



TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONTRACTOR (IC)

GENERAL INFORMATION

Services/Work Description:	Lead the development and collation of relevant national-level data for the development of Ghana's GEF GOLD+ project proposal.
Project/Program Title:	Formalizing mercury-free supply chains in Ghana's Artisanal and Small-scale Gold Mining sector (Ghana GOLD +)
Post Title:	Lead National Consultant, Institutional and Policy Expert
Duty Station:	Home-based with missions within Ghana
Expected Places of Travel:	ASGM areas in Ghana
Duration:	40 working days from 18 February 2021 to 30 June 2021.
Expected Start Date:	18 February 2021

I. BACKGROUND / PROJECT DESCRIPTION

The Global Opportunities for Long-term Development of the artisanal and small-scale gold mining sector Plus (GOLD+) is a global program funded by the Global Environment Facility (GEF). The GOLD+ program aims to reduce mercury use in the artisanal and small-scale gold mining (ASGM) sector of participating countries through a holistic, multisectoral and integrated approach to optimize formalization while improving access to finance for miners, thus accelerating the adoption of sustainable mercury-free technologies and enhancing access to traceable gold supply chains.

Ghana, one of the GOLD+ countries, has a long tradition of gold mining activities. In 2018, the ASGM sector produced approximately 65 metric tons by an estimated 1.1 million miners, who are mainly informal and operate without mineral tenure or allocation of rights. The use of mercury to process gold ores is a widespread practice endangering miners' health and surrounding communities, contributing 40-60 tons of mercury releases and emissions annually. In Ghana, ASGM is considered one of the most harmful activities for the environment, driving land degradation, soil and water contamination, deforestation, and biodiversity loss, among other adverse impacts. Despite the risks associated with ASGM, the sector provides an essential livelihood representing more than an emerging rural economy but a way of life.

While ASGM holds the potential to lift communities out of poverty, persistent features of the sector include its informality, lack of access to legitimate finance and improved technologies, limited capacity of local government, district mining committees and representative mining entities to advance formalization, further compounded by negative media and public perception. Collectively, these factors undermine progress to professionalize the sector, improve miner incomes and sustainably transition from mercury. The GOLD+ program aims to harness the ASGM sectors full potential at scale through integrated, holistic and multisectoral approaches to formalize mining livelihoods and protect the global environment.

The GOLD+ project in Ghana has 4 components:

1. Optimizing formalization through commodity-specific landscape/jurisdictional approaches (JAs);
2. Accelerating financial inclusion and the creation of responsible gold supply chains.
3. Enhancing uptake of mercury-free technologies through sustainable business models and;
4. Fostering knowledge sharing, learning, and local capacity building support.

The implementation of GOLD+ in Ghana will be implemented by the Environmental Protection Agency in partnership with other relevant national institutions. It will be supported by UNDP (lead UN agency, directly responsible for components 1, 2 and 4) and UNIDO (directly responsible for component 2).

UNDP and UNIDO have received funding from GEF for the Project Preparation Grant (PPG) phase to develop a full project proposal in line with GEF requirements to be submitted to the GEF CEO for endorsement.

II. RATIONALE FOR THE ASSIGNMENT

UNDP is recruiting a National Consultant (NC), Institutional and Policy Expert with recognized expertise in the policy systems, institutional arrangements and practice of ASGM in Ghana. The NC will support the PPG GOLD+ Team Lead directly, ensuring timely coordination of the national consultants and delivering quality research outputs and all necessary information for PPG preparation, completion and CEO endorsement. The UNDP NC with expertise in ASGM policy systems, institutions and practice in Ghana will coordinate stakeholder engagement, manage relations with ASGM organizations, the EPA of Ghana and relevant national gold mining experts from the public and private sectors, civil society and research institutions and academia. The NC will support components 1, 2 and 4 under the supervision and guidance of the PPG Team Lead and personnel in the UNDP Office in Accra.

The UNDP NC Institutional and Policy Expert role is required to coordinate in-country consultation processes with national and international project partners at all different stages of the PPG phase and facilitate the flow of information and communication between the various consultants involved in the project's preparation. Further, the consultant will work in close collaboration with the UNIDO GEF GOLD+ team supporting component 3 and on crosscutting issues of gender equality. The NC is also required to co-chair monthly coordination meetings with the GOLD+ PPG team and manage notes for submission to the team.

III. EXPECTED DUTIES AND DELIVERABLES

DUTIES		DELIVERABLES	DURATION	LOCATION
Document review	<ul style="list-style-type: none"> ▪ Review the GOLD+ (Programme Framework Document) and the GOLD+ Ghana concept. ▪ Review the GEF GOLD+ site selection criteria and provide inputs for their domestication. ▪ Review UNDP Social and Environmental Standards (2019) and project-level standards on community health, safety and security, labour conditions and pollution prevention. 	<ul style="list-style-type: none"> ▪ Annotated GOLD+ Ghana project concept. ▪ Annotated GOLD+ site selection criteria. ▪ Inputs on Theory of Change for GOLD+ Ghana project. 	2.5 days	Home based

PPG planning and technical inception	<ul style="list-style-type: none"> • Prepare stakeholder table identifying roles, mandates, responsibilities of government agencies, civil society, private sector, academia, financial institutions, and downstream actors (i.e., refiners, jewelers); • Identify co-financing partners and projects to engage in the PPG in coordination and support co-financing letter acquisition. • Prepare GOLD+ PPG stakeholder engagement plan for component 1, 2 and 4; • Develop COVID-19 occupational health and safety plan for select ASGM communities¹, with attention to labour. 	<ul style="list-style-type: none"> ▪ GOLD+ PPG Stakeholder table for consultation. ▪ Draft invitation letter for technical GOLD+ PPG launch. ▪ Annotated co-financing table/template letter. ▪ ASGM stakeholder engagement plan. ▪ COVID-19 health and safety plan for ASGM communities (2-page checklist and ppt slides). 	5 days, Ongoing	Home based
C1: Optimizing formalization	<ul style="list-style-type: none"> ▪ Review of policies, plans, norms, standards and measures to facilitate ASGM formalization and strategies for miners and small enterprises, including women-led groups and entities. ▪ Review and provide inputs on UNIDO expert recommendations for GOLD+ site selection. ▪ Co-facilitate discussion among project stakeholders to validate JA target sites proposed by UNIDO expert and staff. ▪ Carry out missions to selected project intervention sites and ASGM communities. ▪ Prepare socio-economic study² of ASGM workers at target sites (including access to education, health, public services, sanitation, quality and quantity of housing); and on this basis, define incentive structures to formalize the work of women and men in target areas; this will take into account the current COVID-19 conditions of work. ▪ Assess viability/structure of multi-stakeholder platforms, government and district mining committee capacity to support pilot JAs. 	<ul style="list-style-type: none"> ▪ 2–4-page brief of ASGM formalization strategies for miners and small enterprises in Ghana. ▪ Report on ASGM worker profiles at target sites with formalization incentivize structures proposed for women and men at target sites. ▪ List of project activities to build formalization capacity at target sites. ▪ Baseline data for component 1. 	15 days	Home based, local missions
C2: Financial Inclusion	<ul style="list-style-type: none"> • Review key sections of PlanetGOLD guidance on access to finance options for ASM³; • Support international finance consultant as needed to collect data, set up interviews, engage local financial institutions, and map local supply chains in target areas. • Support the construction of Component 2 baseline on financial inclusion strategies. • With PPG Team lead assess the best available supply chain traceability schemes for GOLD+. 	<ul style="list-style-type: none"> ▪ List of financial institutions in target mining jurisdictions. ▪ Project execution arrangement proposed with international finance expert. ▪ Baseline for Component 2 further elaborated. 	5 days	Home based

¹ Reference data COVID-19 impacts on ASGM communities and supply chains from planetGOLD and Delve World Bank platform.

² See Socio-economic ASGM Research Methodology: https://unitar.org/sites/default/files/media/file/final_socio-economic_methodology.pdf

³ See Access to Finance Options for Artisanal and Small-Scale Mining (ASM) report (2020): https://www.planetgold.org/sites/default/files/2020-06/Access-to-Finance-Options-for-ASM_FV.pdf

C4: Knowledge sharing & capacity building	<ul style="list-style-type: none"> With PPG Team Lead, interview PlanetGOLD global knowledge team to assess the best available communication strategies. Assess government strategies for providing information to affected ASGM communities in proposed GOLD+ sites;⁴ Conduct an audience analysis to understand priority and influencing audiences at sub-national level in target mining communities. Assess the status of collaboration, communication exchange and awareness among stakeholders in target mining areas. Finalize stakeholder engagement plan, taking into account UNIDO and UNDP inputs. 	<ul style="list-style-type: none"> Miner-focused knowledge sharing strategy, outlining local language requirements for proposed mine sites. Baseline for component 4 further elaborated. GOLD+ Ghana stakeholder engagement plan jointly finalized with PPG Team Lead. 	5 days	Home based
Project Document finalization and Delivery	<ul style="list-style-type: none"> Coordinate with the UNIDO Gender expert and UNDP CO Gender focal point to ensure gender is mainstreamed in Project Document. 	<ul style="list-style-type: none"> Gender-sensitive deliverables and ProDoc contributions. 	1 day, Ongoing	Home based
	<ul style="list-style-type: none"> Review sections of the CEO endorsement sections, including Annexes, as needed; Review GEF Core Indicators, as needed. 	<ul style="list-style-type: none"> CEO endorsement document reviewed. 	2 days	Home based
	<ul style="list-style-type: none"> Keep track of stakeholder consultations carried out for C 1, 2 & 4. Collate monthly meeting notes and sub-group meetings of UNDP/UNIDO experts, staff etc. 	<ul style="list-style-type: none"> Records kept of all stakeholders/private sector consultations. Monthly meeting notes. 	2 days, Ongoing	Home based
	<ul style="list-style-type: none"> Other tasks as required by project team related to the development of C 1, 2 & 4. Ensure all PPG GOLD+ reports are uploaded to Dropbox folder with PPG Team Lead. 	<ul style="list-style-type: none"> List of additional tasks accomplished. Complete PPG GOLD+ document repository. 	3.5 days, Ongoing	Home based

IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

- Duty station: Home based
- The consultant will report to the UNDP Deputy Resident Representative in Ghana and will work under the day-to-day supervision of the Team Leader for Environment and Climate at UNDP Ghana, and the PPG GOLD+ Team Lead.
- In the discharge of his or her duties, the NC will have to work in close collaboration with the other UN staff and consultants supporting the project development, as well as with EPA in particular the Minamata Convention focal point.
- Payments will be made upon satisfactory delivery of outputs, and acceptance and confirmation by UNDP on outputs delivered.

V. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC

- The Consultant will be given access to relevant information necessary for execution of the tasks under this assignment.
- The Consultant will be responsible for providing her/his own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and must have access to reliable internet connection.

⁴ Reference National Action Plan (NAP) on ASGM and related guidance documents available by the Global Mercury Partnership along with other sources as directed by the UNDP CO, PPG Team Lead, UNIDO experts and other project stakeholders.

- UNDP will provide funding to the NC for missions related to the assignment separately (i.e. these costs will not be included in the contract amount).

VI. DURATION OF THE WORK

40 working days from 18 February 2021 to 30 June 2021.

VII. REQUIRED QUALIFICATIONS OF THE INDIVIDUAL CONTRACTOR

Education:

- Master's degree or higher in a relevant field, such as Natural Resource Governance, Environmental Studies or Project management.

Experience:

- Minimum 5 years of demonstrable experience in project management in the extractive industries, ideally with experience in West Africa and Ghana.
- At least two (2) years of experience in projects related to Mercury management in the ASGM sector, including steps to advance formalization (verifiable in CV);
- Proven experience with conventional (medium and large-scale) gold mining companies in Ghana and familiarity with different models of ASM multi-stakeholder dialogue, cohabitation and coexistence.
- Extensive knowledge of legal and institutional framework for the gold mining sector in Ghana.
- Demonstrated proficiency in research and/or data collection on mining, forestry, fisheries, water resources, climate change, land rights and local governance in Ghana or West African States
- Working experience with GEF Projects, including Minamata Convention on Mercury enabling activities (Minamata Initial Assessment, National Action Plan on ASGM) and relevant focal areas, such as biodiversity and land degradation, is strongly preferred.
- Knowledge and experience in data gathering for the preparation of GEF funded projects

Language:

- Fluency in written and spoken English. Knowledge of Ghanaian languages, such as Akan (Fante, Twi), Ewe or others used in local mining communities are an asset.

Functional Competencies:

- Excellent oral and written communication skills, with analytic capacity and demonstrated ability to synthesize complex information in high quality papers/reports and in effective presentations to different audiences;
- Skills in facilitating meetings effectively and efficiently;
- Ability to develop and maintain partnerships/relationships, including with clients, focusing on results for the client/partner and responding positively to feedback.
- Excellent oral and written communication skills, with analytic capacity and demonstrated ability to synthesize complex information in high quality papers/reports and in effective presentations to different audiences;
- Skills in facilitating meetings effectively and efficiently;
- Ability to develop and maintain partnerships/relationships, including with clients, focusing on results for the client/partner and responding positively to feedback
- Excellent analytical and organizational skills;
- Exercise the highest level of responsibility and be able to handle confidential and politically sensitive issues in a responsible and mature manner.

Core Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment

VIII. EVALUATION CRITERIA

The Individual consultant will be evaluated based on a cumulative analysis taking into consideration the combination of the qualifications and financial proposal.

The award of the contract shall be made to the individual consultant after the offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received a high score out of a pre-determined set of weighted technical (desk reviews based on CV) and financial criteria specific to the solicitation.
- Technical Criteria - 70% of total evaluation; Financial Criteria - 30% of total evaluation

Technical criteria (70%):

Education: 10%

- Master's degree or higher in a relevant field, such as Natural Resource Governance, Environmental Studies or Project management **(10%)**.

Experience: 60%

- Minimum 5 years of demonstrable experience in project management in the extractive industries, ideally with experience in West Africa and Ghana. **(10%)**
- At least two (2) years of experience in projects related to Mercury management in the ASGM sector, including steps to advance formalization (verifiable in CV). **(8%)**
- Proven experience with conventional (medium and large-scale) gold mining companies in Ghana and familiarity with different models of ASM multi-stakeholder dialogue, cohabitation and coexistence. **(10%)**
- Extensive knowledge of legal and institutional framework for the gold mining sector in Ghana **(10%)**.
- Demonstrated proficiency in research and/or data collection on mining, forestry, fisheries, water resources, climate change, land rights and local governance in Ghana or West African States. **(7%)**
- Working experience with GEF Projects, including Minamata Convention on Mercury enabling activities (Minamata Initial Assessment, National Action Plan on ASGM) and relevant focal areas, such as biodiversity and land degradation, is strongly preferred **(7%)**.
- Fluency in written and spoken English. Knowledge of Ghanaian languages, such as Akan (Fante, Twi), Ewe or others used in local mining communities are an asset **(5%)**.
- Knowledge and experience in data gathering for the preparation of GEF funded projects **(3%)**

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	70
▪ Education	10%	10

▪ Experience	60%	60
Financial (Lower Offer/Offer*100)	30%	30
Total Score	Technical Score + Financial Score	

VIII. PAYMENT MILESTONES AND AUTHORITY

The consultant shall receive her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 st Installment	Completion of the deliverables in the underlisted sections per SECTION III of TOR. <ul style="list-style-type: none"> • Document review • PPG planning and technical inception 	Yes	30%
2 nd Installment	Completion of the deliverables in the underlisted sections per SECTION III of TOR. <ul style="list-style-type: none"> • C1: Optimizing formalization • C2: Financial Inclusion • C4: Knowledge sharing & capacity building 	Yes	40%
3 rd Installment	Completion of the deliverables in the underlisted sections per SECTION III of TOR. <ul style="list-style-type: none"> • Project Document finalization and Delivery 	Yes	30%


IX. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

This TOR is cleared by:

Name: Paolo Dalla Stella

Designation: Head of Cluster, Environment and Climate

Signature:  _____

Date Signed: 20-Jan-2021

This TOR is approved by:

Name: Silke Hollander

Designation: Deputy Resident Representative

Signature: Silke Hollander

Date Signed: 20-Jan-2021