

MINISTRY OF FOOD AND AGRICULTURE

West Africa Food System Resilience Project (FSRP)

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Matching Grants Manual

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ABBREVIATIONS AND ACRONYMS

API	Annual Performance Indicators
CBO	Community-Based Organization
CSA	Climate Smart Agriculture
DDA	District Department of Agriculture
EPA	Environmental Protection Agency
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessments
ESMF	Environmental and Social Management Framework
ESRC	Environmental and Social Risk Classification
ESRM	Environment and Social Risk Management
ESS	Environmental and Social Standards
FBO	Farmer-Based Organization
FMS	Financial Management Specialist
FSRP	West Africa Food System Resilience Project
GAC	Grant Approval Committee
GAP	Grant Award Package
GC	Grievance Committee
GeAP	Gender Action Plan
GMD	Grants Management Desk
IPMP	Integrated Pest Management Plan
LMP	Labour Management Plan
M&E	Monitoring and Evaluation
MGS	Matching Grants Scheme
MoF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
NGO	Non-Governmental Organization
PA	Productive Alliance
PAD	Project Appraisal Document
PAST	Project Amendment, Suspension, and Termination
PDO	Project Development Objective
PIM	Project Implementation Manual
PIU	Project Implementation Unit

PP	Project Paper
PSC	Project Steering Committee
RAP	Resettlement Action Plan
RPF	Resettlement Policy Framework
SEP	Stakeholder Engagement Plan
UN	United Nations
WB	World Bank

1. INTRODUCTION

1.1 Purpose and Structure of the Matching Grants Manual

The purpose of this manual is to provide guidance and information on the management of the Matching Grants Scheme (MGS) to persons directly involved in Matching Grant sub-projects implementation such as project staff, service providers, potential applicants and beneficiaries. The manual has been prepared to ensure effective and efficient use of funds through:

- Guidelines for implementation
- Segregation of duties
- Allocation of funds to beneficiaries that meet funding criteria specified for grant eligibility set out in this manual and in accordance with fiduciary policies and procedures
- Safeguard of assets
- Accuracy and reliability of the accounting records
- Facilitation of reporting, monitoring and evaluation.

The manual consists of the following principal parts:

- i. an outline of governance and management structure of the matching grants scheme
- ii. a description of the core business areas and the modalities of the scheme,
- iii. an outline of the different steps of the grant cycle, and
- iv. an overview of administrative principles and procedures.

Each of these parts is subdivided into sections providing detailed information and guidance on management and administration of the MGS.

The manual can be accessed from the project website (www.fsrp.org.gh). The website version takes precedence over other versions of the manual.

1.2 Revisions to the Manual

The manual is a living document that will be revised from time to time based on experience obtained from project implementation. It is expected that drafting of new sections or revision of existing ones will take place through a consultative process in order to ensure that those affected by the changes take ownership of the new procedures and practices. Hence, all major changes to the manual must be endorsed by the Project Steering Committee (PSC) and the World Bank (WB) providing support to the Matching Grants Scheme (MGS).

1.3 Exceptions from rules and procedures of the Manual

Regulations, policies, and procedures appearing in the manual must be adhered to, except where specific exceptions are authorised in advance by MoFA and WB. To this end, PIU shall revise, and when applicable, waive a policy or procedure in the manual subject the approval of the Project Steering Committee, provided that such is in writing and is not inconsistent with applicable laws and regulations.

1.4 Interim Policy Memoranda

It may sometimes be necessary to prescribe and implement policy changes or new policies before it is possible to record them in the manual. A system of interim policy memoranda is in place to facilitate such situations. All policy changes or new policies will be issued by means of this system and only these documents should be considered authoritative. The manual must be revised incorporating the revisions not more than four (4) weeks after approval of revision.

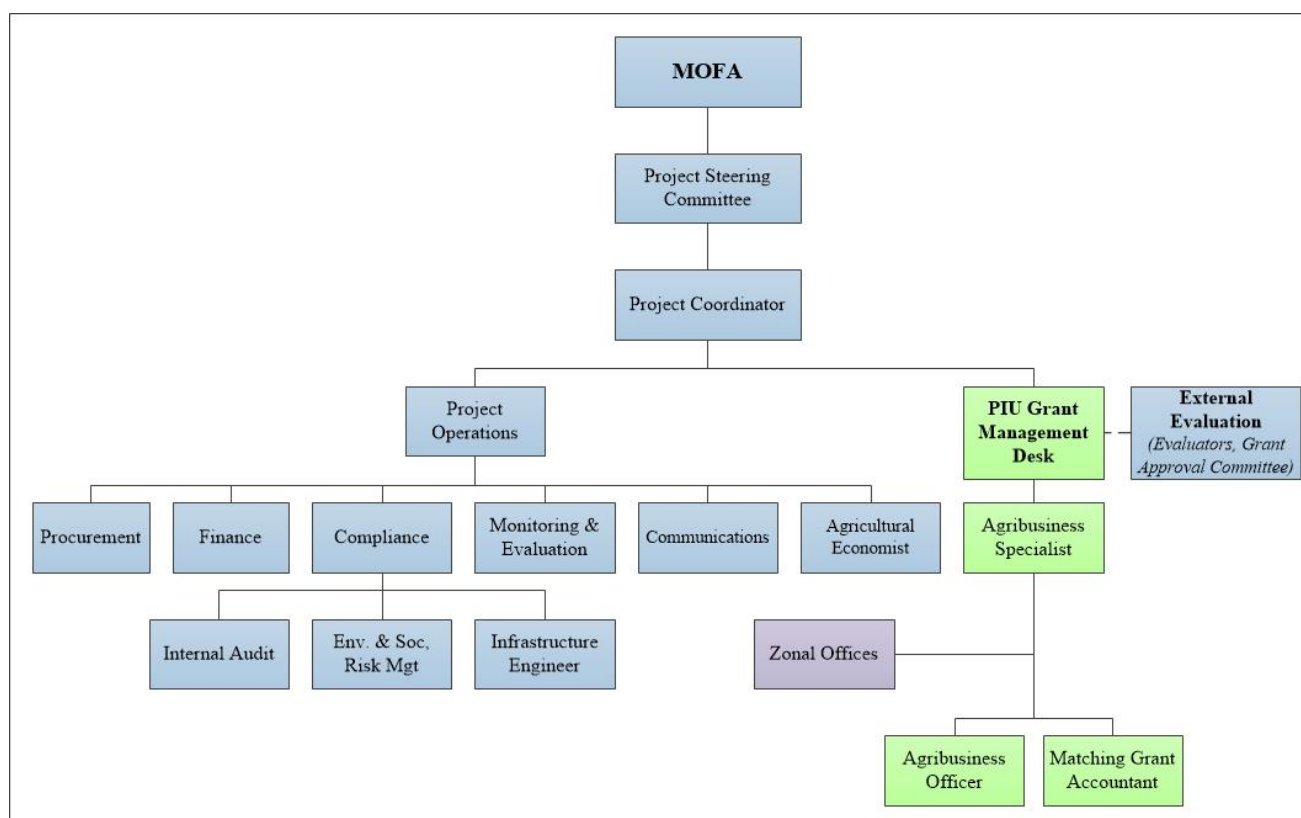
Policy memoranda will be consecutively numbered in each fiscal year. Policy memoranda will remain in effect until they are superseded by a subsequent policy memorandum or are incorporated into a manual section. Where a policy memorandum changes only the contents of a previous policy memorandum on the same subject, it will retain the same number and be identified with a revision number. Manual sections, which supersede earlier policy memoranda, will explicitly identify those policy memoranda, which are superseded or modified. Policy memoranda should be maintained with copies of the manual. Project management will, distribute a listing of current policy memoranda on the Project website as and when it is approved by the Steering Committee.

2. FRAMEWORK FOR GRANT OPERATIONS

2.1 Governance and Management

The figure below illustrates the structure for governance and management of the project and the MGS:

Figure 1: Structure of governance and management - Matching Grants Scheme (MGS)



2.2 Management of the MGS

Strategic oversight of the project is provided by a Project Steering Committee (PSC). The PSC is responsible for approving the annual workplans and budgets, and providing policy guidance. The project is implemented by a Project Implementation Unit (PIU) under the responsibility of Ministry of Food and Agriculture (MoFA). The PIU, which is headed by a Project Coordinator, will set up a PIU Grants Management Desk (PIU GMD) to facilitate the appraisal and approval process of the grant applications, and monitor implementation of the respective sub-projects' grants. The PIU GMD will also have the responsibility of carrying out the first level screening of proposals, closing out and setting up sustainability plans of the sub-grants.

The PIU GMD would be specifically responsible for the day to day operations of MGS including preparation of expressions of interests (EOIs), advertisement of EOIs, setting up and facilitating

activities of evaluation teams to review EOIs, and facilitating the work of the Grants Approval Committee (GAC), The Desk would also be responsible for providing administrative support to successful applicants to complete relevant documentation during implementation of various sub-projects, appropriate filing and management of all financial records, and monitoring of field activities of all successful activities under the MGS.

The overall oversight of the MGS will be by the Project Coordinator and overall management will be by the PIU GMD headed by the Agribusiness Specialist with support from the Agribusiness Officer and Project Accountant, who will also act as the Matching Grant Accountant with oversight from the Financial Management Specialist (FMS).

The following PIU team members will provide support to the Matching Grants Scheme:

- Project Coordinator to provide overall coordination and guidance of the MGS
- Operations Manager to ensure adherence and compliance of all processes in the Matching Grant Manual
- Financial Management Specialist to ensure implementation is within the finance framework
- Agriculture Economist to advise on the financial and economic viability of the sub-projects
- M&E specialist to provide periodic monitoring and evaluation of the effectiveness of the sub-projects
- Environmental and Social Risk Management Specialists to ensure environmental and social risks compliance of sub-projects financed with matching grants.
- Infrastructure Engineer to provide engineering inputs including design and supervision of agriculture infrastructure sub-projects
- Communications specialist to implement the Project communication plan on sub-projects to ensure visibility of the MGS
- Procurement specialist will ensure compliance to procurement procedure for the beneficiaries of the sub-projects
- Zonal Team will provide support to the PIU GMD at the zonal level

The PIU GMD may draw on the expertise of other relevant institutions (both Government, NGO and Private Sector), as required.

External Evaluators would be engaged to carry out evaluation and due diligence process of proposals to ensure they meet the criteria and objectives of the MGS. The terms of reference for the external evaluators is in annex 4.

There will be a Grant Approval Committee set up to be the final approval of MG (see annex 3 for terms of reference)

2.3 Core Business Areas and Focus

2.3.1 Introduction

The project employs matching grants under a number of sub-components – see Project Financing Agreement.

This manual provides administrative guidance for matching grant operations under the sub-components 2.2c and 3.2a, of the Financing Agreement.

2.3.2 Strategic Goals of the Matching Grants Scheme

The Project Development Objective (PDO) is *to increase preparedness against food insecurity and improve the resilience of food systems in Ghana.*

The purpose of the MGS is to:

1. Provide direct financial assistance, through matching grants, to investors (e.g. Agribusiness, Agritech, SMEs, Productive Alliances (PA), Farmer Based Organisations (FBOs) and other commercial Value Chain Actors) looking to improve existing (or establish new) inclusive business arrangements, in order to maximize production potential as well as downstream processing and marketing potential of relevant value chain actors.
2. Support investors, with matching grants, to rehabilitate existing, and/or construct new, agricultural infrastructure (e.g., irrigation infrastructure, storage facility, processing, farm machinery, agriculture equipment etc.) in order to improve marketing and financing opportunities.

The MGS is demand driven and competitive. Selection of proposals for grant awards is based on “triple-bottom line” criteria comprising the following:

1. Profitability of the proposed sub-project (i.e. business viability);
2. Social and economic benefits of the proposed sub-project (i.e. the purposes for which a grant is awarded must clearly benefit poor rural households (especially through job creation), in particular smallholder and women, youth and vulnerable farmers); and
3. Sustainability and replicability/scalability of the proposed sub-project.

Additionally, proposals must demonstrate that project design adequately addresses any adverse social and environmental impacts on the communities they will be operating in.

2.3.3 Matching Grant Scheme Beneficiaries

In line with the PDO, the ultimate project beneficiaries of the MGS will include:

- i. Agribusiness, agritech and farmers (FBOs, Anchor Farmers) and other Value Chain Actors involved in post-production activities engaged in the key priority value chains (rice, maize, poultry, and soybean)
- ii. Other agribusiness, agritech and farmers (FBOs, Anchor Farmers, Value Chain Actors involved in post-production activities) within target areas who grow other crops and/or keep livestock as an integral part of their livelihoods.

These beneficiaries will be selected based on criteria which will be developed by the Project. The criteria will be well aligned with the criteria used in selecting beneficiaries of policy priorities such as Planting for Food and Jobs 2.0. being implemented by MoFA. The project will place special emphasis on investors working with women, youth and the vulnerable drawing from the Gender Action Plan (GeAP) that has been developed for the project.

3. FUNDING WINDOWS

The PIU GMD will facilitate the process of first-level screening, appraisal of applications – and is not directly involved in selection of awards, decision making and follow-up, and will support the PIU monitor project implementation under the two separate funding windows. The Grant Approval Committee (GAC) will be responsible for final selection and award of contracts.

3.1 Funding Window 1

Secure resilient eco-systems and food systems beyond priority landscapes by inter-alia providing matching grants in the targeted landscapes; and financing of technical assistance; capacity building; development of business plans; training and equipment required for the purpose.

The Project will engage consultants to provide technical assistance pre- and post -application, including animation, group formation etc., to strengthen the FBOs and Associations benefiting from the Project, where appropriate. The Project will also recruit external consultants to provide business development services to beneficiaries, if required.

Funding for matching grants awarded to such sub-projects will be sourced from the original project components 2.2c

Coverage	<p>Proposals in the Project’s priority commodities as well as other commodities specified in Government policy documents.</p> <p>Priority would be given to Proposals from the Project’s targeted districts (annex 1)</p>
Target	<p>Small agribusinesses/ SMEs, Productive Alliances¹ or FBOs in the target districts</p>
Applicant Requirements	<p>Eligibility criteria include, <i>inter alia</i>:</p> <p><u>General Eligibility</u></p> <ol style="list-style-type: none"> 1. Be a Small Agribusiness, SME, Productive Alliance or FBO working with an Aggregator/Anchor Farmer/Offtaker located within located in the Project target districts 2. Must be operating within value chain of priority commodities, i.e. maize, rice, soybeans, poultry (broiler) and vegetables and other priority commodities in Government policy documents. Provide business registration certificates, production reports, etc. 3. For small agribusiness, SME, FBOs, must be registered with the appropriate statutory body. 4. For PAs, the Buyer (Aggregator, Anchor farmer, Offtaker, etc.) must be registered with the Registrar General. 5. If possible, individual members of PA, FBOs must be registered on the Ghana Agriculture and Agribusiness Platform (GhAAP). 6. Must be preferably registered with the District Department of Agriculture (DDA) or must be captured in their database. 7. Must provide information on any support or similar intervention you are currently involved in. <p style="text-align: center;"><u>Specific Eligibility (100 marks)</u></p> <ol style="list-style-type: none"> 1. Track Record in Successful Production and Value Chain Activities (Evidence of FBO Registration, production progress reports, etc.) – 25 marks

¹ See example from FAO document on PAs in [South America](#)

2. Financially Viable entity. Adequate Financial Resource (Bank statements, annual reports for the last 3 years, list of all current debt obligations) – 25 marks
3. Evidence of Experience to Manage Agribusiness Operations (reports on past value chain operations, annual reports, must show verifiable existing evidence of contractual arrangements between the Aggregator, Anchor Farmer, or Offtaker and FBOs etc.) – 15 marks
4. Evidence of Business Case (business proposal detailing current intervention request; show customary or legal evidence of access to land rented, owned or leased for the intervention; production, post-production and marketing activities must include adoption of climate smart technologies) – 20 marks
5. Evidence of Previous work with women and youth (Must include at least 40% women and 30% youth in both upstream and downstream of the value chain. Must provide a database of outgrowers/smallholders) – 15 marks

Note:

FSRP will only finance projects that abide by its Environmental and Social Management Framework and its Resettlement Policy Framework. Selected applicants shall be required to meet national environmental regulations and World Bank's environmental and social standards, where applicable. <https://www.google.com/url?q=https://www.worldbank.org/en/projects-operations/environmental-and-social-framework&sa=U&ved=2ahUKEwiEtbavwp-GAxV3WkEAHfXMClwQFnoECBAQAQ&usg=AOvVaw1ghsKSh7gPHrq5kwR-CkMt> In addition, proposals that demonstrate the inclusion of women and youth as beneficiaries are desirable and will receive additional weighting during evaluation (see annex 2).

Proposals that would receive support should promote Climate Smart Agriculture (CSA) technologies, be nutrition sensitive or gender sensitive.

<p>Eligible Activities</p>	<p>Activities that will qualify for funding could include but not limited to:</p> <ol style="list-style-type: none"> 1. Financing of equipment (irrigation, farm production/ post-production equipment, seed production equipment) and infrastructure (including storage and drying facilities; haulage trucks, market/truck stations) 2. Activities that promote Climate Smart Agriculture (CSA) technologies <p>Land development including contracts for third party services that clearly benefit smallholders. The activities should be readily implementable and should increase production of targeted commodities. The activities should also integrate smallholders into the output, inputs, and farm equipment services markets in a continual basis.</p>
<p>Co-Funding & Ceilings Requirements</p>	<p>Each selected beneficiary is expected to contribute a minimum of 20% of the cost of the project, with the Scheme contributing the remaining costs, up to 80% depending on its merit and overall cost.</p> <p>The maximum grant award will be US\$150,000 per project.</p>
<p>Grant Award Process</p>	<p>Two-stage project selection and formulation process:</p> <p>Stage 1</p> <ol style="list-style-type: none"> 1. Request for proposal. 2. Submission of Applications, for screening by the PIU GMD. Applicants meeting the criteria for the target area and commodities will be passed on for evaluation. 3. Subjection of proposal to evaluation and due diligence by an external evaluator(s) and, thereafter, a review by the PIU. 4. Consideration of recommendations from PIU, by a Grant Approval Committee (GAC) for approval or decline of request. The GACs decision is final. 5. Preparation of a grant agreement on the basis of the approved proposal. The grant agreement will spell out details of the activities, conditions precedent, and implementation arrangements.
<p>Funds Flow Arrangements</p>	<p>Stage 2</p> <ol style="list-style-type: none"> 1. Beneficiary submits disbursement request, with evidence satisfactory to the Project that they have met all the conditions precedent to disbursement including evidence of payment of 20% matching funds

2. PIU GMD will carry out due diligence to ensure that the activity has been carried out.
3. Upon approval of the due diligence report, funds are disbursed directly to the vendor/service provider.

3.2 Funding Window 2

Strengthening of post-production and marketing activities of commercial value chain actors in priority value chain activities by providing matching grants to eligible value chain entrepreneurs to enhance their integration into both local and regional markets.

Funding for matching grants awarded to such sub-projects will be sourced from the original project components 3.2a.

Coverage	The entire country – Ghana
Target	For Agribusiness companies and value chain entrepreneurs
Applicant Requirements	<p>Eligibility criteria include, <i>inter alia</i>:</p> <p>General Eligibility</p> <ol style="list-style-type: none"> 1. Be a Ghanaian owned registered company operating in Ghana, 2. Target maize, rice, soybeans, poultry (broiler) and vegetables, and other priority commodities in Government policy documents. 3. Must be preferably registered with the District Department of Agriculture or must be captured in their database. 4. Must have actively operated within the commodity value chain for the past 3 years. 5. Must provide Tax Certificate, SSNIT Clearance, other requisite statutory certificates 6. Must provide information on any support or similar intervention you are currently involved in. <p><u>Specific Eligibility (100 marks)</u></p> <ol style="list-style-type: none"> 1. Track Record in Successful Post-production and Value Addition Activities (Business Registration Certificate, production progress reports, audited accounts) – 25 marks 2. Financially Viable Entity. Adequate Financial Resources (Bank statements, audited accounts for each of the last 3 years, list of all current debt obligations) – 25 marks

3. Evidence of Experience to Manage Agribusiness Operations (reports on past value chain operations, audited accounts, etc.) – 15 marks
4. Evidence of Business Case (business proposal detailing current intervention request; show legal evidence of access to land rented, owned or leased to value chain entrepreneur for the intervention; production, processing and marketing activities must include adoption of climate smart technologies – 20 marks
5. Evidence of previous work with women and youth (Must include at least 30% women and 20% youth in both upstream and downstream of the value chain. Must have linkages with small holder farmers or FBOs, preferably within the Project target areas. Must provide a database of outgrowers/smallholders) – 15 marks

Note:

FSRP will only finance projects that abide by its Environmental and Social Management Framework and its Resettlement Policy Framework. Selected applicants shall be required to meet national environmental regulations including EPA permits, and World Bank’s environmental and social standards.

<https://www.google.com/url?q=https://www.worldbank.org/en/projects-operations/environmental-and-social-framework&sa=U&ved=2ahUKEwiEtbavwp-GAxV3WkEAHfXMClwQFnoECBAQAQ&usg=AOvVaw1ghsKSh7gPHrq5kwR-CkMt>

In addition, proposals that demonstrate the inclusion of women and youth as beneficiaries are desirable and will receive additional weighting during evaluation.

Proposals that would receive support should promote Climate Smart Agriculture (CSA) technologies, be nutrition sensitive or gender sensitive.

Eligible Activities

Activities must aim at integrating the selected value chains with regional markets.

These would include but not limited to rehabilitation, new construction and or equipping of:

1. Aggregation centres (a building or structure, usually a hub used primarily for post-harvest activities such as temporary storage, drying, minor processing, bagging, branding, and distribution)
2. Cold-chain infrastructures that reduce food loss and waste
3. Storage infrastructure to reduce post-harvest losses
4. Agro-processing machinery or equipment
5. Mobile silos for rice/maize/soya
6. Dryers for Rice /maize/soya
7. Mid-sized parboiling machines for rice farmers
8. Mid range maize processing machines (grits/powder)
9. Mid-sized packaging and bagging machines for rice /maize/soya agribusinesses
10. Haulage trucks (10 ton) for rice/maize aggregators
11. Mid-range cutting/processing poultry machines
12. Reefer vans (5-10 ton) for poultry
13. Reefer containers (40 ton) for poultry
14. Mid-range hatcheries for poultry
15. Poultry waste processing machines
16. Poultry processing lines (1,000 birds/hr)
17. Precision cutting lines
18. Blast freezers (15-20 ton)
19. Cold storage (14 ton)
20. Plastic cage catchers
21. Feed pelletizer
22. Technical assistance for agricultural trade services
23. Activities to pilot innovative technologies such as alternative feed sources to reduce the cost of poultry feed and production of local vaccines

Co-Funding & Ceilings Requirements Each selected beneficiary is expected to contribute a minimum of 20% of the cost of the project, with the Scheme contributing the remaining costs, up to 80% depending on its merit and overall cost.

The maximum grant award will be US\$500,000 per project.

Grant Award Process Two-stage project selection and formulation process:

Stage 1

1. Request for proposal
2. Submission of Applications, for screening by the PIU GMD. Applicants meeting the criteria for the target area and commodities will be passed on for evaluation
3. Subjection of proposal to evaluation and due diligence by an external evaluator(s) and, thereafter, a review by the PIU.
4. Consideration of recommendations by from PIU, by a Grant Approval Committee (GAC) for approval or decline of request. The GACs decision is final.

5. Preparation of a grant agreement on the basis of the approved proposal. The grant agreement will spell out details of the activities, conditions precedent, and implementation arrangements.

**Funds Flow
Arrangements**

Stage 2

1. Beneficiary submits disbursement request, with evidence satisfactory to the Project that they have met all the conditions precedent to disbursement including evidence of payment of 20% matching funds
2. PIU GMD will carry out due diligence to ensure that the activity has been carried out
3. Upon approval of the due diligence report, funds are disbursed directly to the vendor/service provider.

4. GENERAL PRINCIPLES OF GRANT OPERATIONS

4.1 Responsiveness

The MGS is demand-driven and competitive, and so in the implementation of its program the PIU GMD operates on the principle of responsiveness. It acknowledges the ability of private sector operators and service providers to identify their own development priorities and, with adequate assistance, design and implement projects which address them.

4.2 Transparency and Accountability

Grant resources will be managed in an open and transparent manner that provides for checks and balances. For instance, all decisions which do not compromise applicant confidentiality as well as relevant minutes of Grant Approvals Committee (GAC) meetings will be made available on the project website. A GAC member who has an interest in a matter for consideration by the Committee must disclose in writing the nature of that interest and will be disqualified from participating in the deliberations of the Committee in respect of that matter. A member who contravenes this shall cease to be a member of the Committee.

Arm's length principle

The arm's length principle is the condition or the fact that the parties to a transaction are independent and on an equal footing. It is used specifically in contract law to arrange an equitable agreement that will stand up to legal scrutiny.

Access to information

In order to facilitate transparency, all relevant decisions by the GAC will be made available on the project website. This includes information on approved applications, including size of the grant and its intended use, and on rejected applications and the reason for the rejection.

Expediency

The project will ensure that the approval and settlement of financial amounts is within as short a time as possible, without compromising accountability or prudence. This is particularly important not only for outputs to be delivered as per the planned schedule but also for the building of trust of both recipients and matching grant scheme sponsors.

Accountability

Accurate and timely reporting will be available to all stakeholders in line with an approved reporting format and plan. The reporting will include both progress of the implementation of supported activities as well as financial statements. The M&E system will assess the efficiency and effectiveness of the

matching grant scheme. MGS contributors will receive audit reports in respect of the disbursement of their funds and be entitled to information to verify compliance with their conditions for funding.

4.3 Gender Equity Policy

Chapter Five, Section 17 (1) of the 1992 Constitution of Ghana’s formally guarantees that ‘all persons shall be equal before the law. (2) A person shall not be discriminated against on grounds of gender, race, colour, ethnic origin, religion, creed or social or economic status’. The Matching Grant Manual shall follow the requirements of the Gender Action Plan developed to mainstream gender sensitive dimensions into all sub-projects (refer to the FSRP GAP, country and phase 2 requirements in the Project Appraisal Document-PAD)

Matching Grant Scheme gender specific initiatives

In order to observe the above principles, the PIU GMD in collaboration with the Gender Officer to take the following specific steps to optimise gender sensitivity of its activities:

- i. As part of its outreach and sensitisation programme, undertake activities specifically targeted at women.
- ii. Encourage investors and farmer groups to consider the need of women for skill upgrading when preparing project proposals.
- iii. When reviewing project proposals, consider the specific features of the proposal that provide women with opportunities for improving skills and getting value and how practical these measures are in the context of the target communities.
- iv. Include gender sensitive monitoring indicators.
- v. Include gender consideration in reports to the Project Steering Committee (PSC).

4.4 Environment and Social Risk Clarification

The Environmental and Social Risk Classification (ESRC) for the project is “Substantial” and the project design and implementation is guided by the WB’s Environmental and Social Framework (ESF). The project is also required to comply with relevant legal requirements in Ghana.

Eight (8) of the Environmental and Social Standards (ESSs) of the WB’s ESF/ESS are relevant to the project, namely:

- ESS1 - Assessment and Management of Environmental and Social Risks and Impacts,
- ESS2 - Labour and Working Conditions,
- ESS3 - Resource Efficiency and Pollution Prevention and Management,
- ESS4 - Community Health and Safety,

- ESS5 - Land Acquisition, Restrictions on Land Use and Involuntary Resettlement,
- ESS6 - Biodiversity Conservation and Sustainable Management of Living Natural Resources,
- ESS8 - Cultural Heritage,
- ESS10 - Stakeholder Engagement and Information Disclosure.

In conformance with the requirements of the ESF, specifically the ESS1, the FSRP2 has prepared an Environmental and Social Management Framework (ESMF) and a Resettlement Policy Framework (RPF) to guide the management of potential environmental and social risks associated with project activities. Other instruments developed in connection with Environment and Social Risk Management (ESRM) under the FSRP2 are the Environmental and Social Commitment Plan (ESCP), Labour Management Plan (LMP), Stakeholder Engagement Plan (SEP), Integrated Pest Management Plan (IPMP), and the Gender Action Plan (GeAP), which will be used to implement project activities in an environmentally sustainable and socially acceptable manner. These documents give guidelines on the ESRM commitment of the Project, management of labour issues at sites sponsored by the project, steps in the engagement of stakeholders, safe use of agrochemicals and inclusion of gender -sensitive considerations in project activities. The documents will serve as referral documents in the implementation of activities which qualify for the project matching grant to the level appropriate.

All matching grant applications will be screened, and the appropriate level of environmental and social management instruments prepared. PIU GMD and Environment/Social specialists shall ensure that matching grant applicants prepare and submit site specific Environmental and Social Impact Assessments (ESIAs), Environmental and Social Management Plans (ESMPs), and Resettlement Action Plans (RAP), as may be applicable. EPA Permits will be obtained before the commencement of proposed undertaking(s), where applicable. These documents will be vetted as part of the due diligence process on grant applicants and when acceptable the ESMP will be incorporated in grant contracts. All acceptable ESRM documents: ESIA, ESMP and RAP will be adopted and disclosed in accordance with the provisions of the ESMF and RPF.

As a requirement, all matching grant projects must clearly demonstrate an alignment with the universally accepted voluntary guidelines on responsible governance of land tenure which include:

- a. Investments in agricultural lands should occur transparently and should be consistent with the objectives of social and economic growth and sustainable human development;
- b. Responsible investment should do no harm, and safeguard against dispossession of legitimate tenure right holders and environmental damage;
- c. Investments should contribute to policy objectives, such as poverty eradication, food security, sustainable land use, employment creation and support to local communities;

- d. A range of production and investment models should be considered that do not result in the large-scale transfer of land and that encourage partnerships with local tenure rights holders;
- e. Investments should be subject to consultation and participation, and affected people and communities should be informed of their rights and assisted to develop their capacity to engage in consultations and negotiations;
- f. Large-scale investments should be preceded by independent assessments of potential positive and negative impacts on tenure rights, food security, livelihoods and the environment;
- g. All existing legitimate rights, including customary and informal rights, should be systematically and impartially identified and documented; and
- h. Investments should be monitored, and grievance mechanisms provided for aggrieved parties

Close monitoring by the Environment and Social Risk Specialists will ensure that matching grant activities comply with all the project's applicable ESRM instruments. Additionally, the Environmental and Social Specialists at the PIU will provide support to the PIU GMD when applications are screened and proposals evaluated to ensure that decisions taken adequately considers all ESRM requirements, including applicant's capability (personnel, logistics, finance and willingness) to implement Environmental and Social Management Plans (ESMP).

4.5 Complaints and Grievances

The project aims to minimise the risk of fraudulent practices as well as other forms of financial malpractices. Although the PIU GMD will do its utmost best to make transparent and fair decisions, the risk always exists for a prospective beneficiary to be aggrieved by the decision made on his or her or their application. Therefore, formal procedures for complaints and grievances have been established as Grievance Mechanism (GM) to address such occurrences and others that may exist between and among project stakeholders. The PIM spells out a Grievance Mechanism (GM) process that requires all complaints or grievances to be channelled to and addressed by a Grievance Committee (GC) established under the auspices of the Project.

4.6 Fraud and Anti-Corruption Clauses

It is the World Bank's policy to require that Borrowers, bidders, suppliers, contractors and their agents (whether declared or not), sub-contractors, sub-consultants, service providers or suppliers, and any

personnel thereof, observe the highest standard of ethics during the procurement and execution of Bank-financed contracts.² In pursuance of this policy, the World Bank:

Defines, for the purposes of this provision, the terms set forth below as follows:

- i. “corrupt practice” is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party³;
- ii. “fraudulent practice” is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation⁴;
- iii. “collusive practice” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party⁵;
- iv. “coercive practice” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party⁶;
- v. “obstructive practice” is:
 - a. deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or
 - b. acts intended to materially impede the exercise of the Bank’s inspection and audit rights provided for below.
 - Will reject a proposal for award if it determines that the bidder recommended for award, or any of its personnel, or its agents, or its sub-consultants, sub-contractors, service providers, suppliers and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the contract in question;
 - Will declare misprocurement and cancel the portion of the loan allocated to a contract if it determines at any time that representatives of the Borrower or of a

² In this context, any action to influence the procurement process or contract execution for undue advantage is improper.

³ For the purpose of this sub-paragraph, “another party” refers to a public official acting in relation to the procurement process or contract execution. In this context, “public official” includes World Bank staff and employees of other organizations taking or reviewing procurement decisions.

⁴ For the purpose of this sub-paragraph, “party” refers to a public official; the term “benefit” and “obligation” relate to the procurement process or contract execution; and the “act or omission” is intended to influence the procurement process or contract execution.

⁵ For the purpose of this sub-paragraph, “parties” refers to participants in the procurement process (including public officials) attempting either themselves, or through another person or entity not participating in the procurement or selection process, to simulate competition or to establish bid prices at artificial, non-competitive levels, or are privy to each other’s bid prices or other conditions.

⁶ For the purpose of this sub-paragraph, “party” refers to a participant in the procurement process or contract execution.

recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, collusive, coercive or obstructive practices during the procurement or the implementation of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;

- Will sanction a firm or individual, at any time, in accordance with prevailing Bank's sanctions procedures⁷, including by publicly declaring such firm or individual ineligible, either indefinitely or for a stated period of time: (i) to be awarded a Bank-financed contract; and (ii) to be a nominated⁸ sub-contractor, consultant, supplier or services provider of an otherwise eligible firm being awarded a Bank-financed contract;
- Will require that a clause be included in bidding documents and in contracts financed by a Bank loan, requiring bidders, suppliers and contractors, and their sub-contractors, agents, personnel, consultants, service providers or suppliers, to permit the Bank to inspect all accounts, records and other documents relating to the submission of bids and contract performance, and to have them audited by auditors appointed by the Bank; and
- Will require that, when a Borrower procures goods, works or non-consulting services directly from a United Nations (UN) agency in accordance with paragraph 3.10 of these Guidelines under an agreement signed between the Borrower and the UN agency, the above provisions of the paragraph regarding sanctions on fraud or corruption shall apply in their entirety to all suppliers, contractors, service providers, consultants, sub-contractors or sub-consultants, and their employees that signed contracts with the UN agency. As an exception to the foregoing will not apply to the UN agency and its employees. In such cases the UN agencies will apply their own rules and regulations for investigating allegations of fraud or corruption subject to such terms and conditions as the Bank and the UN agency may agree, including

⁷ A firm or individual may be declared ineligible to be awarded a Bank-financed contract upon: (i) completion of the Bank's sanctions proceedings as per its sanctions procedures, including inter alia cross-debarment as agreed with other International Financial Institutions, including Multilateral Development Banks, and through the application the World Bank Group corporate administrative procurement sanctions procedures for fraud and corruption; and (ii) as a result of temporary suspension or early temporary suspension in connection with an on-going sanctions proceeding.

⁸ A nominated sub-contractor, consultant, manufacturer or supplier, or service provider (different names are used depending on the particular bidding document) is one which has either been: (i) included by the bidder in its pre-qualification application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

an obligation to periodically inform the Bank of the decisions and actions taken. The Bank retains the right to require the Borrower to invoke remedies such as suspension or termination. UN agencies shall consult the Bank's list of firms and individuals suspended or debarred. In the event a UN agency signs a contract or purchase order with a firm or an individual suspended or debarred by the Bank, the Bank will not finance the related expenditures and will apply other remedies as appropriate.

With the specific agreement of the Bank, a Borrower may introduce, into bid forms for contracts financed by the Bank, an undertaking of the bidder to observe, in competing for and executing a contract, the country's laws against fraud and corruption (including bribery), as listed in the bidding documents⁹. The Bank will accept the introduction of such undertaking at the request of the Borrowing country, provided the arrangements governing such undertaking are satisfactory to the Bank.

The above principles are a direct quote from the World Bank Guidelines on procurement. The World Bank has responsibility for project implementation and therefore the principles will apply to all matching grant-funded projects and activities.

⁹ As an example, such an undertaking might read as follows: "We undertake that, in competing for (and, if the award is made to us, in executing) the above contract, we will strictly observed the laws against fraud and corruption in force in the country of the [Purchaser] [Employer], as such laws have been listed by the [Purchaser] [Employer] in the bidding documents for this contract."

5. GRANT CYCLE

The project will conduct a public outreach campaign in order to ensure target group awareness. The project cycle is outlined below.

TIMELINE	STEPS/ACTIVITIES/ISSUES	RESPONSIBLE
<i>From sub-project launch to expiry</i>	<p>Sensitisation & Advertisement of call for applications</p> <ul style="list-style-type: none"> • Advertise in widely circulated newspapers (at least two newspapers with one insertion each) and provide ample time for response from potential applicants. • Outreach campaign (with focus on women and youth) • Upload adverts on MoFA/World Bank and project website. • Posting of adverts at appropriate places at District and Regional Agriculture offices. 	PIU
Submission of proposal		
<i>Within 1 week of submission of proposal</i>	Acknowledgement of receipt of proposal and outline of next steps to the applicant.	PIU GMD
<i>To be completed no later than 2 weeks after submission of proposal</i>	<p>Screening of proposal.</p> <p><i>The screening will assess whether the applicant is within the eligibility criteria and the proposed project/activities is/are eligible for support.</i></p>	PIU GMD
<i>No later than 6 weeks after the proposals have been screened</i>	<p>Evaluation (external) and due diligence of proposals</p> <p><i>All proposals passing pre-screening received by the PIU GMD will be subject to an evaluation by an external evaluator(s). The evaluation and due diligence will assess whether the proposal meets the evaluation criteria for the window within which it falls as well as assess the veracity of the information in the proposal. In addition, it will assess whether</i></p>	PIU/ External Evaluators

TIMEL INE	STEPS/ACTIVITIES/ISSUES	RESPONSIBLE
	<i>the investment can be justified from a broader socio-economic development perspective.</i>	
<i>No later than 4 weeks after the proposals have been evaluated and due diligence carried out</i>	Approval by GAC <i>Evaluation and Due diligence report would be presented to the GAC for approval</i>	GAC
<i>No Later than 2 weeks after GAC report.</i>	No Objection <i>The final evaluation, due diligence report and GAC Approval report will be submitted to the World Bank for No Objection</i>	PIU/World Bank
<i>No later than 1 week after the No Objection is received.</i>	Inform applicants of the GAC decision <i>All applicants will be informed by the PIU GMD about the GAC's decision.</i>	PIU GMD
<i>No later than 2 weeks after informing applicants.</i>	Pre-Award Workshop <i>The approved beneficiaries will be taken through an extensive workshop detailing the expectations and the reporting requirements of the PIU during implementation of the project.</i> <i>The workshop will also be used to conduct information meetings and offer individual guidance for successful applicants concerning project implementation procedures and the rights and obligations of beneficiaries.</i>	PIU
<i>No later than 4 weeks after the GAC's decision</i>	Signing of grant agreement <i>Based on the approved proposal, a grant agreement will be presented to the applicant. The agreement will specify all legal, managerial and financial details concerning the implementation of the proposed project.</i>	PIU GMD

TIMEL INE	STEPS/ACTIVITIES/ISSUES	RESPONSIBLE
<i>To be specified in grant agreement</i>	Implementation of project as per matching grant manual guidelines and procedures	Beneficiaries/PIU GMD
<i>To be specified in grant agreement</i>	M&E report	Beneficiaries /M&E/ PIU GMD

6. PROCEDURES FOR GRANT OPERATIONS

6.1 Grant Activities

Definitions

For the purposes of the MGS:

- **Commercial agriculture** is defined as “economic activities anywhere along the agricultural value chain that have a market orientation. It does not necessarily imply large scale, mechanized production technologies although such enterprises would qualify. Small holder, family farms can be commercial if they interact sufficiently with the market (for inputs and especially outputs). Agri-business and agro-processing – large- and small-scale – is also included. It would not include extremely poor marginalized households dependent on subsistence farming under extremely fragile and disadvantaged circumstances. The opportunities created by this project, for instance participation in out-grower schemes, are unlikely to be accessible because of severe capacity and behavioral constraints”.
- **Anchor farmer – Outgrower scheme models** – The preferred investment model is an Anchor farmer/outgrower arrangement with a core-anchor farm and many smallholder, outgrower, farmers who will add volume to the nucleus farm’s production. An anchor farm is a farm enterprise that produces sufficient raw material to meet the minimum throughput needs for profitability of a processing operation. Outgrowers provide additional raw material to this processing operation, usually in conjunction with value chain finance for specific inputs (e.g. seeds, fertilizers) provided by the nucleus.
- **Aggregator** - An aggregator is an individual or business authority that buys directly, collects and distributes agriculture products from many sources.
- **Organization** – An entity recognised under the laws of Ghana as having legal rights and obligations. These rights and obligations render the organization and owners legally accountable for adherence to the terms and conditions of the grant agreement and use of grant funds and allow it to hold legal title to assets purchased with grant funds. The term may be used with business associations, intermediary organizations, or privately held enterprises.
 - **Business Association** – A sustainable for-profit or not-for-profit organization comprising membership of people and enterprises sharing in a common benefit from a common set of activities, shared or pooled resources, and shared profits. Examples include farmer-based organisations, agricultural cooperatives, and trade alliances.
 - **Commercial Enterprise** – An ongoing for-profit organization comprising a privately-owned business engaged in activities that produce profit and return for owners and investors, provides gainful and sustainable employment, and concern for social development.

- **FSRP** – A project that supports profit-making activities by the applicant. This includes enterprises (large, medium, small, and micro) operating in both the formal and informal sectors of the Ghanaian economy. This may also include a project that generates profit, but the enterprise exists for reasons beyond profit-making for private owners.
- **Due Diligence** – Due diligence is a fiduciary activity carried out on behalf of MGS stakeholders to independently verify, validate, and assess the quality, integrity, and completeness of the key information required to make a well-informed grant funding decision and avoid waste, fraud, and abuse.
- **Matching Grant** – As used in this manual, 'grant' refers to a grant awarded by the Project.
- **Amendment** - 'Amendment' refers to any change in a grant agreement, made after the original award of the grant, which is formalized in writing and signed by authorized representatives of the PIU GMD and the beneficiary.
- **Obligation** - An 'obligation' is an action by the Government which obligates it to make payments in the same or future period without the need for further Governmental action. A grant is an obligation in that it entitles the beneficiary to receive payment from the Government by simply carrying out the terms of the grant agreement (i.e. carrying out the project, making the required reports and following the rules outlined in the grant agreement).
- **Beneficiary** - A beneficiary may be a company or an organisation. Beneficiaries include all recipients of grants awarded by the MGS.
- **Suspension** - A temporary freeze by the PIU GMD of a grant agreement pending corrective action by the beneficiary or a decision to terminate the agreement by the PIU GMD. The action is usually taken to protect grant assets pending a determination whether termination is required where there is a well-founded suspicion that, without such action, grant resources will be misappropriated or misused. Suspension will include, but will not necessarily be limited to, a hold on any disbursements as well as a hold on the beneficiary's right to use MGS funds already on hand.
- **Termination** - The cancellation of a grant agreement, in whole or in part, at any time prior to the date established in the agreement for the completion of the grant period.
- **Field audit** - An audit of the beneficiary's records conducted at the beneficiary's site by an independent auditing firm retained by the PIU GMD.

Details of grant operations and activities are outlined below:

6.2 Communication and Outreach

A well-designed outreach program is necessary to generate enough qualified applications and proposals to meet the desk's funding and development targets, given the matching grant scheme's standards for project development and approval. Further, a good outreach effort is necessary to make the project's

target population aware of the matching grants scheme. Consequently, a well-designed and implemented outreach strategy is a necessary part of the PIU GMD's program.

The PIU GMD together with the Communication and Knowledge Management Specialist has the primary responsibility for designing and implementing the outreach strategy. The PSC is responsible for reviewing and concurring with proposed outreach strategies, to be shared with the World Bank for review.

The PIU GMD with the Communication and Knowledge Management Specialist has full responsibility for implementing the outreach strategy. The Communication and Knowledge Management Specialist will keep records documenting outreach activities and will include reports on outreach activities in performance reports. Funding for outreach activities will come from the project's annual operating budget.

6.3 Review of Applications & Proposals

6.3.1 Project Screening

The project screening process is a multi-stage process facilitated by the PIU GMD and is designed to focus resources on those projects that are most consistent with the strategic goals of the MGS, and have the greatest likelihood of success and potential impact:

- First, proposals are screened by the PIU GMD to eliminate those that fail to meet essential MGS criteria. This includes proposal from applicants who are not *within the eligibility criteria and the proposed project/activities is/are not eligible for support*.
- Second, a desk review applies a more rigorous assessment of organizational and project criteria. This would be carried out by external evaluator(s).
- Third, external evaluator(s) would visit the applicants' site to verify the information in the application and to further assess the viability of the proposal, review the technical, management, and financial capacity of the organization, and begin a more formal due diligence process (see manual section 6.3.4 for more details).
- Finally, following the completion of the site visit and reference checks, the external evaluator(s) will document their findings and report to the PIU GMD.

6.3.2 Project Paper Evaluation

After proposals have been pre-screened by a special committee from FSRP PIU and DDAs, the first move is to appoint evaluator(s) who will undertake a thorough evaluation and due diligence of the proposal. The PIU GMD is responsible for coordination of the evaluation of project proposals. PIU

recommends the screened proposals for evaluation and due diligence by external evaluators selected by the PIU from the list of accredited evaluators.

Evaluation criteria

The evaluation of the proposal will give attention to the following aspects;

1. Does the project meet MGS programming guidelines and contribute substantially to MGS objectives?
2. Does the project have a high likelihood of success?
3. Does the project incorporate lessons learned, apply industry best practices, and meets relevant industry sector benchmarks?
4. Does the project have specific features to provide women, youth and vulnerable with opportunities for improving skills and getting value and how practical are these measures in the context of the target communities?
5. Does the project have any environmental implications, or does it trigger any safeguard considerations?

6.3.3 Role and Selection of External Evaluator(s)

Each project proposal will be carefully assessed by external evaluator(s) who will be expected to submit an evaluation and due diligence report.

Grant evaluator(s) will be identified and selected. Before the PIU enters into a contract with the evaluator, he/she will have to be successfully procured.

In order to maintain the arm-length-principle, evaluators must indicate a declaration of eligibility for all assignments stating that no conflict of interest exists in relation to the project paper in question.

Evaluator(s) are accountable to the PIU GMD who is responsible for monitoring their performance and provide feedback on the quality of their work. The contract will have to be renewed every year, based on the performance of the evaluator.

6.3.4 Due Diligence

Due diligence is a continuous process carried out during project selection, development, review and approval. The level of due diligence during each step is designed to be proportional to the resources invested by the PIU GMD, with the goal of ensuring that the PIU GMD has accurate and complete information about all material aspects of the applicant and the project before funding is awarded. A record of all due diligence materials gathered, and each assessment and recommendation are captured in the PP file. These documents will be shared with the World Bank for a no objection.

6.3.5 Award of Grants

The PIU is responsible for forwarding the evaluation and due diligence report to the Grant Approval Committee (GAC) for funding approval. The GAC is constituted to review the assessment and due diligence report in order to approve the grants, review the grant agreement and also make specific project recommendations to the PIU GMD to improve project outcomes. The final approval for funding authority is the responsibility of the GAC. The decisions of the GAC regarding grant awards are final.

The PIU GMD will provide administrative, secretarial, and logistical support to the GAC, and be responsible for the implementation and reporting of the Committee's decisions.

The GAC review will focus particularly on:

- Compliance, implementation, financing and disbursement plan allocations, budget and budget narrative accuracy and adequacy, performance metrics, and reporting.

The GAC members will review the grant agreement and provide any feedback for MOFA/Project's legal counsel to finalize and a copy to be made available to the WB.

Within one week of the completed GAC meeting, the secretary will prepare the minutes of the GAC meeting and forward to the GAC chairman for concurrence and approval. The minutes will summarize the GAC's assessment and recommendations. The minutes will have the following components.

- a. Grant Approvals: approving the sub-project for funding; approving the sub-project for funding pending resolution of critical issues (noting any recommended Conditions Precedent; highlights any non-resolved due diligence issues with recommendations for resolution); or approving the sub-project not be funded.
- b. Sub-Project Approvals: Summary of advisory comments and consultations for sub-project improvements (analysis, design, best practices, lessons learned).

Within three weeks of receipt of the signed minutes of the GAC meeting and final PP package, the Grant Award Package (GAP) is prepared, verified and completed by the PIU GMD, and presented to the parties (applicant and MoFA) for signature. Once the grant agreement documents are signed, the PIU GMD may begin the project start up process, and will engage in project disbursement activities. The PIU GMD will ensure an electronic copy of the final PP package and signed GAP documents are archived in the project's folder as well as published on the Project's website and appropriate portal.

6.3.6 Grant Obligation

Purpose

This manual section describes the policies and procedures applicable to the obligation of funds based on the award of grants by the PIU GMD.

Please note that all transactions by the PIU GMD must comply with the principles and procedures outlined in the financial management section of the Project Implementation Manual.

Policies and procedures

1. Obligations and the Appropriations Process

1.1. **Appropriations.** Appropriations represent authority in specified amounts to incur obligations and make payments for specified purposes. Such authority is generally provided for a limited period for each appropriation. Thus, an appropriation might be available for obligation for a single fiscal year (annual appropriation) or for multiple years.

1.2. **Availability of Appropriations.** Once an appropriation expires it is no longer available to incur new obligations. When an appropriation expires, it continues to be available for payment of obligations properly incurred during the period of availability, though in some cases they may not have been recorded during that period. However, five years after an appropriation ceases to be available for obligation, it is cancelled and is no longer available for obligation or payment.

1.3. **Grants and Appropriations.** Grants must be obligated against appropriations available for obligation at the time the grant is executed. If more than one appropriation is available, the PIU FMS will select the appropriation to be charged. Amendments to grants which increase the amount of the grant must be charged to appropriations available for obligation at the time of the amendment. Thus, a grant which has multiple amendments in different fiscal years may be funded out of several different appropriations.

Where grants are multi-year agreements, they will expire or be terminated after the expiration date of the appropriation under which they were originally funded. Any undisbursed funds remaining in such grants must be returned to the Treasury, and are no longer available for use by the MGS, except to meet obligations properly incurred during the period of the grant.

2. Procedures for Recording Obligations

Grant obligations shall be recorded in the project accounting system by entering and posting the grant budget in [Accounting Software]. This will automatically generate an accounting transaction recording the obligation.

The grant budget will be entered by the PIU GMD immediately upon receipt of the signed grant agreement as described above. The grant documents will then be sent to the FMS where the budget will be reviewed and posted, and grant financial files will be set up.

3. Adjusting Recorded Obligations

In the case of grants denominated in foreign currencies, the amounts obligated are estimates of the total liability of the project and are subject to change as the exchange rates fluctuate. To ensure that the project accounts reflect as closely as possible the actual obligations of the project, the FMS will adjust the obligated amount of each grant at the end of every fiscal year based on the exchange rates in effect at the end of the fiscal year.

6.3.7 Grant Start-up

The award of a grant by the GAC to an applicant is the start of the sub-project implementation process. At this point it is important to give the beneficiary a thorough orientation to the Project's requirements during the implementation process, to ensure that the beneficiary has a thorough understanding of the grant agreement, to establish a good working relationship between the beneficiary and the PIU GMD, and to get off to a good start in the implementation of the grant process. It is also important for the beneficiary to act with urgency to implement the various actions required for the grant to get started in a timely manner.

Procedures

1. Documentation of performance targets

The PIU GMD and M&E will document the performance measure(s) for the grant in a tabular form by financial year immediately upon award of the grant.

2. Initial post-award meeting

When the GAC awards a grant, the PIU GMD should arrange for a meeting with the beneficiary. Ordinarily, the meeting should take place within a few days after receipt of the completed grant documents. During the meeting, the work described below should be completed within two weeks of the date the grant is awarded.

2.1. The grant agreement. The PIU GMD should explain the grant agreement clearly to the beneficiary, going over it clause by clause. This will ensure that the beneficiary is fully familiar with and understands the requirements of the grant agreement. Similarly, the PIU GMD and M&E should carefully go over the grant agreement and the grant budget, taking care to ensure that the documents are fully understood by the beneficiary. At the conclusion of this explanation, the PIU GMD will ask the beneficiary to sign the grant agreement, acknowledging receipt.

2.2. Quarterly report. The PIU GMD and M&E should go over the required quarterly report format as captured in the Project's M&E system with the beneficiary, explaining the requirements for each section and describing how the PIU GMD and M&E uses the report. Particular care should be taken in going over the performance targets established by the plan and the M&Es annual results indicators, on which the beneficiary will report. The PIU GMD and M&E will also discuss with the beneficiary, how the beneficiary will report on the project implementation plan.

2.3. Beneficiary monitoring. This should lead into a discussion on the beneficiary's responsibility and system for internal monitoring of progress and achievements. The PIU GMD and M&E should work with the beneficiary to identify the person(s) within the beneficiary organisation who will have primary responsibility for tracking progress against the implementation plan and for tracking progress against the performance targets. Depending on the nature of the beneficiary organisation, this may be a monitoring committee.

2.4. Financial management. The PIU GMD will discuss the project's requirements for financial management including bank accounts, accounting, internal controls and financial recordkeeping. The PIU GMD will advise the beneficiary of the need for a letter from the bank certifying the existence of the beneficiary's account established to receive MGS funds, if necessary. The beneficiary will also be required to furnish the PIU GMD with evidence of RGD and GRA compliance. The PIU GMD will discuss with the beneficiary any need for financial training.

2.5. Initial implementation planning. The beneficiary will develop a Sixty-Day Plan to cover activities for the first sixty days of the grant. This plan is intended to get the project off to a quick start. The Sixty-Day Plan should cover those areas that, in the PIU experience, are most likely to delay implementation of the grant project. These include:

- Delivering any financial training necessary for the beneficiary to receive disbursements and necessary for full financial certification
- Identifying any additional training or technical assistance necessary for effective implementation and establishing a plan for obtaining same
- If there are conditions precedent included in the grant, identifying how to satisfy those conditions and establishing a concrete plan for doing so
- Identifying any immediate equipment needs and preparing a plan for sourcing, purchasing and installing the equipment
- Identifying any other immediate staffing needs and planning for addressing those needs
- Identifying any necessary government permits or licenses and establishing a plan for obtaining them on a timely basis.

2.6. Initial disbursement request. Based on the Sixty-Day Plan, the PIU GMD will assist the beneficiary in preparing the initial disbursement request for the project and submitting it to the PIU GMD. The PIU GMD recognising the need to get the project off to a good start and understanding that funds may be required to effectively implement the Sixty-Day plan, will pay special attention to initial disbursement requests to ensure that they are processed quickly and accurately. In some cases, where there are conditions precedents or the need for financial certification, it may not be possible to prepare and submit the initial disbursement request immediately. In such cases, however, every effort should be made to promptly remove whatever conditions are blocking the initial disbursement so that the project can proceed.

6.3.8 Grant Disbursement

Please note that all transactions by the PIU GMD must comply with the principles and procedures outlined in the financial management section of the Project Implementation Manual.

The PIU will use a method of disbursement which will cause funds to be transferred to beneficiaries and or service providers in an expeditious manner and will facilitate accomplishment of the grant purpose and which is consistent with the need to safeguard project funds.

To help ensure that MGS-provided funds are used for the intended purposes and accounted for responsibly, the PIU will assess the financial and procurement management capacity of each beneficiary and provide training, where necessary, prior to the first disbursement of funds under a grant. Where the need for funds on a timely basis is critical to the success of the project and to provide a basis to facilitate training, the PIU may make limited disbursements prior to the completion of training. Otherwise, the PIU will not disburse funds when the beneficiary does not have the capacity to use and account for the funds properly.

PIU-Managed Procurements on Behalf of Beneficiaries

It is the general policy of the PIU that its beneficiaries are responsible for selecting vendors and making procurements for goods, works, and services. For beneficiaries that are assessed not to have the requisite capacity, the PIU will take a more direct role in purchasing items. Where known in advance, the grant language will include a provision allowing the PIU to make purchases and payments on behalf of the beneficiary. Otherwise, the written consent of the beneficiary is required for such activities.

Recording Payments in the Grant File

All disbursements must be recorded in the grant disbursement database. This database will provide complete and current information on all disbursement actions. The FMS will, from time to time, issue detailed instructions on the entry of disbursement data into the database.

6.3.9 Grant Budgets

Please note that all transactions by the PIU GMD must comply with the principles and procedures outlined in the financial management section of the Project Implementation Manual.

Beneficiaries are provided funding by the MGS to undertake activities, which are described in their grant agreements. Budgets are, when obligated, the best estimate of how funds will be used during the grant period. In order to complete the activities outlined in their grant documents; however, beneficiaries occasionally need to modify their budgets within the allocated grant amount. These modifications, or shifts, make it possible for beneficiaries to react to market conditions, counteract the effects of inflation or devaluation or otherwise implement their projects in a more efficient manner. Such modification of budget must however be approved by the PIU its disbursement.

Budget formulation

1.1. Contingency funds

Because of the difficulty in projecting inflation and to avoid the risk of having unneeded funds in the grant budget, the PIU GMD's policy is to prohibit the inclusion of budget categories or line-items for contingencies or inflation.

1.2. Budget narratives

When budgets are submitted to the PIU for approval, they must be accompanied by brief budget narratives for each line-item showing how the line-item amount was calculated. The narrative may include formulas (e.g. GHC 300 per day x 30 days), or references to pro-forma invoices or other information concerning the cost of an item. Where a unit cost is assumed (e.g. 'electrician for 4 days @ GHC 60 per day') the basis for the unit cost assumption (the GHC 60) must be explained.

2. Budget shifts

2.1. Policies

Budget shifts are the transfer of funds between line-items within the budget, *which do not increase or decrease the total amount of a grant*. They permit beneficiaries to address unanticipated circumstances which may impede the implementation of their projects. They should be viewed as a management tool, and should be regarded as a first option in lieu of, or prior to, requesting a budget amendment. Therefore, their use should not be discouraged. However, at the same time, beneficiaries are expected to implement the projects described in their grant agreements in accordance with their approved budgets. Thus, budget shifts may *not* be used to add a new activity to a grant or to substantially change the focus or activities of a grant. Such changes require an amendment to the grant. Budget shifts also may not be used to move funds from one currency to another. Finally, budget shifts should not be used in lieu of proper grant financial planning.

2.2. Accounting and distribution

The PIU GMD will enter budget shifts in the grant database in accordance with instructions provided in this manual (see section 4). The document will then be filed in the grant files.

3. Grant budget amendments

Changes in a grant budget which require an amendment, i.e. increases or decreases in the total amount of the grant, the introduction of new activities or new equipment not contemplated in the original budget and grant agreement, or the deletion of activities or equipment from the original budget, must be processed in accordance with the procedures set forth below (see section 3.1.9). Where a budget shift and an amendment are clearly linked together (i.e. the beneficiary will not complete the project based on the shift alone), they should be approved together as part of the amendment process, rather than the shift being approved separately from the amendment.

6.3.10 Grant Amendment

An amendment is a mutual agreement between the GAC, PIU and the beneficiary to modify the original grant agreement to: 1) alter the total amount of the grant; 2) change provisions or requirements in the agreement itself, including the period of the grant; and/or 3) authorize significant changes in the project activities for which the grant funds are allocated.

6.3.11 Beneficiary Reporting

The MGS provides grants to various organisations to carry out development projects. As a part of the grant agreement with these beneficiaries, the PIU GMD requires them to report periodically on the receipt and use of MGS grant funds as well as on the progress of their projects. These reports enable the PIU GMD to effectively track the use of grant funds, to measure the effectiveness of the grant project execution and to identify problem areas. Timely reporting by beneficiaries and effective and timely review and reaction to beneficiary reports are a key part of the PIU GMD's programme. This manual section applies to all grants awarded by the MGS.

Policy

All MGS beneficiaries will report to the PIU on a quarterly basis using the reporting format to this manual. MGS grant agreements will include this as a requirement.

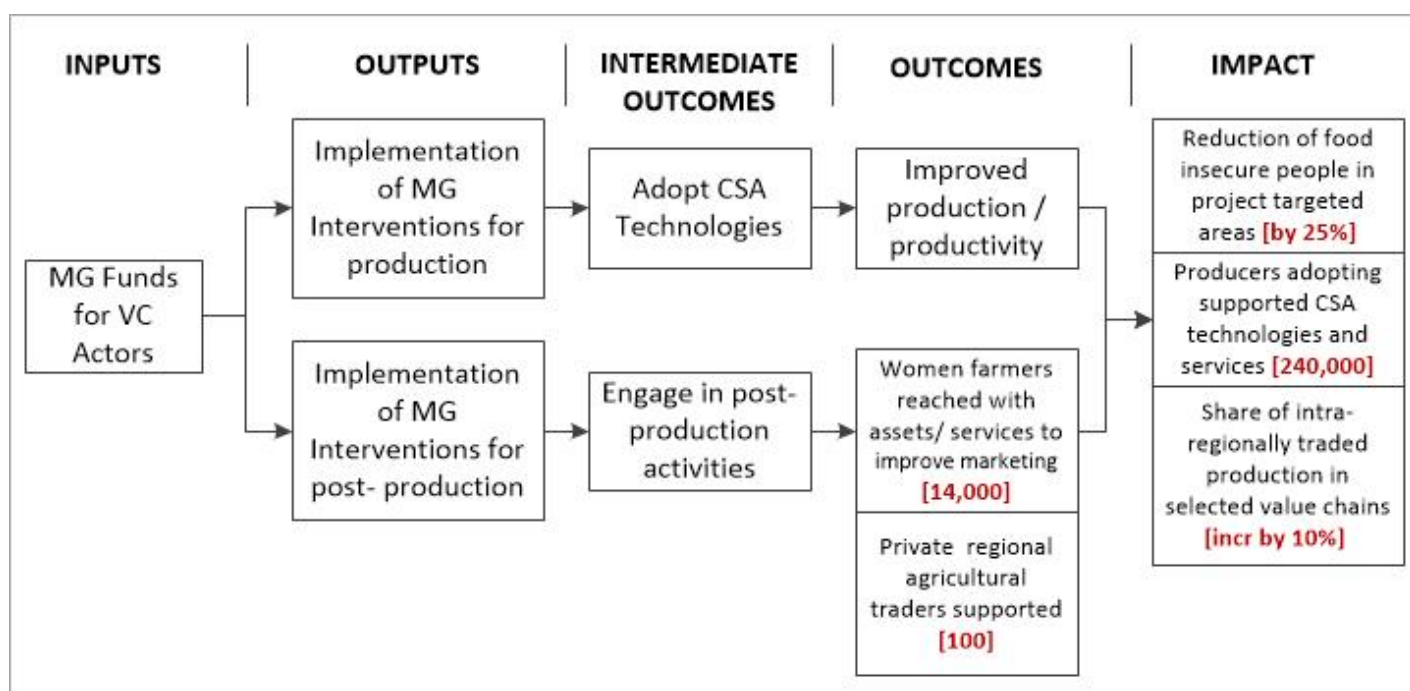
PIU GMD and M&E must advise beneficiaries in the preparation of their quarterly reports, but the beneficiaries are responsible for the timely preparation and submission of the reports. PIU GMD and M&E are responsible for the receipt and review of beneficiary reports and will ensure that such reports are reviewed within the timelines established in this manual section. Beneficiary quarterly reports will represent the beneficiary's official accounting for the receipt and use of funds provided by the MGS

under the grant agreement. Where feasible, the PIU GMD and M&E may direct that quarterly reports be submitted in electronic format and disseminate instructions for such submission.

6.3.12 Project Monitoring

MONITORING AND EVALUATION

FSRP has in place a robust Monitoring and Evaluation system to monitor and evaluate the project’s performance indicators as defined in the results framework. The system collects and processes high-quality data to assess progress and react immediately if any issues arise. The M&E and PIU GMD of the project will monitor and evaluate the MGS along the various steps of the results chain, which is presented in the diagram below.



Inputs: Funds from the project and counterpart funds from beneficiaries will be used to fund interventions in the production and post-production phases based on the needs of the beneficiaries.

Outputs: Intervention in the production phase may include land development, mechanization, technical assistance, etc., while in the post-production phase, the interventions may include construction of warehouses, processing plants, installation of processing equipment, purchase trucks, etc.

Intermediate Outcomes: The project is actively promoting the adoption of Climate-Smart Agriculture (CSA) technologies. Consequently, all beneficiaries must (in consultation with the project) adopt CSA

technologies in the production. The project is supporting National Agriculture Research Institutes (NARIs) to develop and promote CSA technologies for uptake by value chain actors, and the project will facilitate access to these technologies for beneficiaries. For interventions in the post-production phase, beneficiaries will be expected to adopt CSA technologies if they exist.

Outcomes & Impact: The project expects that the implementation of the proposed MG interventions will result in improved productivity and production, and improved marketing of farm produce. At the end, the project hopes to reduce the number of food insecure people in the country.

Monitoring is a quality assurance process. Effective monitoring of grant projects is a necessary element of the PIU's portfolio management strategy. While a minimum level of monitoring is necessary to verify information provided by beneficiaries, ensure compliance with PIU GMD requirements and ensure the effective use of resources provided by the MGS, monitoring activity, in general will depend on the stage of implementation, the nature of the project, and problems or issues reported by the beneficiary or identified during previous monitoring.

Responsibilities

There are two levels of monitoring. First, the beneficiary organization continuously monitors its own activities and performance against the plans that were developed and, on a periodic basis, against the performance targets identified during the project development phase.

For the second level, monitoring the PIU GMD together with M&E, would monitor every project for compliance with MGS requirements. The PIU GMD and where required, other specialists will monitor the activities and performance to ensure that the project is proceeding according to plan and to assist the beneficiary in identifying and addressing those problems or issues that arise in the course of project implementation.

Specifically for the Matching Grants Scheme, relevant indicators to be monitored during implementation are captured in the table below;

Table 1: Matching Grant Scheme (MGS) Indicators and targets

No.	Indicator	Unit	Overall End Target	MGS Intervention End Target	Remarks
1	Direct project beneficiaries (40% female)	No.	300,000	35,000	Anchor farmers & smallholders, FBOs, Productive Alliances
2	Producers adopting supported CSA technologies and services	No	240,000	30,000	80% of direct beneficiaries are expected to adopt supported CSA technologies
3	Number of women farmers who received goods or services to improve marketing in selected value chains	No	14,000	5,000	
4	Number of private sector actors involved in regional agricultural trade supported by the MGS		100	30	
5	No. of Productive Alliances/ FBOs supported	No.	-	20	
6	Volume of production of priority commodities (rice, maize, soya) due to MGS intervention	MT		100,000	
7	Volume of processed priority commodities (rice, maize, soya, broilers) due to MGS intervention	MT		40,000	
7	Storage space (MT) rehabilitated/ improved or newly constructed	MT		5,000	
8	Volumes of priority commodities (rice, maize, soya, broilers) regionally traded due to MGS intervention	MT		20,000	
9	Amount of funds disbursed under MGS	US\$	8,925,000	8,925,000	Amount based on MGS allocated funds under components 2.2c and 3.2a in Finance Agreement
10	Amount of private sector investments made by beneficiaries	US\$	-		This will be measured at mid-term and end-line – to assess the impact of the MGS intervention on beneficiaries.

6.3.13 Project Suspension and Termination

If resources provided under grant agreements are not being used to achieve their intended purposes, either because of external circumstances or the conduct of the beneficiary, the PIU should consider terminating the grant in order to limit additional resources devoted by the PIU to the grant or, in some

cases, to recover resources already committed to the project. This manual section sets forth the procedures which must be followed in such an event.

Closure

If a grant agreement is terminated, normal grant closure procedures as documented in Section 3.1.15 will be followed.

6.3.14 Grant Audit

The PIU provides grants to companies and organisations to carry out various development activities. The PIU provides funds under these grants and the beneficiaries report back to the PIU on the utilization of these funds. The PIU has established a grant audit programme with the following objectives:

- to verify that beneficiaries are properly using and accounting for funds,
- to verify that they are meeting the financial requirements of their grant agreements,
- to provide feedback to the PIU on the strengths and weaknesses of its overall grant financial management system, and
- to ensure and verify that appropriate internal controls are in place.

The audit programme is an integral part of the PIU's grant monitoring programme. This manual section applies to all audits of grants awarded by the PIU.

Please note that all transactions by the PIU GMD must comply with the principles and procedures outlined in the financial management section of the Project Implementation Manual.

6.3.15 Grant Remediation

The PIU recognizes that many of the projects it will fund have inherent risks. These risks reflect the physical, financial, governmental and social environments in which the project operates as well as risk factors intrinsic to the project. During the implementation of the project, the beneficiary or the PIU itself may become aware of problems or issues that seriously jeopardize the likelihood that the project will achieve its goals or, in some cases, even maintain operations.

In such cases, the PIU and the beneficiary will work together to develop a detailed remediation plan designed to address the underlying causes as well as the immediate problems which have adversely affected the project with the goal of achieving the best possible outcome for the project and the beneficiary while ensuring the most effective use of MGS resources.

6.3.16 Grant Closeout

Purpose

The purpose of this manual section is to establish standard policies and procedures for the financial and programmatic closeout of grants awarded by the PIU upon their termination or expiration. This manual section applies to all MGS funded grants.

Please note that all transactions by the PIU GMD must comply with the principles and procedures outlined in the financial management section of the Project Implementation Manual.

Background

Timely and effective closeout of grant projects is a key part of the PIU GMD's monitoring and implementation programme. The closeout process will begin approximately six months prior to the scheduled expiration of the grant and may continue up to sixty days after the expiration or termination of the grant. The closeout process is designed to:

- Assist the beneficiary in developing a specific action plan for concluding the MGS assistance to their project
- Identify whether a time extension might be required to complete work on the project prior to expiration of the project
- Identify how the beneficiary will proceed once MGS assistance ends, including any continuing relationship between the project and the beneficiary
- Provide a financial summary of the project including the amount of the grant awarded by the MGS, the amount disbursed and the amount of allowable expenditures by the beneficiary, to be used in updating the PIU GMD's accounts as well as preparing any final disbursement or bill for collection
- Identify the quantifiable results of the project including measurable performance indicators for the project as well as data for the PIU GMD's own performance indicators, and
- Identify other project achievements and any lessons learned which the PIU GMD may wish to share with others.

7. GRANT MANAGEMENT DATABASE

Background

The PIU will make grants directly to businesses in the agriculture sector. These grants will almost all be denominated in Ghana cedis and each grant will be for a limited period of time. Disbursements of grant funds will be made to these businesses from time to time and the project requires a means to track the number and amount of disbursements to be made under each grant in order to effectively manage its grants.

The project will maintain its accounts in Ghana cedis, and so requires a mechanism to convert foreign currency disbursements and expenditures to Ghana cedis at specified exchange rates for accounting purposes.

The project will prepare a budget for each grant. The budget will be broken down into line items. The project must track expenditures against each line item to ensure that the grant expenditures are within budget. Also, from time to time, the project may amend grants and/or shift funds from one line item to another within the grant. For purposes of administering the grants, the project requires a mechanism to track the budget for each grant at the line-item level to determine total budget availability.

Grant awards may be made from a variety of fund sources (appropriations, donor contributions, etc.). Disbursements against each grant must be made from a fund source and financial reports submitted by the beneficiary must be recorded as expenditures against the same fund source. As grants are amended, the amendment may be from a different fund source than the original grant. It is therefore necessary to track fund source(s) through the entire grant process.

There are a variety of administrative actions required on the part of the beneficiary and the project related to sub-project development and grant management. The database must track at least some of these items.

Similarly, grant projects will have performance targets which will be reported on in progress reports, and evaluation reports. The database must facilitate progress tracking.

Purpose

This manual section describes the project's grant management database as it should exist to facilitate grant operations. The document also provides direction on entering data into the database, establishes guidelines and procedures for the administration of the database, and provides technical specifications for the database.

Objectives of the Database

The background information provided above implies several objectives for the grant database. They are:

- To provide a means for the project to determine and report on which grants are active (i.e. have been awarded but are not expired or terminated).
- To provide a means to track and report on the budgets for each grant, including the budget for each line item and category in each currency for a grant.
- To provide a means to track the amount disbursed against each grant both in Ghana cedis and foreign currencies and the amount remaining undisbursed in each grant, and also to determine from which fund source a disbursement is drawn.
- To provide a means to convert expenditures reported by beneficiaries into Ghana cedis based on the exchange rates at which the disbursements were made so that the project can accurately account for its grants.
- To provide a means to measure the amount expended against each line item by a beneficiary based on its financial reports so that the PIU GMD can determine the need for amendments or budget shifts.
- To record other necessary data such as beneficiary name, project name, bank data, etc. in a convenient and easily accessed place for purposes of grant administration.
- To track grant administrative activities by the beneficiary and the project, and to track project performance against established objectives.

Data Entry

Data will be entered from a wide variety of sources. For security purposes and to ensure the integrity of the data, only authorized users may enter or change data. One or more administrative users will have the capability to add or delete users or change their rights. Each user may access the database using a password assigned by the administrative user.

Data will be entered through a series of screens. Not all users will have capability to enter or change data on all screens, rather, users may only enter or change data in screens to which they have been given access based on their place in the organizational structure of the matching grants desk.

Data will be entered from the following sources:

- Grant documents and award letters will be the source documents for the grant number, sub-project name, beneficiary name, address, obligation date and original expiration date.

- Grant documents will also be the source documents for the original grant budget including the currency (ies), total amount and line item names and line item amounts. Grant documents will also be used to obtain the fund (appropriation) from which the budget is funded.
- Disbursement requests, disbursement memos and invoices from Project making disbursements will be the source documents for most disbursement information including the date the request is received by the matching grants desk, the currency, amount, date approved by the PIU GMD/PC, date approved by the FMS, date sent and Ghana cedi cost. The disbursement amount and the Ghana cedi cost are also used to calculate the exchange rate of the disbursement. Disbursements will be matched by the system against budgets to determine the fund (appropriation) from which the disbursement is drawn.
- Grant amendments and budget shifts will be the source of additional budget data including line item and category names and numbers (in addition to those in the original budget), and amounts added or shifted. Grant amendments will also be used to determine additional funding sources for a particular grant.
- Bank confirmation letters will be the source of banking data.
- Time amendments or termination letters will be the source of changes in the expiration date of the grant.
- E-mails, tracking charts, financial reports or other communications from beneficiaries will be the source of information on the date funds are received by the beneficiaries.
- Financial reports by the beneficiaries will be the source of information on the amount of funds actually expended by the beneficiary on the grant project during a given period. The financial reports will provide the expenditures by line item. Based on the amount expended by the beneficiary in foreign currency and the exchange rate at which *Financial Reports*. As financial reports from all active grants are due at the same time, two weeks will be allowed between receipt of a financial report and its entry into the database except for financial reports covering periods ending on December 31. Due to the importance of this data for producing sound financial reports, this data must be entered as soon as possible, but not later than one week after receipt of the report and in no case later than January 31.

8. ANNEXES

Annex 1: List of Districts in Project Target Areas

NO.	ZONE/TARGET AREA (TA)	REGION	DISTRICT
1	TA 1	CENTRAL	Awutu Senya West
2	TA 1	CENTRAL	Gomoa Central
3	TA 1	CENTRAL	Gomoa East
4	TA 1	EASTERN	Kwahu East
5	TA 1	EASTERN	Kwahu West
6	TA 1	EASTERN	Lower Manya
7	TA 1	EASTERN	New Juaben North
8	TA 1	EASTERN	Nsawam Adoagyiri
9	TA 1	EASTERN	Okere
10	TA 1	GREATER ACCRA	Ningo Prampram
11	TA 1	GREATER ACCRA	Shai Osu-Doku
12	TA 1	VOLTA	Central Tongu
13	TA 1	VOLTA	Ketu North
14	TA 1	VOLTA	North Tongu
15	TA 2	NORTH EAST	East Mamprusi
16	TA 2	NORTH EAST	Mamprugu Moagduri
17	TA 2	NORTH EAST	West Mamprusi
18	TA 2	NORTHERN	Gushiegu
19	TA 2	NORTHERN	Karaga
20	TA 2	NORTHERN	Kumbungu
21	TA 2	NORTHERN	Nanton
22	TA 2	NORTHERN	Savelugu
23	TA 2	NORTHERN	Tolon
24	TA 2	NORTHERN	Yendi
25	TA 2	UPPER EAST	Bawku West
26	TA 2	UPPER EAST	Binduri
27	TA 2	UPPER EAST	Bongo
28	TA 2	UPPER EAST	Builsa North
29	TA 2	UPPER EAST	Kassena-Nankana Mun.
30	TA 2	UPPER EAST	Nabdam
31	TA 2	UPPER EAST	Talensi
32	TA 3	ASHANTI	Asante Akim North
33	TA 3	ASHANTI	Atwima Kwawoma
34	TA 3	ASHANTI	Atwima Nwabeagya Mun.
35	TA 3	ASHANTI	Atwima Nwabeagya North
36	TA 3	ASHANTI	Ejisu
37	TA 3	ASHANTI	Ejura Sekyedumase
38	TA 3	ASHANTI	Juaben

NO.	ZONE/TARGET AREA (TA)	REGION	DISTRICT
39	TA 3	ASHANTI	Kumasi Metro
40	TA 3	ASHANTI	Kwabre East
41	TA 3	ASHANTI	Mampong
42	TA 3	ASHANTI	Offinso Municipal
43	TA 3	ASHANTI	Offinso North
44	TA 3	ASHANTI	Sekyere Afram Plains
45	TA 3	ASHANTI	Sekyere Central
46	TA 3	ASHANTI	Sekyere East
47	TA 3	ASHANTI	Sekyere South
48	TA 3	BONO	Berekum West
49	TA 3	BONO	Dormaa East
50	TA 3	BONO	Dormaa Municipal
51	TA 3	BONO	Dormaa West
52	TA 3	BONO	Sunyani Municipal
53	TA 3	BONO	Sunyani West
54	TA 3	BONO EAST	Kintampo North Municipal
55	TA 3	BONO EAST	Nkoranza South Municipal
56	TA 3	BONO EAST	Techiman Municipal

Annex 2: Sample Evaluation Grid

EVALUATION OF PROPOSALS IN RESPECT OF THE DEVELOPMENT OF VALUE CHAINS IN POST-PRODUCTION AND INTER-REGIONAL TRADE	
#	Guiding Principles/Explanations
1	The template is designed to support the first level evaluation of the applications received in response to the call for matching grant to develop value chains in post-harvest activities to increase trade in Africa. The evaluation questions are built strictly in line with the thematic areas included in the Eligibility Criteria published in the request for Expression of Interest/Proposal.
2	The template has been organized in four (4) worksheets. The current worksheet provides the guiding principles for the evaluation. The Master Evaluation Template sets out the thematic areas and indicators for assessing the applications; individual applicant evaluation worksheet serves as the entry template for each application and the summary evaluation results worksheet compiles the scores for each of the applicants.
3	The evaluation templates have thematic areas in line with the Eligibility Criteria included in the Request for Expression of Interest. Each of these areas is presented.
4	Evidence of track record of successful post-production and value addition activities- this criteria is to ensure that qualifying applicants demonstrate some experience in successful post-production/value addition. This is important given that experience of the applicants in this area enhances successful attainment of FSRP's objective of selecting value chain actors and investors who are proven businesses with high chance of engaging in trading across the continent.
5	Evidence of enough financial resource is a key requirement that ensures operational requirements are met to facilitate profitability and sustainability of the businesses. The grants manual requires that at least 20% of the requirements are met by the applicants.
6	Evidence of experience in managing agribusiness operations is essential given the investment FSRP is making and the need to make sure successful applicants have minimum experience in managing agribusiness operations.
7	Evidence of business case - technical, financial and economic feasibility - is essential for selected applicants. FSRP is commercially and trade oriented and applicants that are selected should demonstrate that their business models are sound with respect to technical, financial and economic feasibility indicators.
8	Evidence of previous work experience in the value chain with women and youth - this is an important experience given the requirements of FSRP to reach women and youth
9	Each of the 5 Thematic areas is allocated maximum scores based on the importance attached to each of them: Track Record in Successful Post-production and Value Addition Activities (25%); Enough Financial Resource (25%); Evidence of Experience to Manage Agribusiness Operations (15%); Evidence of Business Case (20%); Evidence of Previous Work Experience with women and Youth (15%).

10 | In line with the principles of transparency and fairness, each of the applications received will be subjected to the same level of scrutiny and analyses as outlined in the evaluation template.

TEMPLATE FOR EVALUATION OF PROPOSALS IN RESPECT OF THE DEVELOPMENT OF VALUE CHAINS IN POST-PRODUCTION AND INTER-REGIONAL TRADE

		MAX SCORES	WEIGHTING	ALLOTTED	GUIDE FOR SCORES ALLOTMENT
1.0	TRACK RECORD OF SUCCESSFUL POST PRODUCTION AND VALUE ADDITION				
			%		
1.1	Experience of post production (PP) and value addition(VA) activities	4	4		if no PP/VA, score 0, if PP/VA 50% of score; PP/VA trade in sub-region 100% of allotted score
1.2	Years in business in post production and value addition activities	4	4		if '0' years award '0'; between 0-1 year, award 25% of score; between 1-2 years, award 50%; between 2-3 years award 75%; above 3 years, award 100% of allotted score
1.3	Financial performance	7	7		Available financial performance record on previous years' operations, allocate 100% of score; if no record on financial performance, allocate '0'
1.4	Operational performance	10	10		Available information on operational performance - market value of goods more than cost of goods, allocate 100% of marks; no information, allocate '0'
		25	25	0	
2.0	EVIDENCE OF ENOUGH FINANCIAL RESOURCES:				
2.1	Owner(s)' Investment	7	7		Owner(s)' investment at least 20% of grant required, allot 50% of score; Owner(s) investment between 20 -50% of required grant, allocate 75% of score; Owner(s) investment above 50% of grant required, allocate 100% of scores; No indication of owners investment in the Proposal, score '0'
2.2	Cashflow Projection	5	5		Proposal has clear cashflow projections or statement that shows how the funding requirements will be met
2.3	Current Asset Ratio	3	3		If Proposal demonstrates current ratio of 2:1, allocate 50% of marks and 100% of the marks if above 2:1; if no information to compute ratio, allocate '0'
2.4	Value of Total Assets	3	3		Award full mark for indicating Total assets.
2.5	Evidence of how to raise working capital	7	7		Proposal shows how the Enterprise intends to raise working capital (for example funding from investors, banks, suppliers credit,etc), award maximum of allotted score; if no provision in respect of this, allot '0'
		25	25	0	
3.0	EVIDENCE OF EXPERIENCE TO MANAGE AGRIBUSINESS OPERATION				
3.1	Management team clearly outlined in the Proposal	3	3		Proposal makes mention of management team in the enterprise, allocate 100% of allotted scores; if mention of only the Manager/Head of Operations etc, allocate 75% of allotted scores; if no mention of management team or at least head of management, allot '0'
3.2	Operational staff structure/organisation outlined	3	3		Proposal makes mention of operational team in the enterprise or how business operation is structured below management, allocate 100% of allotted scores; if mention of only the key operational staff positions, allocate 75% of allotted scores; if no mention of operational team or at least key staff positions, allot '0'
3.3	Experience of management team in agribusiness operations	4	4		Average years of experience of management staff/Head of Business between 1- 2 years, award 25% of allotted marks; average years of experience between 2-3 years, 50% of the allotted marks; 3-5 years, 75% of allotted marks; above 5 years, 100% of allotted marks. If there is no information to facilitate analyses, allot '0'.
3.4	Experience of operational team in agribusiness operations	2	2		Average years of experience of staff between 1- 2 years, award 25% of allotted marks; average years of experience between 2-3 years, 50% of the allotted marks; 3-5 years, 75% of allotted marks; above 5 years, 100% of allotted marks.
3.5	Operational risk management	3	3		Evidence that applicant has put measures - policies, procedures, manuals, training etc to achieve results from the business operations (maximum marks assigned to be allotted); if not, please award '0'
		15	15	0	

4.0	EVIDENCE OF BUSINESS CASE- TECHNICAL, FINANCIAL & ECONOMIC FEASIBILITY				
4.1	Business model is sound technically	5	5		Proposal clarifies the current business model, briefly describing how the business will be organised and executed - value proposition, partners eg farmer groups, service providers, key resources and key activities etc then allot the full marks, otherwise apportion maximum score in line with information available in proposal.
4.2	Financial Feasibility - Profitability	5	5		Allocate 50% of allotted scores (2.5) for net profit margin above 25% and 50% (of 2.5) for net profit margins below 25%; allocate remaining 2.5 score where application shows breakeven and describes how to make profit/planning for profitability; allocate '0' if there is no information to compute net profit margin and application does not provide breakeven analyses.
4.3	Financial Feasibility - Cost Recovery; PayBack Period soundness	5	5		Applicant shows how to recoup investment made in the business-Award 100% of 50% of the allotted score for pay-back period below 4 years and 50% above 4years, if not award '0'; allot remaining 50% of the score based on the overall soundness of the business.
4.4	Economic Viability	5	5		Award 100% of allotted for key economic indicators as may be shown by the applicant (such as IRR and NPV); In the absence of economic indicators assess the overall economic viability based on proposal and allot scores as considered appropriate.
		20	20	0	
5.0	EVIDENCE OF PREVIOUS WORK EXPERIENCE IN THE VALUE CHAIN WITH WOMEN AND YOUTH				
5.1	Number of years working with women and youth	3	3		Proposal shows evidence of number of years working with women/youth - at least 2 years of woking with women/youth in general, allot 50% of the score; where applicant is working with women and youth from more than 2 years, allot 100% of score.
5.2	Evidence of engaging women and youth farmers in the past and on the project	7	7		Allot full score for evidence of female and youth farmers in the past and projected for the future; otherwise allot 50% of the score if only one part is provided; allot '0' if there is no indication of female/youth farmers
5.3	Explicit statement on Employment opportunities offered to local community as the main source of labour.	5	5		Allot full mark for Explicit statement on Employment opportunities offered to local community as the main source of labour.
		15	15	0	
		100	100		

Annex 3 Terms of Reference for Grant Approval Committee

THE GOVERNMENT OF THE REPUBLIC OF GHANA
MINISTRY OF AGRICULTURE
WEST AFRICA FOOD SYSTEM RESILIENCE PROJECT (FSRP)

TERMS OF REFERENCE FOR GRANT APPROVAL COMMITTEE

1.0 INTRODUCTION

The Government of Ghana (GoG) has received funding from the World Bank to implement the second phase of a multi-programmatic approach for the West Africa Food System Resilience Program (FSRP2) across the major food baskets of Ghana. The second phase includes Ghana, Sierra Leone and Chad and three regional partners, (ECOWAS¹⁰, CILSS¹¹ and CORAF¹²).

The development objective of the FSRP2 is to increase preparedness against food insecurity and improve the resilience of food systems in Ghana. The Food Systems Resilience Project is organized around five 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

¹⁰ ECOWAS – Economic Community of West African States

¹¹ CILSS – Comité permanent inter-Etat de lutte contre la sécheresse au Sahel (translated as Permanent Inter-State Committee for Drought Control in the Sahel). CILSS invests in research for food and nutritional security and fight against the effects of desertification and climate change in the Sahel and West Africa.

¹² CORAF – Conference de responsable Recherche Agronomique Africain (West & Central Africa Council for Agriculture Research and Development). CORAF is responsible for improved efficiency and effectiveness of smallholder producers and to promote agribusiness sector.

produce to deficit regions. It will facilitate the production and commercialization of agricultural products, inputs, and technologies within and across national borders.

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 for development strategy and study tours, among others.

The expected outcomes at the end of the program include:

- i. Program direct beneficiaries 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 agrometeorological advisory services 211,200; of which 40% are women;
- iv. Producers adopting supported climate-smart agricultural technologies and services 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%

As part of the activities to develop the value chain activities matching grants would be given to:

- small scale farmers to secure resilience eco-systems and food systems and financing of activities to improve efficiency of the farmers as well technical assistance; capacity building; development of business plans; training and equipment required for the purpose.
- Medium and large-scale agribusiness to strengthen the value chain organization and financing to facilitate access or financing to enhance their integration into regional markets.

2. Objectives

The overall goal of the FSRP Grant Approval Committee (GAC) is to select beneficiaries of the Project for the matching grant. The specific objectives of the GAC are to:

1. Make final recommendations on which proposals/business plans to approve for a grant
2. Review the draft grant contract.
3. Based on the recommendations from the World Bank propose the conditions to be inserted in the grants contract.

3. Scope of Assignment

The assignment will involve the final recommendations to be made on the selection of beneficiaries within the guidelines of the FSRP matching grant project, which aims at ensuring that the best proposals/business plans are funded under the FSRP project.

The approval committee is expected to review the recommendations made by the external evaluator(s) with utmost fairness, transparency and accountability.

4. Composition of the Committee

It is proposed that the GAC will consist of five representatives chaired by the Chairman of the Steering Committee. The Chairman will appoint two members, while the PIU of FSRP will select the other two members for the Chairman's endorsement. At least two of the members of the GAC must be private sector person with experience in the selected priority value chains. The members of the GAC must have skills that would ensure that the plans meet the objective of the Project such as agribusiness background, credit scoring, trade facilitation. The composition of the GAC will comprise the following members;

1. Senior Technical Advisor to Hon. Minister, MoFA
2. Director, ERM - MOF
3. Finance Expert from private sector
4. Agribusiness/Agriculture Expert from private sector
5. Project Coordinator-FSRP

5. Requirement and Experience

1. The committee members must demonstrate extensive experience in funding of agriculture projects
2. They should also have proven knowledge, skills and experience relevant to agriculture businesses, knowledge of out-grower schemes, credit assessment of agri-businesses, experience of matching grants or similar assignments;
3. Skills in project management;
4. Must have excellent communication, interpersonal and team working skills.

6. Roles and Responsibilities

The overall role of the GAC is to approve grants as well as provide strategic oversight of project implementation of the Matching Grant activities. The committee will play a lead role in steering the Project's matching Grant Scheme towards successful completion according to the set objectives of the project.

The responsibility of the GAC is to ensure that the FSRP Matching Fund grant develops into an efficient and recognized fund for integrating smallholder farms into commercial agriculture in Ghana as well as develop value chains with a focus on trade within Africa.

The GAC will also be expected to receive briefing on the monitoring and impact assessment carried out each quarter as part of post approval monitoring of projects. In particular, the GAC is expected to:

1. Understand the goals, objectives and desired outcomes of the project.
2. Understand and represent the interests of project stakeholders.
3. Ensure that the project is aligned with the organizational strategy as well as policies and directions across government as a whole.
4. Ensure that the projects approved for grant are representative of the total project area
5. Review and approve final project deliverables.
6. Carry out due diligence as part of the grant approval process, if necessary
7. Ensure that the project is making prudent and objective financial decisions
8. Evaluate progress, assess performance and make recommendations on improving implementation of the FSRP Matching grant.

7. Ethical Behaviour Conflict of Interest

To ensure, positive outcome and acceptance of the evaluation as the true reflection of responsible, transparent and accountable process, GAC members would be required to demonstrate an acceptable ethical behaviour before, throughout and after the evaluation process. In particular, the GAC members are to avoid conflict of interest, demonstrate utmost confidentiality, extreme integrity and respect for each other.

A conflict of interest in relation to applicant/applications will exclude the GAC member from reviewing in relation to the specific application. A member of the GAC is expected to make a disclosure whenever he/she identifies a conflict situation with any application. This is to ensure that all participants in the project evaluation process are objective and transparent.

By accepting to be GAC member is a tacit admission that an individual was never involved in assisting any prospect prepare a submission and also have no business relationship with any of the applicant companies.

8. Deliverables

The GAC will review the recommendation report submitted for funding by external evaluator(s) and make the final decisions in selecting a proposal for grant approval.

At the end of the assignment GAC will be required to deliver the following:

1. Report containing the approved list of beneficiaries of the grant, final allocations and recommendations of conditions to be included in the grant contract.

9. Reporting

The GAC will provide a report to the FSRP PIU after the assignment.

Annex 4: Terms of Reference for External Evaluator(s)

THE GOVERNMENT OF THE REPUBLIC OF GHANA
MINISTRY OF AGRICULTURE
WEST AFRICA FOOD SYSTEM RESILIENCE PROJECT (FSRP)

TERMS OF REFERENCE FOR EXTERNAL EVALUATOR(S)

1. Introduction

The Government of Ghana (GoG) has received funding from the World Bank to implement the second phase of a multi-programmatic approach for the West Africa Food System Resilience Program (FSRP2) across the major food baskets of Ghana. The second phase includes Ghana, Sierra Leone and Chad and three regional partners, (ECOWAS¹³, CILSS¹⁴ and CORAF¹⁵).

The development objective of the FSRP2 is to increase preparedness against food insecurity and improve the resilience of food systems in Ghana. The Food Systems Resilience Project is organized around five 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.

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

¹³ ECOWAS – Economic Community of West African States

¹⁴ CILSS – Comité permanent inter-Etat de lutte contre la sécheresse au Sahel (translated as Permanent Inter-State Committee for Drought Control in the Sahel). CILSS invests in research for food and nutritional security and fight against the effects of desertification and climate change in the Sahel and West Africa.

¹⁵ CORAF – Conference de responsable Recherche Agronomique Africain (West & Central Africa Council for Agriculture Research and Development). CORAF is responsible for improved efficiency and effectiveness of smallholder producers and to promote agribusiness sector.

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 for development strategy and study tours, among others.

The expected outcomes at the end of the program include:

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

As part of the activities to develop the value chain activities matching grants would be given to agribusinesses such as:

- small scale farmers to secure resilience eco-systems and food systems and financing of activities to improve efficiency of the farmers as well technical assistance; capacity building; development of business plans; training and equipment required for the purpose.
- Medium and large-scale agribusiness to strengthen the value chain organization and financing to facilitate access or financing to enhance their integration into regional markets.

2. Objective of the Assignment

The Project would like to engage a(n) external evaluator(S) to:

1. Review all proposals FSRP submits according to the advertised eligibility criteria and procedures outlined in these terms of reference.
2. Carry out due diligence on all the proposals FSRP submits.

The external evaluator(s) would then make recommendations to FSRP.

3. Scope of Services

1. Review the request for expression of interest or request for proposal based on criteria advertised in the 'request for expression of interest' and 'call for proposal';
2. Apply internationally recognized best practices for assessing of project proposals to evaluate the detailed project proposal against criteria set by FSRP. Evaluation of each proposal would focus on the following:

- i. Assess proposed investments in terms of relevance to contributing substantially to the FSRP objective;
 - ii. Assess the likelihood of success and effectiveness of the investment as reflected in their business strategies and plan;
 - iii. Assess the investment strategy in terms of effectiveness, efficiency and timeliness of producing the expected outputs and outcomes;
 - iv. Assess the cost-efficiency of investments;
 - v. Assess the resource mobilisation capacity of the proposed agribusiness including funding sources (public and private) and details of financial arrangements;
 - vi. Assess the operational capacity of the proposed agribusiness including technical knowledge, outgrower involvement and off-taker arrangements as well as the inclusion of women and youth;
 - vii. Assess the extent to which the investment incorporates innovative business models, application of industry best practices, and meet relevant industry benchmarks;
 - viii. Assess the sustainability plans of the investments after five years:
 - ix. Assess the environmental implications of the investment. Does the investment trigger any safeguard considerations and are mitigation plans/processes in the proposal for these expected impacts.
3. Carry out a due diligence including an organisational assessment to be submitted alongside evaluation results to recommend to FSRP applications that qualify for investment in Matching Grants. The due diligence would be conducted to understand the fiduciary risks associated with the investments. It also involves reviewing key documentation and conducting interviews, walk-through testing and limited sample testing.

Below is a summary of the two (2) steps to be followed when conducting due diligence:

- i. Mobilisation: Conduct a number of background checks (such as confirmation on ownership, directors, registration of company to operate as a business in Ghana, if agribusiness is blacklisted in the country due to any reason such as corruption etc.) on potential agribusinesses including any documentation requested and received from the potential agribusiness.
- ii. Field Visit: Meet with key staff at their place of work and any other critical relevant stakeholders to verify the information in their proposals. The assignment would involve the evaluation of proposals aiming at ensuring that the best proposals are recommended for the opportunity.

At the end of the evaluation and due diligence stage the external evaluator(s) would be required to debrief FSRP of key issues and possible recommended resolutions.

5. Timing and Duration

The Evaluator(s) is/are expected to use at most 20 working days to carry out the assignment including verification and validation meetings and report writing.

The Evaluator(s) is/are allowed to leverage the support of some key individuals with the requisite capacity as and when necessary to have the work completed within schedule.

6. Deliverables

The Evaluator(s) would evaluate expression of interest and/or call for proposals submitted for by interested applicants and would carry out due diligence on the potential agribusinesses. At the end of the consultancy period the Evaluator(s) would prepare summary reports prescribed by the PIU Grant Management Desk summarising the findings and recommendations for use in selecting a proposal for approval. At the end of the assignment the Evaluator(s) would be required to deliver a report identifying the investors that qualify for the FSRP Matchin Grant.

All reports presented should be in 2 hard copies and an electronic file in MS format.

S/N	Description of Deliverables	No of copies to be submitted	Due date
1	<ul style="list-style-type: none">• A draft report that indicates the recommended list of agribusinesses including the basis for selection• A report that chronicles the processes and the lessons learned	2 hard copies and electronic file in MS format	
2	<ul style="list-style-type: none">• Final report that indicates the recommended list of agribusinesses including the basis for selection	2 hard copies and electronic file in MS format	

7. Qualifications of Key Personnel

Qualified individuals or firms possessing the relevant and necessary skills and experience would be competitively selected as FSRP evaluator(s) and contracted. Selection of evaluator(s) would be done by the Project Implementation Unit in collaboration with the Ministry of Food and Agriculture.

1. The critical skills in addition to 10 years' experience required would include knowledge of agricultural businesses, knowledge of out-grower schemes, and credit assessment of agri-businesses
2. Experience of evaluating investment proposals or similar interventions.
3. Experience in carrying out due diligence
4. Evaluator(s) would have to demonstrate availability for the assignment

8. Location of the Assignment

Accra and in the location of the agribusinesses' current operations.

9. Facilities and Information to be provided by FSRP

The Project would provide the successful evaluator(s) with the following key documents:

1. Copy of FSRP Request for Expression of Interest and/or Call for Proposals
2. Copies of potential agribusiness Expression of Interest and Call for Proposals

10. Ethical Behaviour Conflict of Interest

To ensure, positive outcome and acceptance of the evaluation as the true reflection of responsible, transparent and accountable process. The evaluator(s) is required to put up an acceptable ethical behaviour before, throughout and after the evaluation process. In particular, the evaluators are to avoid conflict of interest, demonstrate utmost confidentiality, extreme integrity and respect for each other.

A conflict of interest in relation to applicant/applications would exclude the evaluator(s) from an assignment in relation to the specific application. An evaluator(s) is expected to make a disclosure whenever he/she identifies a conflict situation with any application. This is to ensure that all participants in the project evaluation process are objective and transparent.

By accepting to be an evaluator(s) is a tacit admission that an evaluator was never involved in assisting any prospect prepare a submission and also have no business relationship with any of the applicant companies.

11. Briefing and Reporting

The evaluator would meet with and report directly to the FSRP PIU GMD.

The evaluator(s) would be assessed with regard to their performance throughout the project monitoring and evaluation processes. Any evaluator whose performance in terms of knowledge, skills, competence and ethical behaviour is poor would be taken off the assignment and would have to be replaced.

12. Fees and Terms of Payment

A negotiated amount of money is earmarked for the exercise. The terms of payments are as follows:

20% upon signing of contract

60% upon submission of draft evaluation and due diligence report and acceptance by FSRP

20% upon submission of final evaluation and due diligence reports and acceptance by FSRP