



**WEST AFRICA FOOD SYSTEM RESILIENCE PROGRAM  
(FSRP PHASE 2)**

**A Multi-phase Programmatic Approach**

**Project Number: p178132**

**TERMS OF REFERENCE**

**RECRUITMENT OF NON-GOVERNMENTAL  
ORGANISATIONS (NGOs) OR CONSORTIUM OF NGOs  
TO SUPPORT IMPLEMENTATION OF THE  
INTEGRATED LANDSCAPE MANAGEMENT (ILM)  
PROCESSES**

**MAY 2024**

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## LIST OF ACRONYMS

1D1F	One-District-One-Factory
1V1D	One-Village-One-Dam
BSc	Bachelor of Science degree
CGIAR	Consultative Group on International Agricultural Research
CPS	Centre-Pivot System
CSA	Climate Smart Agriculture
DADs	District Agriculture Departments
ECOWAS	Economic Community of West African States
EU	European Union
FSRP	West Africa Food System Resilience Program
GCAP	Ghana Commercial Agriculture Project
GDP	Gross Domestic Product
GIDA	Ghana Irrigation Development Authority
GLRSSMP	Ghana Landscape Restoration and Small Scale Mining Project
ILM	Integrated Landscape Management
ILMDPs	Integrated Landscape Management Development Plans
LEAN	Environmental Agility Across Nations
LPIs	Local Partner Institutions
LUs	Landscape Units
LUSPA	Land Use and Spatial Planning Authority
MDAs	Ministries, Departments, and Agencies
MDTPs	Medium Term Development Plans
MMDA	Metropolitan Municipal and District Assembly
MoFA	Ministry of Food and Agriculture
MSc	Master of Science degree
NCoS	National Center of Specialization
PAs	Productive Alliances
PIU	Project Implementation Unit
SEP	Stakeholder Engagement Plan
TCDP	Tree Crops Development Project
WB	World Bank
WUA	Water User Association

## 1.0 INTRODUCTION

The Government of Ghana (GoG), through the Ministry of Food and Agriculture (MoFA) with support from the World Bank and in collaboration with the Economic Community of West African States (ECOWAS), is implementing the West Africa Food System Resilience Project (FSRP) Phase 2 under the World Bank Multi-phase Programmatic Approach (MPA) for Investment Project Financing Instrument. The FSRP Phase 2 consist of three countries namely: Sierra Leone, Chad, and Ghana. The FSRP Ghana, with a financing envelope of US\$150 million is expected to be implemented over a 5-year period, commencing from June 2, 2023 to September 30, 2028.

The project development objective of the Food System Resilience Program is to increase preparedness against food insecurity and improve the resilience of food systems in Ghana. This development objective will be achieved through improving farmers' access to usable weather, climate and advisory services; improving access to local climate information services through digital information platforms; facilitating the co-production of services between private and public sector; increasing farmers' access to agricultural and nutrition sensitive technologies developed by a consortium of National Center of Specialization (NCoS), Consultative Group on International Agricultural Research (CGIAR) and other international research institutes; establishing spatial information system to design and plan climate resilience land management practices; promoting private sector involvement in regional agricultural trade; and supporting women farmers to access services to improve marketing along target commodity value chain.

The expected outcomes at the end of the FSRP include:

- i. Program direct beneficiaries reach 300,000, of which 40% are women;
- ii. Proportion of food insecure households in the targeted areas reduced by 25%;
- iii. Food system actors accessing hydro- and agro-meteorological advisory services reach 211,200; of which 40% are women;
- iv. Producers adopting supported climate-smart agricultural technologies and services reach 240,000; of which 40% are women;
- v. Surface area under integrated landscape management increased by 4,850 ha; and
- vi. Share of intra-regionally traded production in selected value chains (maize, rice) increased from 20% to 30%.

The FSRP is organized around five (5) core distinct but interrelated components to help achieve the objectives of the project. The project components include:

**Component 1: Improving digital advisory services to support timely agriculture and food crisis prevention and management** - This component aims at strengthening national capacity to provide demand-driven digital advisory services. This will include agro-advisory and impact-based hydromet/climate information and early warning services, and promote their use for food crisis prevention, management, and response.

**Component 2: Sustainability and adaptive capacity of Ghana's food systems productive base** - This component consolidates the regional agricultural innovation systems and strengthens regional food security through integrated landscape management. These include strengthening regional

research and extension systems to deliver improved technological innovations including climate-smart, nutrition-sensitive, gender- and youth friendly technologies in a sustainable manner, as well as a combination of natural resource management with environmental and livelihood activities using the integrated landscape management approach.

**Component 3: Enhancing regional food market integration and agricultural inputs and output trade** - This component aims at expanding food trade in West Africa to enable effective distribution of surplus produce to deficit regions. It will facilitate the production and commercialization of agricultural products, inputs, and technologies within and across national borders. It also seeks to support the development of strategic and regional value chains i.e., (a) rice; (b) maize and (c) livestock (Poultry) with backward integration with the soya bean value chains.

**Component 4: Contingency emergency response** – This component aims at making available resources to strengthen the response capacity of the Government of Ghana in case of an emergency. This involved making available funding to respond to eligible emergencies or crises, including pest and disease infestation such as the Fall Army Worm, locusts, swine fever and bird flu; extreme droughts or floods; widespread and severe bush and wildland fires.

**Component 5: Project management** - This component involves establishing effective coordination, management, and monitoring and evaluation system for the project. These will include: (i) establishing and maintaining financial management and procurement systems; (ii) reporting on program activities; (iii) ensuring the full implementation of environmental and social risks and impacts management; (iv) maintaining and ensuring the performance of the monitoring and evaluation system; and (v) developing and implementing knowledge management and communication strategy and study tours, among others.

The Ministry of Food and Agriculture (MoFA) is the government agency responsible for the implementation of the project, together with technical partners such as Research Institutions; Ministries, Departments and Agencies (MDAs) as well as private sector organisations.

## **1.1 Description of Component 2**

There are two (2) sub-components under Component 2.

### **Sub-component 2.1: Consolidate the Regional Agriculture Innovation Systems**

This sub-component will strengthen the regional research and extension systems to deliver improved technological innovations including climate-smart agriculture, nutrition-sensitive, gender- and youth friendly technological packages by the coalition of National Centre of Specialisation (NCoS), Regional Centres of Excellence (RCoE), Consultative Group on International Agricultural Research (CGIAR) Centres and other International Agricultural Research Institutes.

### **Sub-component 2.2: Strengthen Regional Food Security through Integrated Landscape Management**

The interventions under this sub-component will be carried out at the landscape level to restore ecosystem functions and resilience to assure sustainable production and productivity. **This sub-component will finance investments combining natural resource management with environmental and livelihood activities using an Integrated Landscape Management (ILM)**

**approach.** It seeks to contribute to improved food security for rural households and build their resilience to climate variability by supporting ILM as a long-term collaborative process.

The sub-component 2.2 activities will be implemented along 3 investment pillars;

**i. On-farm investments:** These are technologies to be identified with RCoE/ NCoS, or through technology fora like MITA or by PIU with national level partners. The identified on-farm investments may be promoted through proven extension tools including Innovation Platforms (IPs), Farmer Field Schools (FFS), On-farm demonstrations. Following adoption, stakeholders may acquire the on-farm level investments through matching grants.

**ii. Community Level investments:** These are the four (4) irrigation schemes and twenty (20) inland valley sites that were identified during project preparation and are currently undergoing feasibility/ engineering design studies and ESIA studies. The PIU will be responsible for the implementation of pre-identified community-level investments.

**iii. Participatory ILM planning process:** This is the participatory and collaborative planning process that will be set up with the facilitation of NGOs or Consortium of NGOs who will be recruited by the FSRP. It will involve among others identification of landscape units (LUs), development of ILM investment plans, and the implementation and management of approved ILM investment plans.

## 1.2 Integrated Landscape Management (ILM) Approach

The ILM approach is very key to the realisation of the development objectives of the FSRP. It contributes directly to two (2) main PDO indicators as follows;

- i. Producers adopting supported climate-smart agricultural technologies and services reach **240,000**; of which **40%** are women;
- ii. Land area under sustainable landscape management practices - **4,850 Ha**

At the intermediate level, it contributes as follows;

- iii. Spatial information system established and operational for planning and designing climate smart land management practices – **YES**
- iv. Percentage of sub-projects selected from the integrated landscape management plans with climate-resilient measures implemented (Percentage) – **80%**
- v. Technologies (climate smart, nutrition sensitive) made available to farmers by the consortium of NCoS, CGIAR and other international research institutes – **15 No.**
- vi. Nutrition-sensitive technologies made available to farmers by consortium of NCOs, CGIAR and other international research institutes – **30%**

## 1.3 FSRP Target Areas

The FSRP Ghana has selected **three (3) key intervention zones or Target Areas** for implementation of Component 2 activities, according to the following criteria: (i) the agro-sylvo-pastoral potential; (ii) potential for national and regional impact; and (iii) complementarity with past/ongoing projects. The selected Target Areas straddle notable agro-ecological zones within the country. They are;

- **Target Area 1:** Southern Belt (Lower Volta Basin) – falls within selected areas in the Eastern, Greater Accra, Volta and Central Regions. The intervention area falls mainly in the Coastal Savanna & Semi-deciduous Forest Agro-ecological zones. The priority commodities for this area will be mainly rice (irrigated and coastal flood plain ecologies) and poultry (broiler).
- **Target Area 2:** Northern Belt (White /Red Volta Basin) – falls within selected areas within the Upper East, Northeast and Northern Regions: The intervention area falls mainly in the

Guinea Savannah & Sudan Savannah agro-ecological zones. The priority commodities will be rice (irrigated and flood plain ecologies), maize and soya beans.

- **Target Area 3: Middle Belt** – falls within selected areas in Ashanti, Bono East and Bono Regions: The area falls mainly in the semi-deciduous Forest, Forest Transition & Guinea Savannah agro-ecological zones. Priority commodities will be rice (inland valleys/ valley bottom ecologies), maize and poultry.

Figure 1, below shows the Ghana map depicting the three (3) Target Areas.

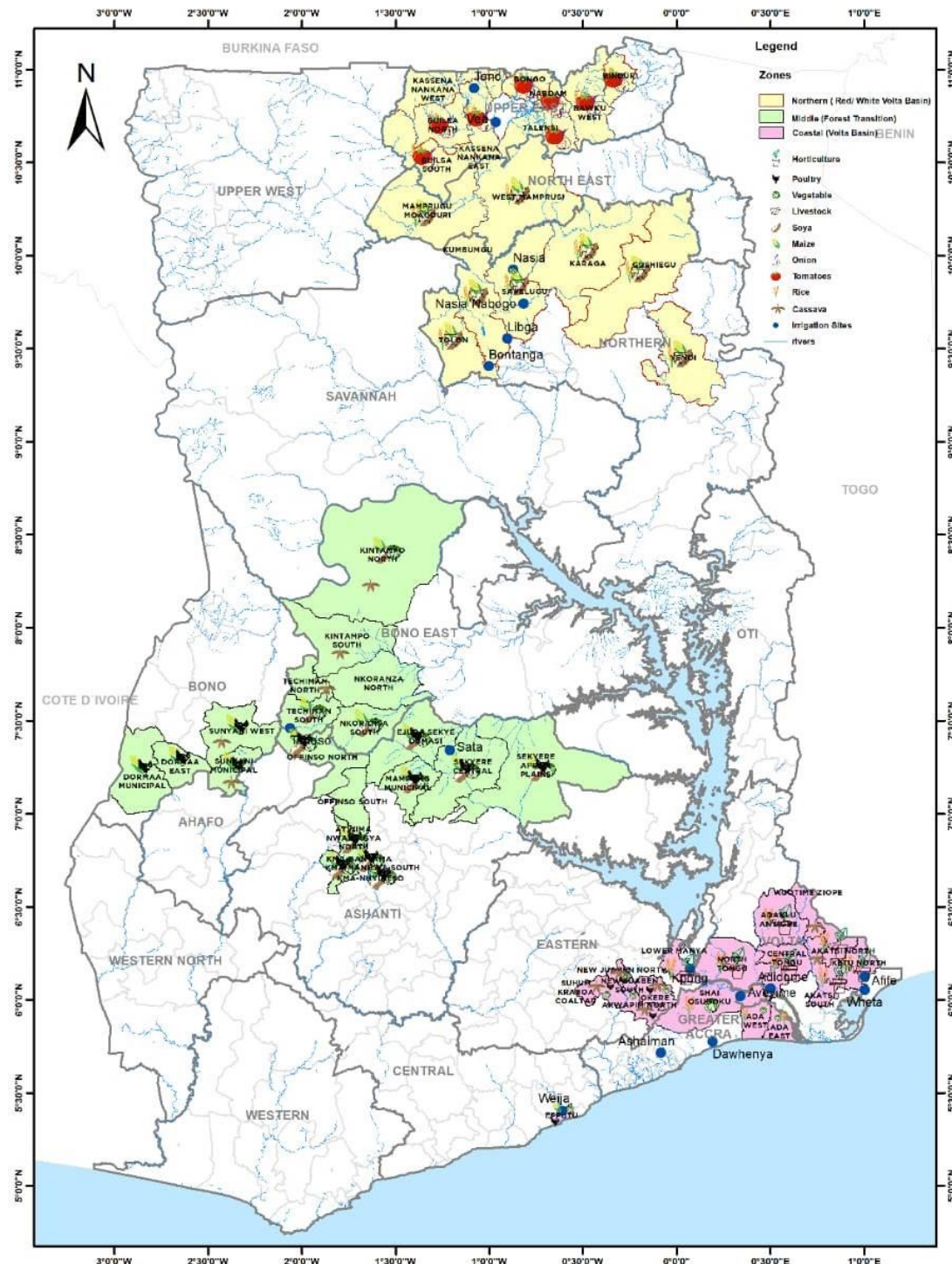


Figure 1: Map of Ghana showing the three (3) key intervention Areas/ target Areas

It is expected that the ILM planning processes will be established within landscapes to be identified in the three (3) Target areas. During project preparation, some irrigated schemes and inland valley sites were identified for rehabilitation and development for improved rain-fed cultivation respectively. These will form *part* of the landscape units for setting up the ILM processes. The rest of the landscape units will be identified during the participatory ILM planning processes.

This Terms of Reference (TOR) is in relation to the recruitment of an NGO or consortium of NGOs to partner with relevant decentralised local government staff and stakeholders to set up and operationalise participatory ILM planning processes in the identified landscapes per Paragraph 1.1 (iii) above. **The Assignment has been packaged into three (3) lots in line with the three (3) zones or target areas in which the FSRP’s interventions will be carried out across the country.**

**Table 1** below provides details on the Packaging of Assignment, Production Bases/ Target Areas and Regions and respective Priority Commodities for each Area

**Table 1: Packaging of Assignment, Production Bases/ Target Areas, Regions and respective Priority Commodities**

<b>Lot</b>	<b>Target Areas/ Production Bases</b>	<b>Regions</b>	<b>No. of Districts</b>	<b>Priority Commodities</b>	<b>Community Investments Projects identified during project preparation</b>
1	Target Area 1 – Southern Belt (Lower Volta Basin)	Greater Accra, Eastern, Volta and Central	14	Rice & Poultry	4 Irrigation Schemes – Kpong Irrigation (4,000 ha), Kpong Left Bank Irrigation 3,300 ha), Weta (880 ha) and Dawhenya Irrigation (200 ha) schemes
2	Target Area 2 - Northern Belt (White/ Red Volta Basin)	Upper East, Northern and North East	17	Rice, Maize & Soyabean	2 Irrigation Schemes - Tono and Veia Irrigation Schemes (2,460 ha and 880 ha respectively)
3	Target Area 3 – Middle Belt	Ashanti, Bono and Bono East	25	Rice, Maize & Poultry	20 Inland Valley sites (7,000 ha; 1 Irrigation Scheme - Tanoso Irrigation Scheme (100 ha)

**The Detailed List of Intervention Districts is attached in Appendix 1 as Table 4.**

## **2.0 OBJECTIVE OF THE ASSIGNMENT**

The objective of the Assignment is the provision of technical services by recruited NGO or a Consortium of NGOs for the establishment and operationalisation of participatory ILM processes in selected landscape units within the FSRP intervention areas, in partnership with the relevant decentralised government agencies.



It is expected that the ILM process so established will contribute to improved food security for stakeholders while enhancing their resilience to climate variability through sustainable management of the natural resource base of the selected landscapes.

The specific objectives are to;

- a. identify and delineate Landscape Unit(s) [LU(s)] within the target area.
- b. prepare ILM Plans (ILMPs) for the identified landscape(s) in the target area;
- c. facilitate the identification of sub-projects from ILMP by stakeholders/ promoters
- d. provide technical support to the stakeholders/ ILM eligible promoters for preparation and implementation of approved ILM sub-projects;
- e. Support beneficiaries prepare and operationalise sustainability plans for efficient and sustainable use of the investment sub-projects
- f. Facilitate the promotion and adoption of on-farm investments in climate smart agriculture (CSA), nutrition-sensitive, gender- and youth-friendly technologies among the stakeholders (smallholder producers and other value chain actors).
- g. Provide technical assistance and capacity building to identifiable smallholder producer groups to form Productive Alliances to facilitate market access with national and international buyers.

### **3.0 SCOPE OF THE ASSIGNMENT**

The Assignment shall be conducted by the recruited NGO or Consortium of NGOs, also called Local Partner Institutions (LPIs), working in close collaboration with the relevant decentralised government agencies such as District Agriculture Departments (DADs), physical planning unit, the Land Use and Spatial Planning Authority (LUSPA), Forest Services and Wild Life Divisions of the Forest Commission, among others, in addition to other national regulatory bodies such as the Environmental Protection Agency (EPA), Water Resource Commission (WRC), etc. This arrangement is very critical for ensuring the capacity building of the decentralised government staff and the sustainability of the participatory ILM process to be established.

As shown in Table 1 above, the Assignment has been packaged into 3 Lots, in line with the 3 Target Areas/ Production Bases selected. **NGO or Consortium of NGOs may submit separate proposals for more than one (1) Lot.**

The Scope of the Assignment in each Lot includes;

#### **3.1 Community Entry & Sensitization**

- i. Continue sensitization of stakeholders at the Regional, District and community levels about the FSRP and its implementation arrangements.
- ii. Create awareness and sensitize the stakeholders on the participatory ILM processes and their importance.
- iii. Identify focal persons within the identified Landscape Units (LUs) and build their capacity to be able to undertake continuous awareness creation, community mobilization, group animation etc. to facilitate the promotion and establishment of the ILM process.

### **3.2 Establishment of the ILM process**

- i. Identify, with the relevant decentralised government departments, local authorities and relevant stakeholders, well-defined Landscape Units (LUs), according to social, economic, and environmental parameters within the project intervention areas.
- ii. Facilitate the establishment, with support from the PIU and the relevant decentralised government departments, local authorities and stakeholders the geographical boundaries of the LU, and document their characteristics.
- iii. Ensure complementarity with other similar projects and programs supported by the Ghana Government and/ or World Bank and other donors in Ghana. Apart from the FSRP, the Bank is supporting the Ghana Landscape Restoration and Small Scale Mining Project (GLRSSMP) and the Tree Crops Development Project (TCDP), and the European Union (EU) is supporting the Environmental Agility Across Nations (LEAN) Project. It is important to avoid duplication and to show complementarity with these programs.
- iv. Undertake stakeholder mapping, by identifying all relevant stakeholders within the LUs and establishing their inter-relationships and that with the ecosystem services. The FSRP Stakeholder Engagement Plan (SEP) will be used as a reference document.
- v. Propose and have validated by the PIU and the Bank, an ILM participatory planning approach to support the development of Integrated Landscape Management Plan(s) [ILMP(s)] in the selected LU(s). The ILMPs must be incorporated into the MMDAs Medium Term Development Plans (MTDPs) to ensure sustainability. Ensure the participation of all local stakeholders, including women, minorities, and vulnerable groups in the development of the ILMPs.
- vi. Work with the PIU and Decentralised Government Departments to identify MMDAs who have no Medium Term Development Plans (MDTPs)<sup>1</sup> or those whose MDTPs require upgrading, especially to include climate smart agriculture, nutrition sensitive, gender – and youth friendly policies.
- vii. Sensitise and support the eligible ILM sub-project promoters<sup>2</sup> to identify and develop sub-projects<sup>3</sup> out of the ILMPs, in close collaboration with the decentralised government departments, for funding by the FSRP project. It is imperative that eligible ILM sub-project promoters employ a participatory planning process in the development of the ILM sub-projects. The eligible ILM sub-project promoters must also be sensitised on issues such as the scope and need for the ILM subprojects to reflect the priorities of the Development Plans of the MMDA to which they belong, on eligible and non-eligible sub-projects, etc.
- viii. Support the eligible ILM promoters through all the key ILM processes including;- developing the sub-projects using participatory planning methods; submission of sub-projects for review by PIU/ MoFA and respective MMDAs; validating and approval of sub-projects by PIU/ MoFA and respective MMDAs ; and implementing approved sub-projects within the ILM framework.
- ix. Assist the PIU in the identification and monitoring of studies/ assessments including ESIA, engineering design related to the approved sub-projects. Support the eligible ILM promoters during the conduct of the studies/ assessments of the approved sub-projects.

### **3.3 Implementation and monitoring of investment sub-projects**

- i. Coordinate the technical support during the implementation of approved ILM sub-projects. This will be done with PIU and the involvement of the decentralised government departments.

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<sup>1</sup> PIU will support MMDAs to prepare/ upgrading their MDTFs, if required.

<sup>2</sup> Eligible promoters of ILM sub-projects are a group(s) of people or an association of producers or users of natural resources, to initiate, set-up and implement a collective activity. Promoters must be resident in the Metropolitan/ Municipal/ District for at least 5 years.

<sup>3</sup> A total of 100 sub-projects are to be developed across all target areas, out of which 80% are to be funded by the FSRP.

- ii. Organize capacity building initiatives for stakeholders on the sustainable utilisation and management of completed ILM sub-projects.
- iii. Support the preparation and operationalization of a Monitoring and Evaluation (M&E) system for collecting, analyzing, monitoring and reporting on the implementation of investment sub-projects by involving all stakeholders.

### **3.4 Facilitate provision of information to Spatial Information System**

The FSRP is expected to work with relevant institutions such as the Land Use and Spatial Planning Authority (LUPSA) of the Ministry of Local Government and Rural Development (MLGRD), the Physical Planning Units of MMDAs and the IT Unit of MoFA to establish and operationalise a Spatial Information System for designing and planning climate-resilient land management practices, as well as for storing and managing ILM data. The Spatial Information System would be hosted on the Ghana Agricultural and Agribusiness Platform (GhAAP) or on the LUPSA platform. The ILM activities at each LU are expected to be a module of the platform that will host the Spatial Information System.

The selected NGO or Consortium of NGOs will be expected to work with the relevant MMDAs to;

- i. sensitise relevant ILM stakeholders at the LU level on the existence of the Spatial Information System and its functionalities.
- ii. to facilitate regular update of the Spatial Information System by providing regular information on ILM activities at each LU, preferably every quarter.
- iii. work with all relevant stakeholders to institutionalise the relationships between the relevant MMDAs, LUs and the platform on which the Spatial Information System is hosted to ensure sustainability.

### **3.5 Support the Formation of Productive Alliances (PAs)<sup>4</sup>**

The FSRP will finance the formation of at least 10 PAs, or groups of small producers of commodities in the priority value chains in the targeted landscapes, with the view to improving market access and strengthening producer organizations or associations and women's and youth groups involved in resource management.

- i. Identify and build the capacity of local producer organization and groups to form PAs. Support the PAs to develop business plans, facilitate linkages and conclude contractual agreements with national and international buyers.
- ii. Support the PAs, with assistance from the PIU legal expert (when necessary), to prepare simple off-taker contracts with identified buyers.

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<sup>4</sup> A Productive Alliance, as usually defined in the projects co-financed by the World Bank in Latin America and the Caribbean, is a formal agreement between a group of organized farmers and a buyer, for the provision of a certain good, in a specified quantity and quality. Four key elements define the nature of a Productive Alliance, namely: a group of organized producers, a buyer, an investment in production and marketing, and technical assistance. (The organized farmers may include Farmer based Organisation (FBOs)/ aggregators and/ or groups of farmers)  
[https://www.fao.org/fileadmin/user\\_upload/AGRO\\_Noticias/docs/Productive%20Alliances%20in%20Latin%20America%20-%20Carmin%20Paolo%20de%20Salvo.pdf](https://www.fao.org/fileadmin/user_upload/AGRO_Noticias/docs/Productive%20Alliances%20in%20Latin%20America%20-%20Carmin%20Paolo%20de%20Salvo.pdf)

Table 2 below provides details on the numbers and type of Productive Alliances to be formed.

**Table 2: Proposed Productive Alliances (PAs) to be formed per Target Area**

<b>Lot</b>	<b>Target Area</b>	<b>Min. No. of PAs to be Formed</b>	<b>Priority Commodities for the formation of PAs</b>
1	Target Area 1 – Southern Belt (Lower Volta Basin)	3	Rice, Poultry, Other
2	Target Area 2 – Northern Belt (White/ Red Volta Basin)	3	Rice, Maize & Soya bean
3	Target Area 3 – Middle Belt	4	Rice, Maize, Poultry, Other

#### **4.0 DURATION, REPORTING REQUIREMENTS, DELIVERABLES AND PAYMENT TERMS FOR THE ASSIGNMENT**

##### **4.1 Duration**

The Assignment is expected to commence by the 1st week in August, 2024. The duration of the contract shall be for two (2) years, renewable annually. The contract renewal shall be based on;

- Satisfactory performance of the NGO or consortium of NGOs;
- The need for continued activity; and
- Availability of funds.

##### **4.2 Reporting Requirements**

The recruited NGO or Consortium of NGOs shall report to the Project Coordinator through the FSRP Component 2 Lead.

The following reports/ deliverables shall be submitted by the NGO or Consortium of NGOs;

- i. **Mobilisation/ Inception Report:** This report will cover
  - initial inception activities/ observations,
  - update on the methodology,
  - revised detailed program of work and related revised personnel deployment schedule as well as the inter-relationship between activities which was included in the proposal noting the changes, outline any potential challenges, together with a proposal on how they may be overcome.

FSRP/ MoFA will review and comment on the Mobilisation/ Inception Report. The acceptance of the Mobilisation/ Inception Report by FSRP/MoFA is required for continuation of activities by the NGO or NGO Consortium. The NGO or Consortium of NGO's approved programme of work may be revised from time to time, but acceptance by FSRP/ MoFA must be sought each

time. The Mobilisation Report must be submitted within 4 weeks of commencement of Assignment.

- ii. **Monthly, Quarterly, and Annual Technical and Financial Reports** will be submitted to the FSRP/ MoFA, copying all relevant partners. The monthly report must be submitted to the FSRP/ MoFA by the 15th day of the ensuing month. Similarly, the NGO or Consortium of NGOs shall submit the quarterly reports by the 15th day of the ensuing month after the quarter. The 3rd month's report within the quarter must be embedded in the quarterly report (there will not be the need to submit stand-alone 3rd monthly report as well as quarterly reports). The Annual Report shall be submitted at the end of the month of January of the ensuing year.
- iii. **Special Reports:** The NGO or Consortium of NGOs shall issue Ad-hoc Reports, whenever necessary or as requested by the FSRP/MoFA, on particular situations that need to be reported on.
- iv. **Final/ Completion Report:** A Technical and Financial completion report to be prepared and issued by the NGO or Consortium of NGOs not later than 6 weeks after the end of the contract period. It shall document outcomes and learnings, as well as issues that may require special attention.

All Reports shall be submitted in both hard and soft copies. The soft copy must be submitted – in both Word and pdf formats. Not more than 2 hard copies of each report must be submitted to the PIU. Apart from FSRP/ MoFA, the respective District and Regional Authorities shall be given copies of the Reports.

The NGO or Consortium of NGOs shall be expected to participate in the monitoring and supervision missions organised by the FSRP/ MoFA during the conduct of the Assignment.

#### **4.3 Deliverables**

The expected deliverables are;

- i. LU(s) identified, delineated and stakeholders mapped
- ii. ILMP(s) prepared for identified LU(s)
- iii. MTDPs of MMDAs upgraded (where required)
- iv. Approved sub-projects implemented
- v. Management and maintenance plans prepared for implemented sub-projects
- vi. ILM activities of each LU connected to the Spatial Information System
- vii. Regular quarterly update of Spatial Information System instituted.
- viii. Requisite number of PAs per each Target Area formed. Refer to Table 2 above.
- ix. Requisite Reports submitted on schedule

#### **4.4 Payment Schedule**

The following are the payment terms;

- i. 20% of the Contract Sum will be paid on acceptance of the NGO or Consortium of NGOs' Mobilisation Report by PIU/ MoFA.
- ii. 8.75% of the Contract Sum shall be paid on achievement of quarterly milestones of the NGO or Consortium of NGO's by the PIU/ MoFA.
- iii. 10% of the Contract Sum will be paid on acceptance of the NGO or Consortium of NGOs Completion Report by PIU/ MoFA.

#### **5.0 STAFFING REQUIREMENTS**

## 5.1 Estimated Staff Input Months

The key personnel expected for the conduct of the Assignment are as proposed in Table 3 below. The NGO or Consortium of NGOs is, however, encouraged to suggest a team and their staff input months that will best achieve the objectives of the Assignment. Provision should also be made for supporting staff if it will be required.

**Table 3: Key personnel for setting up of ILM Planning Process**

S/N	Key Personnel	Proposed Minimum Number Required	
1	Rural Development Expert/ Team Leader	1	
2	Social Development Expert	1	
3	Environmental Expert	1	
4	Agricultural Expert	1	
5	GIS Expert	1	
	<b>Total</b>	<b>5</b>	

## 6.0 RESPONSIBILITIES AND QUALIFICATIONS OF KEY PERSONNEL

### 6.1 Key Personnel for ILM Planning Process)

#### *i) Rural Development Expert – Team Leader (TL)*

- The Team Leader shall be responsible for the proper conduct of the Assignment. He/she shall be in charge of the day-to-day management and coordination of the Assignment. He/ She shall be the principal contact person between the NGO or NGO Consortium and PIU/ MoFA.
- He/ She must be a Rural Development Expert with a postgraduate university degree in rural infrastructure engineering, integrated development studies, development economics, agricultural engineering or any other relevant discipline.
- He/ She must have a minimum of ten (10) years' relevant professional experience in the successful implementation of similar Assignments, working in a similar capacity.
- Within this period, He/ She must have worked in at least two (2) donor-funded projects of similar magnitude and complexity, preferably in Ghana or any other African country.
- Responsible for setting up the participatory ILM process with the support of other staff, i.e. lead identification of LUs, development of ILMDPs and implementation of the sub-projects.
- Supervise the GIS expert to establish the Spatial Information System.
- He/ She shall be responsible for guiding the beneficiaries to prepare and implement management, operations and maintenance systems for the sub-project for sustainable use.
- He/ She must have experience working with local communities to effectively and sustainably identify, implement and co-manage projects with livelihood, social and protection of ecosystem objectives.
- Competence in managing teams and relationships with Clients.

- Demonstrated skills in facilitation methods for participatory decisions and shared visions with stakeholders.
- Excellent communication and leadership skills.
- Excellent inter-personal skills and demonstrated ability to engage with a wide range of stakeholders including government agencies, non-government organizations, civil society, and communities in Ghana.
- Strong analytical and presentation skills
- Proficiency in computer applications and programs, including Microsoft Office.
- Fluency in English (both spoken and written).

### *ii) Social Development Expert*

- He/ She will lead institutional/ organizational work within the Agricultural communities (community organization and mobilization), with particular skills in water user associations and community organisation of community level enterprise management.
- Experience in conducting/ dealing with social assessments, involuntary resettlement, gender inequality, GBV, inclusion of vulnerable groups, labour management, community and stakeholder consultations, and grievance mechanisms.
- Knowledge of social and environmental legislations and policies in Ghana
- A post-graduate degree in Sociology, Social Science, Development Planning, or a related discipline.
- A minimum of seven (7) years of post-qualification professional experience in Social Assessments.
- He/ She will have the capability and experience to deputise in the absence of the Team Leader.
- Within this period, He/ She must have worked in at least two (2) donor-funded projects of similar magnitude and complexity, preferably in Ghana or any other African country in an analogous position.
- Demonstrated experience and skills in community mobilisation, group animation, and group formation, strengthening and capacity building.
- Knowledge and experience with the World Bank Environmental and Social Framework and Environmental and Social Standards.
- Excellent inter-personal skills and demonstrated ability to engage with a wide range of stakeholders including government agencies, non-government organizations, civil society, and communities in Ghana
- Strong analytical and presentation skills
- Proficiency in computer application and programs, including Microsoft Office

### *iii) Environmental Expert*

- The Environment Expert (EE) will assist the stakeholders (different groups of land users and managers) in the identified landscape to identify opportunities and challenges in relation to agricultural production, provision of ecosystem services, climate mitigation and adaptation, biodiversity protection, recreational and livelihood issues that impact the sustainability of these landscapes.
- The EE will reference appropriate the Environmental and Social Impact Assessments/ Environmental and Social Management Plans (ESIAs and ESMPs) prepared for respective landscapes to guide all stakeholders to address major environmental related issues identified in these studies.
- He/ She should have a minimum of a BSc in environmental sciences, environmental planning, environmental engineering, or similar discipline and at least eight (8) years of

experience in the implementation of environmental, health, safety, and social plans, including experience in similar projects and geographical areas.

- He/ She should demonstrate experience from at least one (1) project of similar nature and complexity.
- He/ She should have in-depth knowledge in socio-ecological systems, climate change and health and safety issues.
- Fluency in written and spoken English is essential.
- Knowledge and experience with the World Bank Environmental and Social Framework and Environmental and Social Standards.
- Must have knowledge agricultural value chains and climate-smart agriculture.
- Knowledge of social and environmental legislations and policies in Ghana
- Proficiency in computer applications and programs, including Microsoft Office

#### **iv) Agricultural Expert**

- The Agricultural Expert shall be responsible for the review of the existing agricultural management systems and practices in crop and animal production and recommend improved management practices.
- He/ She shall have knowledge in general agriculture especially crop and livestock production including preparation of the cropping pattern/ livestock production, and the farm budget.
- Must demonstrate knowledge of farming systems of the area and livelihood analysis.
- The Agricultural Expert shall support the design, supervision, implementation and monitoring of livelihood activities implemented under the ILM Program for sustainable livelihoods, value chains and private sector engagement.
- Will be responsible for cost-benefit analysis of sub-projects
- He/ She shall have a minimum of an MSc in Agriculture, Agronomy, Agricultural Economics, Rural Development, or similar discipline. and a minimum post-qualification experience of seven (7) years.
- Additionally, He/ She shall have knowledge of agribusiness management He/ She should have at least ten (10) years' experience in extension service delivery and integrated landscape management.
- He/ She must have worked in at least three (3) donor-funded projects of similar magnitude and complexity, preferably in Ghana or any other African country.
- Fluency in written and spoken English is essential.

#### **v) GIS Expert**

- The GIS Specialist shall be responsible for creating and maintaining mapping applications, conducting advanced spatial analysis, developing, and maintaining self-service tools, automating processes, and managing spatial and non-spatial data for the selected ILM sites.
- He/ She shall be responsible for establishing and operationalising spatial information system for designing and planning climate-resilient land management practices
- He/ She shall develop and continuously update the geo-referenced database in compliance with WFP's corporate spatial data infrastructure standards.
- He/ She shall have a minimum qualification of a Bachelor degree in GIS, geography, Geomatics, or related fields with at least five (5) years of specialization in remote sensing.
- Experience with ESRI ArcGIS pro, ArcGIS Online and Enterprise, QGIS and remote sensing software for satellite image processing is required.



## **7.0 CLIENT'S INPUT**

The Project shall provide the NGO or Consortium of NGOs with all the necessary documentation to perform the assignment properly. In particular, the following document shall be provided where possible:

1. Project Appraisal Document (PAD).
2. Environmental and Social Management Framework (ESMF);
3. Stakeholder Engagement Plan (SEP);
4. Gender Action Plan (GAP);
5. Feasibility & Detailed Design Reports on the pre-selected Inland valleys and irrigation schemes.
6. ESIA Report of the pre-selected Inland valleys and irrigation schemes; and
7. Dam safety Assessment Reports of the pre- selected irrigation schemes

## **8.0 SELECTION PROCEDURE**

The selection of of an NGO or Consortium of NGOs will be based on procedures set-out in the “Procurement Regulations for IPF Borrowers” *Procurement in Investment Project Financing, Goods, Works, Non-Consulting and Consulting Services, July 2016 Revised November 2017 and August 2018.*

## **9.0 CONTACT**

For further information about the project and on these terms of reference please contact:

**THE PROJECT COORDINATOR**  
**FOOD SYSTEM RESILIENCE PROJECT**  
**P.O. Box M37**  
**ACCRA.**  
**Email: [info@fsrp.org.gh](mailto:info@fsrp.org.gh)**  
**Telephone: 0242435901**

## APPENDIX 1

**Table 4: LIST OF FSRP PRODUCTION BASES, REGIONS, METRO/ MUNICIPALITY/ DISTRICTS**

LOT	TARGET AREA/ PRODUCTION BASE	REGION	NO	METROPOLIS/ MUNICIPALITY/ DISTRICT	PRIORITY COMMODITIES	Pre-identified Investment Projects	Remarks
Lot 1	Target Area 1	Greater Accra	1	Shai Osu-Doku District	Rice & Poultry	Kpong Irrigation Scheme	
			2	Ningo-Prampram		Dawhenya Irrigation Scheme	
		Volta	3	North Tongu		Kpong Left Bank Irrigation Scheme	
			4	Central Tongu District			
			5	Ketu North Municipal			
		Eastern	6	Lower Manya Municipal			
			7	Kwahu West District			
			8	Kwahu East District			
			9	Okere District			
			10	Nsawam Adoagyiri			
		Central	11	New Juaben North Municipal			
			12	Awutu Senya Municipal			
			13	Gomoa East			
			14	Gomoa Central			
LOT 2	TARGET AREA 2	UPPER EAST	15	Builsa North Municipal	Rice, Maize & Soyabean		
			16	Talensi District			
			17	Bongo District		Veia Irrigation Scheme	
			18	Nabdam District			
				Kassena Nankana Municipal		Tono Irrigation Scheme	

LOT	TARGET AREA/ PRODUCTI ON BASE	REGION	NO	METROPOLIS/ MUNICIPALITY/ DISTRICT	PRIORITY COMMODITI ES	Pre-identified Investment Projects	Remarks		
		NORTH EAST	19	Binduri District					
			20	Bawku West District					
			21	Mamprugu Moagduri District					
			22	West Mamprusi Municipal					
			23	East Mamprusi Municipal					
		NORTHERN	24	Yendi Municipal					
			25	Gushiegu District					
			26	Tolon District					
			27	Kumbungu District					
			28	Savelugu Municipal					
			29	Karaga District					
			30	Nanton District					
		LOT 3	TARGET AREA 3	ASHANTI	31	Asante Akim North	Rice, Maize & Poultry		
32	Mampong Municipal								
33	Sekyere Central District								
34	Sekyere South DistrictPlains								
35	Sekyere East District								
36	Sekyere Afram Plains								
37	Atwima Nwabiagya Municipal								
38	Atwima Nwabiagya North Dist.								
39	Atwima Kwanwoma District								
40	Offinso North District								
41	Offinso Municipal (South)								
42	Kwabre East Municipal								
43	Juaben Municipal								

LOT	TARGET AREA/ PRODUCTI ON BASE	REGION	NO ·	METROPOLIS/ MUNICIPALITY/ DISTRICT	PRIORITY COMMODITI ES	Pre-identified Investment Projects	Remarks	
			44	Ejura Municipal				
			45	Ejisu Municipal				
			46	Kumasi Metropolis				
		<b>BONO EAST</b>	47	Techiman Municipal				
			48	Nkoranza South Municipal				
			49	Kintampo North Municipal				
		<b>BONO</b>	50	Dormaa Central Municipal				
				51	Dormaa West District			
				52	Dormaa East District			
				53	Sunyani East Municipal			
				54	Sunyani West Municipal			
				55	Berekum West District			