



CAFI Executive Board Decision

Accountability of TNC-supported projects in Gabon

Adopted by email on 12 June 2026

EB.2026.15

Considering

- The Accountability Session held on 13 May 2026 regarding the following projects implemented by The Nature Conservancy (TNC) in Gabon:
 - CAFI 2 Forest Certification (132798),
 - CAFI 3 Forest Management and Community Forestry (133560),
 - CAFI 3 Research and Monitoring (133561);
- The analytical briefs prepared by the CAFI Secretariat and discussed with the Executive Board;
- The implementing organisation's responsibility for project performance under the signed agreements with MPTFO;
- The significant implementation delays observed across the three projects relative to time elapsed and resources mobilised;
- The concerns raised regarding cost-effectiveness, programme management costs, budget reallocations and reporting quality;

The CAFI Executive Board:

- Expresses serious concern regarding:
 - the low level of effective delivery relative to project maturity,
 - weak operationalisation of several flagship outputs,
 - recurring over-expenditure on programme management and personnel costs,
 - and inconsistencies and weaknesses in financial and narrative reporting;
- Recalls that the Executive Board expects a stronger focus on tangible operational and institutional results on the ground, beyond activity-level;
- Requests TNC, in coordination with the Government of Gabon, to submit to the CAFI Secretariat by 30 June 2026 a consolidated acceleration plan with clear roadmap for the three projects, including:
 - ✓ proposed corrective measures and implementation adjustments,

- ✓ clarification of staffing, programme management arrangements, personnel expenditures and budget reallocations across categories and outcomes,
 - ✓ confirmation that planned activities and deliverables can be implemented within existing project timelines, approved budgets and budget categories, or, where this is not the case, identification of corrective measures and alternative funding sources,
 - ✓ specific, measurable deliverables and milestones to be achieved by 31 August 2026, to be reported in a dedicated progress report to be submitted to the CAFI Secretariat by 15 September,
 - ✓ and, where relevant, proposed revisions to activities or implementation modalities aligned with Government priorities;
- Requests the CAFI Secretariat to monitor implementation of agreed milestones and report back to the Executive Board, including through the Gabon Working Group, for a reassessment by the Executive Board in September 2026 of project performance and implementation progress based on delivery against agreed conditions and milestones;
 - Notes that failure to demonstrate credible acceleration and measurable progress against agreed milestones may lead the Executive Board, in consultation with the Government of Gabon, to consider measures, including restructuring, suspension of activities, cancellation of remaining balances or early project closure.
 - Further notes that the Executive Board expects the acceleration plan to be based on delivery within existing project timelines and does not envisage extensions as part of the corrective measures contemplated under this decision.