

TERMS OF REFERENCE

for

PROJECT COMPLETION REPORT FOR GCAP MATCHING GRANT BENEFICIARIES

1. INTRODUCTION

The Government of Ghana, through the Ministry of Food and Agriculture, is implementing the Ghana Commercial Agriculture Project (GCAP) with a credit from the International Development Association (IDA) of the World Bank Group, and a grant from USAID.

The Project Implementation Unit of GCAP has rolled out two Matching Grant (MG) schemes.

The very first MG covered both Accra Plains and the SADA zone and was aimed at easing binding constraints to growth faced by existing nucleus-outgrower schemes or other arrangements that provide both upstream and downstream support to smallholders (such as farmer-based organizations, contract farming, etc.). Following a rigorous selection process, 31 grantees (9 from Accra Plains and 22 from SADA) were selected and awarded. A total of USD9.5m has been spent various investment interventions under the First Call MG. Leading constraints addressed are Land Development (42% of obligated CALL 1 Funds); followed by construction of warehouses (18%); Capacity Building (20%); Irrigation Infrastructure (15%); Electricity (4%); and Roads (1%).

Additionally, GCAP is to monitor implementation till September 2020, although no new funds are to be provided under the existing contracts with GCAP. Monitoring will then be handed over to the Ministry of Food and Agriculture.

The second MG call sought to develop the Nasia-Nabogo area in the Northern region of Ghana as an Agro-pole for rice production. The project identified 10,000ha of land best suited for the development of improved rainfed agriculture based on water harvesting techniques for rice production in the inland valleys. The initial selection of these sites were based on LiDAR and orthophoto maps and then confirmed with feasibility studies to verify their suitability for rice farming and ability to support improved rain-fed systems through improved water management. This second MG was aimed at supporting farmers by providing them with targeted quality services that will increase the production of rice using the nucleus-outgrower system. The investors are integrating smallholder farmers

into an inputs/output and farm equipment services provisioning system in a continual basis for at least 5 years.

Working with the World Bank, GCAP selected six (6) farmers to cultivate rice on a maximum of 600 ha in the Nasia Nabogo valley. They were made to pilot rice production on a developed land area of 480ha in the 2016 cropping season, before expanding to 600ha in the 2017 and 2018 season.

2. OBJECTIVES

Contracts were signed with all Thirty-one (31) First call Matching Grant beneficiaries in July 2014 for a period of two (2) years to implement the activities and a further two (2) years to collect information on the impact of the project interventions. In 2016, it was noted that some eighteen (18) beneficiaries could not complete their activities by June 2016 so a further extension was given to them for 6 months with a few exceptions that went beyond the 6 months. A close out letter has been signed by all beneficiaries on January 2018 to enable continuous monitoring and linkage support until September 2020 when the Ministry of Food and Agriculture will appoint a supervisory agent to continue with same. Assets have been formally handed over to the grantees.

All six (6) Second Call Matching Grant beneficiaries in April 2016 for an initial period of two (2) years. GCAP has extended the contract until June 2020 to provide the necessary support to them.

The primary objective of this assignment is to document the matching grant interventions post grant activities

A secondary objective is to identify achievements, challenges, lessons learnt and any sustainability gaps within the context of effectiveness and efficiency in project execution at the macro and grantee levels.

3. SCOPE OF WORK

GCAP intends to engage a consultant who will work with the Agribusiness Specialist and other members of the GCAP PIU to collect and collate information from the thirty-one (31) grantees and six (6) investors to prepare a comprehensive grant close-out report. The assignment will be in two phases: Phase One (1) will focus on the First Call Grantees and this will be carried out between January to March 2020 and Phase Two (2) will focus on the Nasia Nabogo Investors and will be carried out between April to June 2020).

The assignment will include the following specific activities:

- 3.1. *Inception Meeting with GCAP PIU:* Participate in an inception meeting with the Agribusiness Specialist and other relevant PIU members to be briefed fully on the assignment and agree on the timelines and deliverables. The PIU will make available to the consultant all data and reports available at this point.
- 3.2. *Desk Review of Available data & Reports:* A review of all available documentation on the Matching Grants with emphasis on contracts for each individual grantee/investor, and data and reports collated by the PIU. These must be reviewed to establish what was intended to be accomplished by each grantee/investor, targets set at inception and what is available to aid a determination of the status of implementation of each grantee/investor.
- 3.3. *Identification of Data & Information Needs:* The Consultant must make a determination of what additional data and information is required to enable a complete operational and financial assessment of the various interventions each grantee/investor is contracted to deliver.
- 3.4. *Collection of Data to fill the identified Gaps:* Develop tools and instruments that could be used to quickly fill the identified gaps. This will be done through field visits to beneficiary offices and farms (including outgrower farms), interviews, visual observations and other approaches deemed suitable. The target for these interactions include but not limited to Regional and District Department of Agriculture, grantees/investor, outgrowers, input suppliers, financiers, produce buyers, processors and other value chain actors and service providers. Substantial field visits and field work will be required to successfully accomplish this activity.
- 3.5. *Analysis and Preparation of Reports:* The consultant is to analyze all data and information, establish standard reporting tables/tools that will enable an effective communication of findings and prepare individual grantee reports. The consultant will also prepare a short summary (5-7 pages) based on the individual grantee/investor reports – this summary will basically consist of one-paragraph narratives for each individual grantee.

4. KEY ASSIGNMENT DELIVERABLES

There will be two sets of deliverables for each phase – (i) grant impact assessment report on each Grantee/Investor and (ii) and overall impact assessment of the project. The deliverables/ timelines are:

Phase One (Three months)

First Call Grantees:

- Inception Report (including detailed work plan) at the end of week two of commencement of assignment.

- Draft grantee impact assessment and overall impact report on all Matching Grant beneficiaries: end of second month.
- Final reports on assignment: end of third month.

Phase Two (Two months)

Nasia Nabogo Beneficiaries:

- Inception Report (including detailed work plan) at the end of week two of commencement of assignment.
- Draft grantee impact assessment and overall impact report on all Matching Grant beneficiaries: end of first month.
- Final reports on assignment: end of second month.

GCAP will review draft reports and provide feedback within five (5) working days post receipt of the reports

The proposed outline of the detailed individual grant impact assessment reports should be as follows:

- i. **Overview:** This section shall describe the businesses, presenting details such as the official names, the location, date of commencement of operations, the number of staff at the signing of the contract and the staff as at the end of January 2020, the number of small-holder farmers (at the signing of the contract and as at January 2020) and the main crops produced by both Nucleus/Investor and outgrowers with emphasis on productivity and gross margins obtained in each season of cropping.
- ii. **Matching Grant Interventions:** This section shall provide detailed information on the types of intervention supported and the scope/ extent of intervention achieved. For instance, in the case of land development, the area actually developed and in the case of capacity building, the impact of the training on operations. The section shall also indicate any differences between the planned and achieved scope of works. This section shall be organized by the various types of interventions.
- iii. **Farming Operations:** This section shall present the outcome of farming operations for both the nucleus farmer and small-holder farmers starting from the 2014 cropping season to 2019 and explain any extreme figures. Where there are significant deviations from the average for specific indicators (e.g. yield, gross margin), an explanation would be required. For the NNNIV investors, outcome of farming operations for both investor and small-holder farmers starting from 2016 cropping season to 2019.
- iv. **Financial Operations:** The First Call Matching Grant beneficiaries received funds from GCAP to complete their intervention in phases. This section shall collect information on the use of the matching grant funds from GCAP for the various

interventions by the grant beneficiaries. Copies of invoices and receipts from service providers will be inspected/reviewed to confirm or otherwise the purported use of funds. The total investment cost of the intervention including the beneficiary's investment cost for matching the intervention should be included. For the NNIV investors, the value of operational costs to operate their businesses must be captured.

- v. **Overall impact of the interventions:** This section shall provide information on the impact of the interventions on the entire operations of both the nucleus farmer/investor and small-holder farmers. The impact assessment should go beyond the immediate impact of GCAP's intervention and should also include opportunities for leveraging the interventions to scale up or even diversifying operations.
- vi. **Challenges and Solutions:** This section shall focus on challenges encountered by the nucleus farmer/investor and outgrowers in the implementation of the interventions, and whether these challenges have been/are being addressed. It should also document any attrition or reduced scope of operations by the grantee following the interventions. It would also include challenges GCAP has encountered in dealing with the grantees/investors.
- vii. **Compliance with Safeguards:** This section shall focus on details regarding the various Environmental and Social Safeguards requirements that the grantees/investors must comply with, and the efforts made towards this end. The Safeguards Specialists within GCAP would provide further information in this regard during the inception meeting and provide the Consultant with continuous guidance throughout his/her assignment.
- viii. **Plans for 2020:** This section will list the plans the grantees/investors have for the 2020 season. This should include the size of land to be cropped and the number of small-holders to be engaged, plans along the value chain as well as inputs, harvesting and market access and any expansion plans.
- ix. **Interesting lessons and anecdotes:** Apart from the technical requirements of the interventions with the grant beneficiaries, there may be some success stories or interesting lessons to be learnt. Such successes, lessons and anecdotes, where they exist, should be captured in this section.
- x. **Sustainability:** This section will indicate information on types and areas of soft support needed by the grantees to sustain their businesses. In addition the

consultant must analyze the requests and data collected from the grantees and make recommendations on the type of business support services or linkages that will improve growth.

- xi. **Recommendations:** Grantee/investor-specific recommendations must be made to guide subsequent actions by GCAP. In addition, the Consultant is expected to provide some generally applicable recommendations and guidance for future matching grant rounds.

The overall project impact assessment report in the minimum should cover:

- i. **An overview**-This section should provide a brief background of project; a summary profile of the grantees/investors and their out growers; the objectives of the report; the methodology for preparation of the report etc.
- ii. **Assessment of overall project outcomes:** This section outlines the extent to which the project objectives have been achieved and it will rely heavily on the individual grantee/investor reports clustered along definable dimensions; explanations for variations should be provided; assessment should be both quantitative / qualitative/observative – in the form of truncated info packs.
- iii. **Assessment of project efficiency:** This section will draw insights from the individual grantee/investor reports – the extent to which they managed their grants efficiently / in terms of value for money etc; at the project management level – values for money analysis will also be done.
- iv. **Assessment of project effectiveness:** This section will again draw insights from the individual grantee/investor reports with respect to timeliness in meeting of schedules including process transparency / level of accountability etc.; project management will also be reviewed along those lines
- v. **Challenges and Solutions:** This section shall focus on challenges encountered by the beneficiaries and outgrowers in the implementation of the interventions, and whether these challenges have been/are being addressed. It would also include challenges GCAP has encountered in dealing with the beneficiaries.
- vi. **Compliance with Safeguards:** This section shall focus on details regarding the various Environmental and Social Safeguards requirements that the grant beneficiaries must comply with, and the efforts made towards this end. The Safeguards Specialists within GCAP would provide further information in this regard during the inception meeting and provide the Consultant with continuous guidance throughout his/her assignment.
- vii. **Plans for 2020:** This section will list the plans the beneficiaries have for 2020. This should include the size of land to be cropped and the number of small-holders to be engaged, plans along the value chain as well as inputs, harvesting and market access and any expansion plans.

- viii. **Interesting lessons and anecdotes:** Apart from the technical requirements of the interventions with the grant beneficiaries, there may be some success stories or interesting lessons to be learnt. Such successes, lessons and anecdotes, where they exist, should be captured in this section.
- ix. **Recommendations:** Grantee/investor-specific recommendations must be made to guide subsequent actions by GCAP. In addition, the Consultant is expected to provide some generally applicable recommendations and guidance for future matching grant rounds.

5. DURATION OF ASSIGNMENT

It is estimated that the consultant will spend the following weeks on each phase of the assignment

Phase one:

The duration of the assignment is 3 months (i.e. 12 weeks), within which period the consultant will be expected to complete the assignment. Six (6) days will be spent on every grantee report (including travelling, field visits, meetings and discussions) and 2 weeks for preparing the project impact assessment report. Thus, it will take 33 person weeks to complete the assignment.

Phase two:

The duration for completing the second phase is 2 months (i.e. 8 weeks). Four (4) days will be spent on every investor report (including travelling, field visits, meetings and discussions) and 1 week for preparing the project impact assessment report. Thus, it will take 25 person weeks to complete the assignment.

6. DOCUMENTS TO BE PROVIDED BY GCAP

GCAP shall provide the consultant with all relevant documents, including;

- i. Contracts between GCAP and the beneficiaries
- ii. GCAP Baseline Reports for both Accra Plains and SADA Zone
- iii. CALL 1 Review Report
- iv. Operational & financial review of the GCAP project - call one matching grant beneficiaries
- v. 2015 – 2019 Annual Progress Report
- vi. Documentation accompanying requests for funds
- vii. Existing reports on the matching grants scheme
- viii. Data on farming operations of the grant beneficiaries
- ix. Safeguards compliance reports produced by GCAP Specialists
- x. Any other relevant information

7. EXPERIENCE/ REQUIREMENTS OF CONSULTANT

It is expected that the Consultant will be a firm with the following experience amongst others:

- Experience in assessment of agro-business interventions involving nucleus and out grower farmers
- Experience in the agro-business development involving nucleus and out grower farmers will be an advantage
- Excellent presentation capabilities including the use of graphics/preparation of info packs in communication of results / impacts of projects will be an advantage
- Staff to cover the focus areas of the assessment within the 8 weeks duration.
- Familiarity with GCAP interventions will be an advantage

In particular, the key consultants should have the following minimum qualification.

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| <p>Team Leader (Agribusiness Expert)</p> | <p>Will head the team and have expertise in agribusiness with at least ten years of experience.</p> <p>Should have over 5 year experience in donor-project evaluation. Should have good leadership skills. Experience in World Bank project evaluation will be an added advantage.</p> <p>Academic qualification: Masters in an agriculture related field</p> |
| <p>Social Scientist</p> | <p>Should be a qualified social safeguard expert, with at least five years of experience. Experience with donor-funded projects will be an added advantage.</p> <p>Should have at least 3 years of experience in community engagement relationships.</p> <p>Academic qualification: Masters in any social science field</p> |
| <p>Monitoring and Evaluation Expert</p> | <p>Should have at least five years of experience in conducting monitoring and evaluation, especially on donor-funded projects. Experience in World Bank project evaluation will be an added advantage.</p> <p>Experience in the agriculture sector would be an advantage.</p> <p>Academic qualification: Masters in an agriculture</p> |

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