

TERMS OF REFERENCE

CONSULTANCY

FOR THE

MID-TERM REVIEW REPORT

FOR THE

GHANA LANDSCAPE RESTORATION AND SMALL-SCALE MINING PROJECT

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1 BACKGROUND

The Environmental Protection Agency (EPA), responsible for landscape restoration activities, and the Ministry of Lands and Natural Resources (MLNR), responsible for formalization of Artisanal Small-scale Mining (ASM) are currently implementing the Ghana Landscape Restoration and Small-Scale Mining Project (GLRSSMP) in support of targeted actions to address land degradation through sustainable Integrated Landscape Management (ILM).

The GLRSSMP is funded by the World Bank / International Development Association credit, with leveraged grant financing from the Global Environment Facility (GEF), the PROGREEN Trust Fund, and the Extractives Global Programmatic Support Trust Fund to upscale and support the Government of Ghana in sustainable land management to address land degradation in Ghana.

The goal of the six-year project is to strengthen integrated natural resource management and increase benefits to communities in targeted savannah and cocoa forest landscapes. The project involves five basic components:

COMPONENT 1. Institutional Strengthening for Participatory Landscape Management.

The component aims to strengthen the planning and policy framework by carrying out spatial planning and implementation at the sub-basin level, policy support, and capacity building, working with administrative and technical agencies located within the regions and districts that are within the 13 target sub-basins in the project area. Support is included for ILM planning and fostering partnerships to support the adoption of sustainable landscape management approaches at scale within project areas. This component will also enhance multipurpose land and water management models at the national level through the acquisition of remote sensing data and geological surveys which will allow the production of updated maps with additional layers of information. It will also support the development of spatial planning tools for mapping and monitoring impacts and effective monitoring of sustainable cocoa production.

COMPONENT 2. Enhanced Governance in Support of Sustainable Artisanal Small-Scale Mining (ASM).

This component aims to strengthen the regulatory framework for ASM, with a focus on modernizing regulatory instruments and building the capacity of key government agencies involved in ASM regulation and compliance monitoring (such as Minerals Commission [MC], Forestry Commission [FC], and EPA) as well as district management committees. It will also support ASM formalization through (a) reclassification of mining to include medium-scale mining licenses and registration of license holders; (b) streamlining ASM administration; and (c) enhancing district capacity to manage ASM. Once the updated regulatory framework has been established, this component will also invest in improving the capacity of ASM operators, by providing training on sustainable and forest-smart mining techniques which will draw on the analytics and modelling of Component 1.

COMPONENT 3: Sustainable Crop and Forest Landscape Management

This component aims to link improved food production and ecological integrity by investing in production and forest landscapes through the promotion of climate-smart agriculture, conservation, and restoration activities and support to agriculture value chains. This component supports sustainable practices in production landscapes for key food crops; value chains for key commodity crops, including cocoa, shea nut, and cashew; value addition for food crops; sustainable water and land management interventions, including silvo-pastoral and riparian vegetation establishment activities. The component also supports appropriate forest landscape restoration opportunities and reclamation of mined out areas as well as provide alternative livelihoods support to miners to help them create sources of income to replace mining.

COMPONENT 4: Project Monitoring and Knowledge Management

This component aims to support robust project management and monitoring (including financial, internal audit, and procurement management; monitoring and evaluation [M&E]; Environmental and Social (E&S) risk management; supervision, implementation, and monitoring of the Grievance Redress Mechanism [GRM]; monitoring implementation of the Gender Action Plan; and so on); better communication outreach and dissemination; appropriate stakeholder engagement; and adequate knowledge management.

COMPONENT 5. Contingent Emergency Response Component

A Contingent Emergency Response Component (CERC) with zero allocation will be created and made implementation-ready to allow the GoG to respond quickly in case of an eligible emergency.

2 RATIONALE, PURPOSE, AND OBJECTIVES OF THE REVIEW

2.1 Rationale and purpose of the review

The purpose of this Mid-Term Review (MTR) report for the Ghana Landscape Restoration and Small-Scale Mining Project (GLRSSMP) is to dsaaaddsa. The MTR should recommend necessary adjustments in project design and implementation approach, including implementation arrangements, results monitoring, project management and coordination, based on the assessment of the project's implementation performance and progress towards achieving the planned results. Importantly, the MTR report should also identify lessons learned, good practices and provide recommendations to inform not only the remainder of the project's implementation but other projects within the sector with similar characteristics and challenges.

2.2 Specific objectives of the review

The review will focus on (i) specific known issues (included below) that affect implementation progress and achievement of project objective measured against targets and indicators as established in the Results Framework in the Project Appraisal Document which is being complemented by the development of an M&E plan; (ii) additional issues that affect implementation progress towards the achievement of project development objectives that Consultant may identify. The review should highlight barriers and opportunities to effective and efficient implementation of activities and their contribution to project outputs, outcomes and potential impact.

The review report should:

- Assess the level of achievement of the Project Development Objective (PDO) based on the indicators in the Results Framework (appendix 1) which focuses on two major outcome indicators i.e. I) Strengthening integrated natural resource management and II) Increasing benefits to communities.
- Assess the processes leading to the achievement of the Project Development Objective (PDO)
- Assess the adequacy of the M&E and results arrangements as well as environmental and social risk management systems
- Determine whether the project's Theory of Change is still relevant and if any changes should be considered. Evaluate extent of progresses made in implementing the Environmental and Social Commitment Plan (ESCP) and determine if there are changes to be made in the ESCP.
- Determine how many of the Environmental and Social Standards (ESSs) are applicable to the project, following appraisal and during implementation, and discuss measures taken to meet E&S objectives and requirements,
- Assess project contribution to improved environmentally sustainable natural resource management in the project regions, including through the community-level sub-projects; Implementation of Community Resource Management Areas (CREMAs) and sustainable forest management and through the District Mining Committees, the formalisation of the small-scale mining sector.
- Assess capacity of the Beneficiary Agencies (Minerals Commission (MC), University of Mines and Technology (UmaT), Ghana Geological Survey Authority (GGSA), Water Resources Commission, Ghana EITI, Precious Minerals and Marketing Company, the Forestry Commission, the Lands Commission, Ministry of Food and Agriculture (MoFA), Environmental Protection Agency (EPA), Wildlife Division of the Forestry Commission (WD), Forest Services Division of the Forestry Commission (FSD), Ghana

Cocoa Board) at the district, regional and national levels in the project regions to fulfill its mandate to implement the project.

- Assess performance of the Environmental Protection Agency (EPA) and Ministry of Lands and Natural Resources (MLNR) to coordinate the implementation of project as well as adequacy of implementation support arrangement including human and non-human resources.
- Assess the degree of compliance with project's safeguards aspects and project legal covenants in the Loan/Grant Agreement.
- Assess long-term sustainability of project activities.
- Reassess project risks and identify any new risks that the project needs to consider.
- Identify and assess other issues and factors that affect implementation progress and achievement of project objective, or that may contribute to scaling up of project interventions in Ghana and thus contribute to sustainable natural resource management in Ghana.
- Make recommendations to ensure effectiveness, efficiency, relevance, and sustainability of project outputs/outcomes for the remaining duration of the project.

2.3 Stakeholders

2.3.1 Co-operation partners

The main co-cooperation partners will be the respective beneficiary agencies of the two Project Coordinating Units at the Ministry of Lands and Natural Resources (MLNR) and the Environmental Protection Agency (EPA).

The Beneficiary agencies will include the Minerals Commission (MC), University of Mines and Technology (UmaT), Ghana Geological Survey Authority (GGSA), Precious Minerals and Marketing Company, Water Resources Commission, Ghana EITI, Forestry Commission, Lands Commission, Ministry of Food and Agriculture (MoFA), Environmental Protection Agency (EPA), Wildlife Division of the Forestry Commission (WD), Forest Services Division of the Forestry Commission (FSD), Ghana Cocoa Board. The Development partner (DP) supporting GLRSSMP is the World Bank; indirectly other DPs supporting SLM in Ghana, especially Department of Foreign Affairs, Trade and Development (DFATD) (formerly CIDA) through the GEMP project, and UNDP.

2.3.2 Primary stakeholders

Among the primary stakeholders are:

- Farmer and farmer groups
- Artisanal and Small-scale (ASM) miners and actors along the ASM value chain

- Other members of beneficiary communities
- Beneficiaries of environmental services generated from SLM interventions

As well as institutional structures supporting Project implementation, including:

- GLRSSMP Project Steering Committee co- chaired by the Ministers of MESTI and MLNR.
- National Sustainable Land Management Committee (NSLMC)
- Project Management Platform consisting of the focal persons of the beneficiary agencies.
- Technical Coordinating Office
- Local Steering Committee
- District Watershed Planning Teams (DWPTs)
- Community Watershed Management Teams (CWMTs)
- Community Resource Management Committees (CRMCs)
- CREMA Executive Committee (CEC)
- District Mining Committees
- District and Basin offices of the Implementing Agencies

3 REVIEW QUESTIONS

3.1 Development Results

3.1.1 Effectiveness

- a) Assess whether the Project has achieved the expected results and progress towards the ultimate outcome as per the Results Framework complemented by the M&E plan.
- b) Undertake expenditure review (linking project cost to targets or understanding the relationship between funds disbursed and targets so far achieved, to guide any adjustments for funds allocation under Project, if any; review expenditures of activities, components, and implementing agencies against the original budget and recommend adjustments, if any.
- c) Identify all factors that create barriers in the uptake of SLWM and sustainable ASM practices and technologies being promoted within the project areas.
- d) Assess the impacts of barriers identified on future up scaling of SLWM and responsible ASM practices and technologies being promoted.
- e) Re-validate original targets; and recommend action plan (steps, costs, timing and roles) for catching up on the revalidated targets.
- f) Recommend strategy / actions to strengthen communication / outreach / promotion aspect of the Project.
- g) Review the project implementation arrangements, outputs and targets as stated in the PAD and PIM to identify any significant departures and make recommendations based on consultations with implementing agencies and the donor for either formalizing these

departures (if supporting PDO achievement) or correcting them (if counterproductive to PDO achievement).

- h) Explore the possibility of influencing other financing sources for upscaling project activities on the ground.

3.1.2 Efficiency

- a) Based on comparisons with relevant benchmarks are resources (financial and human) leveraged efficiently to achieve results.
- b) Given the resources/inputs provided, the results achieved, did the development intervention reach the primary stakeholders as expected (sex disaggregated data)
- c) Assess current project management and coordination arrangements, including centralized procurement for the implementing agencies and suggest modification or strengthening if any.
- d) Review environmental and social due diligence (safeguards) compliance and level of awareness among the implementing agencies and beneficiaries and suggest and modifications if any.

3.1.3 Relevance

Is the Project relevant to the development issues or needs in which it responds?

- a) Are results relevant to beneficiaries' needs (women and men) and priorities?
- b) Are results relevant to local partners' needs and priorities?
- c) Are results relevant to country/region's needs and priorities?
- d) To what extent is the project contributing to the strategic policies and programmes of the Government of Ghana?

3.1.4 Sustainability

What is the likelihood that results/benefits will continue after World Bank's involvement ends?

- a) Are committed financial and human resources sufficient to sustain benefits and results?
- b) Is the external environment conducive to the sustenance of results?
- c) Have the relevant human capacity and systems been developed for the sustenance of results?
- d) Are all relevant stakeholders sufficiently and effectively involved?

3.2 Other Issues

3.2.1 Local Ownership, Harmonization, Alignment and Mutual Accountability

Local Ownership

- a) Are primary stakeholders fully committed and supportive of the development intervention?

- b) Do primary stakeholders have the appropriate structures/authority and tools they need to make decisions and take action?

Harmonization

- c) How is the coordination between the development intervention and efforts of local organizations, and other donors addressing the same needs or problems?

Alignment

- d) Does the development intervention align with local systems and practices? (i.e. does it operate in parallel to existing initiatives?) Specifically commend on the role of District Assemblies in Project implementation arrangements.

Mutual Accountability

- e) How active is stakeholders' participation in the development intervention cycle: design, implementation, monitoring and evaluation.

3.2.2 Design Considerations

- a) Was the Project designed using participatory approaches (inclusive of local stakeholder needs)? Was it based on sound understanding of local context, including gender, environment and governance? Did it apply previous lessons learned?
- b) Was the development intervention designed based on tried new and innovative approaches?

3.2.3 Risk management

- a) Are there systems in place to monitor, report, and manage risks potentially impacting on the development intervention?
- b) Were these systems used?
- c) Were these systems relevant, effective, efficient and sustainable?
- d) Assess the adequacy of performance management arrangements / performance feedback for key implementers (Minerals Commission, GGSA, WRC, PMMC, UMaT, GHEITI, LC, FC, EPA, MoFA, DADUs, WD, etc.) providing implementation support to beneficiary farmers / communities/ASMs.

3.2.4 Good Practices

- a) Are there examples to highlight on how Agencies are working together effectively at the national, regional, district and community levels?
- b) Are there examples of good practices to address the linkages between desertification, sustainable land management, biodiversity management and climate change?

4 PROCESS

The mid-term review report will be guided by the “*World Bank guidelines (Investment Project Financing Implementation Support Guidance Note (2013)) for Mid –Term Review (Pg 12 & 36)*”.

Consultant will thoroughly familiarize himself/herself with the project documentation including the Financing Agreement, Project Appraisal Document, Project Implementation Manual, Environmental Safeguard documents, as well as key implementation documents such as annual work plans, progress reports, etc.

It is intended that all logistical arrangements will be made in consultation with EPA and MLNR. Key stakeholders will be consulted as part of the planning phase and clarify the commitments, responsibilities and expectations of the Government agencies, World Bank, key stakeholders, appropriate local Counterparts and the Consultant. Key stakeholders will be given an opportunity to comment on the draft findings before they are put in final form of the report.

Consultant is expected to consult relevant stakeholder throughout the assignment as one of the key inputs in carrying out the assignment. MESTI, EPA, MLNR, MoFA, WD, FSD, Cocobod, MinCom, UMaT, GGSA, PMMC, LC, FC, GHEITI, WRC, will be consulted at all stages of the process including the development of the terms of reference.

4.1 Inception Report

The Consultant will prepare a brief inception report that will outline the methodology / approach to report preparation and his/her understanding of the TOR. This is to be done in consultation with the Focal persons of all Beneficiary Agencies as well as the World Bank.

The inception report will include a work plan which will refine and elaborate on the information presented in these terms of reference to bring greater precision to the planning and design of the review. It shall be based on a preliminary review of the documentation, discussions with key stakeholders, literature review, etc.

4.2 Data Collection

Available data will be provided to the Consultant by the Project. Additional qualitative and quantitative data / information should be collected in the field through a mission about **15 days in duration**, including consultations with a wide range of stakeholders.

Field staffs are to be briefed by the Consultant on arrival and preliminary data shall be presented to stakeholders for validation.

4.3 Review Report

The Consultant will prepare a clear, concise and brief report, including a self-standing executive summary. The report will focus on forward findings, conclusions, lessons learned and actionable recommendations (supported by evidence as appropriate) to be taken up for restructuring of the project (if any) such as recommendations for new project closing date, revisions of indicators

and targets (if any), reallocation of funds (if any), modifications to implementation arrangements, additions/removal/redesign of activities etc. The Consultant is entirely responsible for the quality of the final report and shall follow the “*World Bank guidelines (Investment Project Financing Implementation Support Guidance Note (2013))*” for Mid-Term Review.

The consultant is responsible for accurately representing and consolidating the inputs of the team members, stakeholders and World Bank in the final report.

In addition to the report, the consultant will deliver a power point presentation summarizing the key points of the report.

5 QUALIFICATION REQUIREMENTS

The consultant shall possess a mix of evaluation skills and thematic knowledge. The consultant must be sector specialist with significant evaluation experience.

In addition, the Consultant will have the following qualification/knowledge/expertise:

Qualification	Experience
<p>The Consultant shall be a postgraduate holder in any of the discipline including: Environment, Agriculture, Natural Resources Management, Integrated Watershed Management, Land Resource Management Economics Sustainable Land Management A PhD is a plus.</p>	<p>At least 12 to 15 years of relevant work experience.</p> <p>S/he should have extensive professional experience in working with national, regional, and district governments.</p> <p>Successfully conducted at least 3 evaluation studies at national/regional/district level.</p> <p>Project implementation experience in this field is a plus.</p> <p>Experience in working in the three regions in Northern Ghana and knowledge of local environment is recommended.</p> <p>Experience with World Bank project procedures and safeguards requirements</p> <p>Experience in evaluating multi-sectoral projects.</p>

6 DELIVERABLES, MILESTONES AND SCHEDULE

6.1 Deliverables

The Consultant shall:

1. Prepare and submit a draft work plan and inception report to be reviewed by Beneficiary Agencies and the World Bank no later than **14 days** of the signing of the contract).
2. Final work plan and inception report; (**3 days** of receiving comments; consider the inception report final if not comments received within **5 days** of submission).
3. Draft MTR report to be submitted to the Project Coordinators **35 days** after signing of contract.
4. Presentation of key MTR findings to project coordinating units, implementing agencies and the World Bank.
5. Final MTR report to be submitted to the Project Coordinators (not later than **5 days** after receiving comments from stakeholders).
6. Participation in the MTR mission.

These deliverables must be prepared in English, and submitted in both hard copy and electronic formats to the Project Coordinators.

6.2 Duration

The duration of the consultancy is **50 days**.

6.3 Payment Mode

Payment of the consultancy service would be based on the following schedule

- 20 % of contract sum following submission and acceptance by client of the work plan and inception report
- 50% of contract sum following submission and validation by stakeholders of Draft MTR report
- 30% of contract sum following submission and acceptance of Final MTR report

Appendix 1: Results Framework

Indicator	Baseline	Intermediate Target	End Target
PROJECT DEVELOPMENT OBJECTIVES			
To strengthen integrated natural resource management			
Areas for which land use planning has been undertaken under spatial sub-basin plans (Hectare(Ha))	0.00	4,976,372.00	12,440,931.00
Land area under sustainable landscape management practices (CRI, Hectare(Ha))	524,814.00	1,179,067.00	2,947,667.00
Area under conservation agriculture (Hectare(Ha))	0.00	44,160.00	110,400.00
Trees in production landscapes outside of forests (Hectare(Ha))	0.00	6,400.00	16,000.00
Area under collaborative, integrated and innovative management and with improved climate resilience (CREMAs) (climate indicator) (Hectare(Ha))	524,814.00	685,021.00	1,712,553.00
Area under improved catchment management (riparian vegetation) (Hectare (Ha))	0.00	2,320.00	5,800.00
Area under sustainable forest management as a result of the project (in FRs and wildlife PAs) (Hectare (Ha))	0.00	430,566.00	1,076,414.00
Abandoned mine areas restored (Hectare (Ha))	0.00	800.00	2,000.00
Licensed ASM operators (Number)	1,029.00	800.00	2,000.00
Environmental and social management system for ASM established and operational (Yes/No)	No	Yes	Yes
To increase benefits to communities			
People in targeted areas with increased benefits as a result of the project (citizen engagement indicator) (Number)	0.00	102,918.00	257,296.00

Indicator	Baseline	Intermediate Target	End Target
Including sustainable land management practices (Number)	0.00	91,769.00	229,422.00
Including alternative livelihoods (Number)	0.00	10,832.00	27,080.00
including female (Number)	0.00	41,167.00	102,918.00
Including youth (Number)	0.00	14,857.00	37,143.00
INTERMEDIATE RESULTS INDICATORS BY COMPONENTS			
COMPONENT 1 INSTITUTIONAL STRENGTHENING FOR PARTICIPATORY LANDSCAPE MANAGEMENT			
Functional subnational (basin) level coordination platforms/structures (Number)	0.00	5.00	13.00
Integrated sub-basin landscape plans developed (Number)	0.00	5.00	13.00
Targeted landscapes where planning for mining incorporates nature-based solution to mitigate negative environmental impacts (Number)	0.00	2.00	5.00
People participating in consultations / decision making on natural resources management (citizen engagement indicator) (Number)	0.00	222,862.00	557,154.00
Including Female (Number)	0.00	111,431.00	278,577.00
Women participating in decision making processes through membership in District Management and Planning Committees (gender indicator) (Number)	0.00	16.00	39.00
Reforms in forest policy, legislation, or other regulations supported (Yes/No)	No	Yes	Yes
Planning tool/s developed and used for spatial planning and monitoring (Number)	0.00	2.00	5.00
COMPONENT 2: ENHANCED GOVERNANCE OF ARTISANAL AND SMALL-SCALE MINING			
Nationals trained in extractive industries skills	0.00	4,000.00	10,000.00

Indicator	Baseline	Intermediate Target	End Target
(gender indicator) (Number)			
Including Female (Percentage)	0.00	14.00	35.00
Formal categories of mineral license types available for registration (Number)	2.00	2.00	3.00
Gold purchase agents adopting gold trading tracking tool (Number)	0.00	4.00	10.00
Minerals Commission district and satellite offices refurbished (Number)	0.00	3.00	8.00
COMPONENT 3: SUSTAINABLE CROP AND FOREST LANDSCAPE MANAGEMENT AND RESTORATION			
Communities with endorsed micro watershed management plans consistent with the sub-basin plans and under implementation (Number)	0.00	233.00	582.00
Farmers adopting agroecological practices (Number)	0.00	53,495.00	133,738.00
Land users adopting new practices in targeted landscapes (Percentage)	0.00	20.00	50.00
Functional infrastructure supported by the project (Number)	0.00	94.00	235.00
Post-harvest structures (Number)	0.00	62.00	207.00
Water infrastructure established (Number)	0.00	11.00	28.00
CWMTs established with project support that have at least one woman (gender indicator) (Percentage)	0.00	40.00	100.00
Area under PES in production landscapes (Hectare (Ha))	0.00	4,000.00	10,000.00
Partnerships with actors along the sustainable value chain (Number)	0.00	2.00	6.00
For cocoa (Number)	0.00	1.00	3.00

Indicator	Baseline	Intermediate Target	End Target
For cashew (Number)	0.00	1.00	3.00
Forested land area under sustainable forest management practices (climate indicator) (Hectare (Ha))	524,814.71	1,115,587.00	2,788,967.00
Forest area brought under management plans (CRI, Hectare (Ha))	0.00	363,143.00	907,857.00
Management effectiveness according to METT score in target Protected areas (score, disaggregated): Gbele Resource Reserve, Mole National Park, Digya National Park (Number)	0.00		0.00
Gbele Resource Reserve (Number)	79.00	81.00	85.00
Mole National Park (Number)	64.00	66.00	70.00
Digya National Park (Number)	45.00	49.00	55.00
CREMA Executive Committees established with project support that have at least four women (gender indicator) (Percentage)	0.00	40.00	100.00
Area under plantations and re- /afforestation – reforestation in FRs and buffer zones (Hectare (Ha))	0.00	1,526.00	3,814.00
COMPONENT 4: MONITORING AND PROJECT AND KNOWLEDGE MANAGEMENT			
Government institutions provided with capacity building support to improve management of natural resources (Number)	0.00	4.00	11.00
Project M&E system providing required reports and data in a timely manner (Yes/No)	No	Yes	Yes
Government counterparts participating in global, national and regional forums and workshops (Number)	0.00	6.00	15.00

Indicator	Baseline	Intermediate Target	End Target
Including Female (Percentage)	0.00	12.00	30.00