiliser des ressources financières provenant de diverses sources, en particulier le secteur privé, et permettant de conserver et de gérer durablement les écosystèmes et la biodiversité du Gabon (ODD 15) ;
- 25,8% du financement sera consacré au renforcement des capacités nationales de mobilisation de ressources nationales (impôts et autres recettes) et d'autres sources de financements dédiés à l'économie verte (ODD 17) en vue de permettre au Gabon de sortir de la dépendance des ressources tirées du pétrole et de développer une base économique durable et inclusive (ODD 17).

SDG TARGETS		%	USD
5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decisionmaking in political, economic and public life	4%	38 622
5.c	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	27%	272 636
12.2	By 2030, achieve the sustainable management and efficient use of natural resources	3%	33 384
13.b	Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities	18%	187 967
15.a	Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems	7%	72 332
15.b	Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation	15%	155 792
17.1	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	15%	152 999
17.3	Mobilize additional financial resources for developing countries from multiple sources	11%	111 269
TOTAL		100%	1 025 000

### 4.3 Work plan

Outcome 1			The financing framework for SDOs, including its institutional components, is developed and aligned with the WSP.																
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET			PUNO/s involved	Implementing partner/s involved			
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)			Total Cost (USD)		
Output 1.1: Mapping of all funding flows is carried out	X	X	Analysis of flows and trends in development financing (domestic public, domestic private, ODA, FDI, domestic debt, external debt, NGOs, migrant remittances).	X	X									Expertise/Consultants, Study costs, Training	60 000	0	60 000	UNDP	IMF
			Analysis of key factors determining flows and trends as well as gaps and opportunities.			X													
			Analysis of risks, bottlenecks and opportunities in mobilising new financing aligned with the green economy.			X													
			Development of a comprehensive, gender sensitive and integrated strategy				X												

			for financing the green economy (DFA)															
Output 1.2: The governance mechanisms of the national integrated financing framework are put in place	X	X	Analysis of the institutional framework for development financing.		x									Expertise/Staffing, Equipments, Information systems, Training, Study tours, Travel	277 500	25 000	<b>302 500</b>	UNDP, UNECA
			Establishment and operation of the Strategic Orientation Committee of the National Integrated Framework for Financing for Development.	x	x	x	x	x	x	x	x							
			Establishment and operation of a Green INFF Secretariat between Government and UNDP (as lead agency)	x	x	x	x	x	x	x	x							
			Establishment and operation of a multi-stakeholder platform for dialogue (Government, private sector, civil society, development partners, youth and women).	x	x	x	x	x	x	x	x							
			Establishment of an open and transparent system for the management of information on			x	x	x	x	x	x							

		financing for development.															
Output 1.3: Tools for analysing Green Economy Financing are available		Review of the planning, programming and budgeting cycle from the perspective of SDGs in general and the green economy in particular.			x	x											
		Implementing of gender-sensitive budgeting at the national level		x	x	x	x	x	x	x							
		Implementation of a system of repetition of actions (measures, projects, budgets) relating to SDGs and the green economy in the PPBSE system.						x	x			Expertise/Consultants, Training	220 000		220 000	UNDP	IMF
		Support for civil society initiatives in terms of citizen control of public funding for SDGs and the green economy (tools, training, networking).					x	x	x	x	x						
		Monitoring and assessing the impact of private financing in the green economy.									x	x					



			Organization of seminars on the analysis of the financing of the green economy.							x		x							
Output 1.4 : Green taxation is studied	X	X	Review of Gabonese taxation from a green economy perspective							x				Expertise/Consultants, Study costs, Training	30 000	0	30 000	UNDP, UNECA	UNEP, IMF
			Identification of tax measures sensitive to the green economy (with a view to bonus-malus)								x								
			Organization of a seminar to validate the studies before submitting the results to the Government for consideration and adoption									x							
<b>Outcome 2</b>			<b>New financing instruments are designed to facilitate the transition to the green economy.</b>																
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET			PUNO/s involved	Implementing partner/s involved			
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)			Total Cost (USD)		
Output 2.1 : Natural Capital Accounting is introduced and the Green	X	X	Evaluation of Gabon's natural capital accounting and valuation of forest services (ecosystem, economic, social...)		x	x	x							Expertise/Consultants, Study costs, Training, Equipments, Travel	80 000	0	80 000	UNDP, UNECA	UNEP

Fund feasibility is studied			Carrying out a feasibility study of the green fund including the modalities of its operationalisation.			x	x	x								
Output 2.2 : Strategic public and private partnerships are created to finance the green economy.	X	X	Creation of a framework for public-private dialogue on priority actions (reforms, investments, regulation) in favour of the green economy.				x	x								
			Identification and search for public and private funding for concrete initiatives in favour of employment and entrepreneurship of young people and women in the green economy (eco-tourism, waste recycling, renewable energy, sustainable agriculture...).						x	x	x	x	x	Training, Funding	80 000	0
Output 2.3 : Climate finance instruments are prepared.	X	X	Organization of training seminars on climate finance				x		x							
			Preparing bankable projects for the green economy.						x	x	x		Training	72 500	0	<b>72 500</b>

			Preparation and launch of alternative financing instruments (green bonds, impact investment, insurance, CSR, etc.).					x	x	x	x								
Output 2.4 National capacities in the green economy are strengthened	x	x	Organization of training and awareness-raising seminars for stakeholders on how the green economy works and how it can be financed.					x				Training, Publication	28 634	0	28 634	UNDP, UNECA	UNEP		
			Organizing South-South and triangular exchanges on best practices in financing the green economy.						x										
			Documentation of Gabonese good practices in financing the green economy.						x	x	x							x	
<b>Outcome 3</b>			<b>A communication plan on the transition to the green economy is developed and implemented.</b>																
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved		
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)				

Produit 3.1 : All communities, especially those living in forest areas, are made aware of the opportunities of the green economy.	<b>X</b>	<b>X</b>	Presentation of the opportunities of the green economy and the use of green financing.		x		x		x		x		Expertise/Consultants, Seminars	20 000	0	<b>20 000</b>	UNDP, UNECA	UNEP
			Raising awareness on man-wildlife and man-nature conflicts.			x	x	x	x	x	x							
Output 3.2 : Advocacy for public-private partnerships is conducted on the basis of green economy opportunities.	<b>X</b>	<b>X</b>	Use of various events organised in Gabon (e.g. the Gabon Wood Show) to organise business forums (side events) on the green economy.	x	x	x	x	x	x	x	x		Seminars, Communication	20 000	0	<b>20 000</b>	UNDP	UNEP
			Communication campaign aimed at international investors, including the use of digital communication.				x	x	x	x	x							
			Communication campaign aimed at development partners (multilateral banks, bilateral cooperation), commercial banks and insurance companies for their participation in the arrangement of mixed financing.				x	x	x	x	x							

Output 3.3 : Strategic communication materials are developed	X	X	Production of thematic materials on lessons learned and good practices in Gabon.																Documentation of best practices, Communication	10 000	0	10 000	UNDP, UNECA				
			Production and dissemination of a brochure on the potential of the green economy as a new engine of growth and an accelerator for achieving SDGs.																								
			Sharing information through social networks.																								
			Publication of results in UNINFO																								
<b>Joint programme management</b>		<b>List of activities</b>	<b>Time frame</b>										<b>PLANNED BUDGET</b>				<b>PUNO/s involved</b>	<b>Implementing partner/s involved</b>									
			<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Overall budget description</b>	<b>Joint SDG Fund (USD)</b>	<b>PUNO Contributions (USD)</b>	<b>Total Cost (USD)</b>													
<b>Final Evaluation</b>																			Study costs, Travel	35 945	0	35 945	UNDP				
<b>Indirect Cost</b>																			Opérationnel costs	65 421	0	65 421	UNDP, UNECA				

## Annex 5. Risk Management Plan

Risks	Risk Level: <small>(Likelihood x Impact)</small>	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
<b>Contextual risks</b>					
Reshuffles of the Ministers in charge of the Programme	9	3	3	Ensuring ownership of the Joint Programme goes UP to the level of the Prime Minister and DOWN to the level of the senior civil servants	RC RR/UNDP
Change of leadership in implementing partner structures	9	3	3	The Green INFF Secretariat ensures continuity in delivery	Green INFF Secretariat
COVID-19 spread dramatically threatens JP implementation as well as Gabon's budgetary priorities	12	3	4	Swift Government actions, in cooperation with WHO, have currently limited COVID cases to single digits. A Gabon Government contingency plan has already been adopted which would ensure continuity of government – and therefore of JP implementation – in case of a major outbreak.	Government of Gabon
<b>Programmatic risks</b>					
Inability of implementing government entities to translate the existing high-level political commitment into real transition	4	2	2	The National Strategic Steering Committee, Multi-Partner Stakeholder Platform, the INFF Secretariat and the UN leadership all work to lobby and press for consistency and sustainability of the approach and timely implementation	The National Strategic Steering Committee, Multi-Partner Stakeholder Platform, the INFF



					Secretariat and the UN leadership
<b>Institutional risks</b>					
Inability to break out of institutional silos and realize a synergistic approach	9	3	3	On Government side, the National Strategic Steering Committee and the Green INFF Secretariat have a leading role to play in convoking and pressing all Government stakeholders. On the UN side, the RC will have a critical role to play, as will the UNDP RR.	National Strategic Steering Committee, Green INFF Secretariat, RC, RR/UNDP
Weak ownership on the part of non-government entities, such as civil society, private sector and the general population.	12	3	4	The Multi-Stakeholder Platform has a critical role to play in ensuring ownership on the part of these actors; its gender and youth composition will be vital in addition.	Multi-Stakeholder Platform  UNDP for Communication Campaign
<b>Fiduciary risks</b>					
None					