

## TERMS OF REFERENCE

Location:	Cameroon
Description of the assignment:	Individual Consultant to undertake a Study Gender sensitive analysis of key value chains in Cameroon's Extractives Sector including in the Development Minerals sector
Type of Contract:	Individual Consultant – National
Languages Required:	French/English
Starting date:	Upon signing contract
Expected Duration of Assignment:	25 non-consecutive working days over 2 months.

## BACKGROUND

Cameroon is rich in natural resources and has a favorable geological environment that hosts different minerals including limestone, marble, stone aggregate, phosphate, sand, gold, tin, iron ore, dimension stone, clay, oil and natural gas among others. Mining offers a significant opportunity for the country; particularly as a source of employment, revenue, economic lifeline for industries and in contributing to social and economic development at local, national and sub-regional level. Nationally the mining industry is a key to attaining 'Vision 2030' and the National Development Strategy 2030 (SND 30).

The ACP-EU Development Minerals Programme is, therefore, supporting the mining sector to contribute towards the ACP Framework of Action on the Development of Mineral Resources Sector, endorsed by the ACP Committee of Ambassadors in 2011; the Africa Mining Vision within the framework of Agenda 2063 and its 1st Ten-Year Work Plan; as well the United Nations Sustainable Development Goals (SDGs). The Programme also supports the development of a competitive local private sector operating in Development Minerals in ACP countries, in line with the ACP Strategic Framework for ACP Private Sector Development as well as the EU Communication A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries COM (2014)263 final. This complements UNDP's Global Strategy for Supporting Sustainable and Equitable Management of the Extractive Industries to ensure that natural resources are used to improve people's lives and achieve the SDGs. Goal 9, for example, relates to the building of resilient infrastructure, promotion of inclusive and sustainable industrialization and fostering innovation. The eight targets under this goal, directly speak to the value proposition of the ACP-EU Development Minerals Programme as they elaborate on the demand and supply-side drivers of Development Minerals. The Programme builds the capacities of key stakeholders in the sector, including public stakeholders such as regulatory agencies and local governments; private stakeholders such as small-scale mining enterprises, intermediaries, transportation and logistics service providers, construction companies; business development stakeholders such as mining and quarrying associations, chambers of mines, training centres, universities, consulting companies; and social stakeholders such as civil society organizations and community groups. The Programme is enhancing the capacities of these entities to 1) increase the sector's productivity; 2) better manage mining operations; 3) adhere to national and international environmental and health standards; and 4) prevent conflict through effective community relations.

Forty-one countries participate in the regional training and knowledge sharing events held by the Programme. Six focus countries are implementing in-depth country-level capacity building activities. Training and support have been provided: 1) To institutions to improve their business enabling environment for gender-inclusive operationalisation and formalisation of ASMEs along the Development

Minerals value chain; 2) To ASMEs for enhanced entrepreneurial skills and access to finance, technology, markets and market information; and better regulations; 3) To public institutions, communities, women's organisations and civil society organisations (CSOs) to have strengthened capacity to put in place social and environmental safeguards in mining and quarrying of Development Minerals; 4) To women-owned ASMEs that operate in the Development of Minerals value-chain; and 5) To initiatives for inter-ACP knowledge generation and dissemination to inform policies, strategies and programmes for supporting ASMEs.

However, the Minerals sector has continued to face challenges of low funding; in-adequate Institutional capacity to manage the mineral resources; in-ability to undertake significant value addition to minerals; the complex nature of artisanal and small -scale mining; potential for conflicts and environmental degradation. Furthermore, despite the sector's current and projected growth, underlying drivers of gender inequality and equity imbalances have resulted in socio-economic disparities among men and women, which in turn negatively impact livelihood and other socio-economic outcomes for women and men. While a significant number of women derive their livelihood from artisanal and small-scale mining (ASM), little is known about the 'weakest link' of the value chain which has negative impact on the possibilities for upgrading quality, pushing production, good marketing and effective decision-making. Gender inequality on household level and on value chain level affects economic growth on national level. All the inequalities add up and form a huge bottleneck for further development. Policies aimed at formalization and regularization of the sector are thus unfolding without sufficient analysis of how women, in ASM, will be impacted.

There is also demonstrable limited technical and operational capacity within the institutional framework to effectively implement gender mainstreaming interventions – a factor that has exacerbated the income disparities between men and women; and undermined socio-economic transformation in the Mining sector. Also, the informal nature of most mining operations has augmented the vulnerabilities uniquely experienced by women especially at household level like lack of property rights, lack of access to education, unequal division of labour, ... constrain women' ability to earn an income. Women face also inequalities in access to markets due to simple discrimination, social restrictions on women's mobility, lack of rights to marketplaces and so on. regarding access to and control over economic resources such as land, capital, technologies and bargaining power as well as socio-cultural restrictions that impede their ability to exercise their voice and agency in the sector.

Thus, despite having a strong presence at artisanal sites, there are fewer women than men in ownership, decision-making and leadership positions at ASM sites, points of sale and SMEs operating in the sector. This reality has largely undermined the potential for optimal benefit from the sector and compounded the socio-economic constraints that have led to gender-related barriers to wealth creation, inclusive growth and sustainable development. There is thus need for urgent action to position women to equitably derive optimal benefit from Cameroon's mining sector.

In this regard, UNDP is seeking the services of a qualified national consultant to undertake a study on *Gender sensitive analysis of key value chains in Cameroon's Extractives Sector including in the Development Minerals sector*. The Value chain analysis starts with drawing a preliminary map of the chain, while at the same time using gender lens. The mapping will be elaborated in a participatory manner with the stakeholders involved and evidences are shared from the analysis of existing research highlighting: Main functions and activities in the chain; Broad geographical spread; Main operational categories or stakeholders involved; Size of each element in terms of number of people involved **disaggregated by sex** (where are women and men located in the chain?); Idea of the relative share of

value contributed and taken by actors at that stage; tribute to either Idea of where the powerful actors are.

This process should help identify relevant actors, partners and clients involved in the VCD facilitation process. But most of all, this exercise is useful as results will be used to raise awareness of the different stakeholders since their actions in complex system can either create positive or negative influences. This preliminary mapping should shed a light on the following aspects:

For each level (macro, meso, micro), what are the institutions, organisations and individuals involved?

- What is their level of awareness on gender equality issues?
- Which ones are advocates of gender equality issues?
- What are the interactions between them and with other organisations working in the sector?
- which actors have the potential to work towards the achievement of gender equality goals/impacts in the value chain?

The study is intended to carry out gender-based analysis that focuses on understanding the difference in gender (men and women's) roles, decision making, activities, needs and interests in Cameroon's Extractives Sector. It involves identifying gender-based differences in access to Development Minerals resources and control over benefits and to predict how different members of households, groups and societies will participate in and be affected by planned development interventions. The gender empowerment grid will be used on the macro-meso-micro grid to perform an in depth-analysis.

#### **a) Value chain analysis on macro level**

An analysis of the overall cultural setting, the values and norms and the institutional environment needs special attention before heading towards a gendered value chain analysis on macro level.

#### **b) Value chain analysis on meso level: Gender Sensitivity of specific local performances**

The meso level focuses on institutions and organisations and their delivery systems and investigates whether they mainstream gender in their structures, in their culture, in the services they provide and in the way these services are provided (producer groups, BDS, etc.). At every stage of the research, questions on gender analysis framework has to be posed (like who does what, who has what, who benefit from what who controls what, who takes which decisions which types of needs are met).

#### **c) Value chain analysis on micro level: Outreach and Impacts**

The micro level helps identify major constraints faced by women at the household level, which will have repercussions on the meso and macro levels.

The data is intended to inform actions of stakeholders responsible for the management and implementation of Cameroon's Mining Code, as well as various stakeholder actions at community, sub-national and national level involve in value chain development. The draft Study Report is expected to be reviewed and validated in a National validation workshop with key stakeholders during the assignment, before finalization.

## SCOPE OF WORK AND DELIVERABLES

UNDP in collaboration with the Ministry of Mines, Industry and Technological Development is implementing the ACP-EU Development Minerals Programme. In Cameroon, this three-year USD 950, 000 capacity building programme aims to build the profile, and improve the management of *Development Minerals* (industrial minerals; construction materials; dimension stones; and semi-precious stones) as well as contribute to addressing gender inequalities. The programme is part of a €13.1 million initiative by the African, Caribbean and Pacific (ACP) Group of States, financed by the European Union and the United Nations Development Programme (UNDP) to strengthen the capacity of key stakeholders in 40 countries in Africa, the Caribbean and the Pacific.

### Scope of work and methodology

The absence of reliable information and statistics on women's participation in artisanal and small-scale mining in, and the Cameroon benefits accruing to them from the sector is a key hindrance for the formulation of gender value chain responsive policy, legal and regulatory frameworks for the mining sector. As for the methodology, the Gender Analysis Framework should be applied at all stages of the analysis.

The scope of work will be in the 10 regions of Cameroon;

The types of minerals will be clay/laterite, dimension stone, concrete, pozzolan, sand, precious and semi-precious stones, gold and petrol;

The composition of the research team of three consultants will be: a gender expert, economy or development studies expert and mines or geology expert.

### Objectives

The objective of this assignment is to do a Gender Sensitive Mapping and Value Chain Analysis by looking gender roles, gender differentiated access to resources and control over benefits and women's capacity to influence institutional factors in order to reach greater equality at the macro, meso and micro levels.

Specifically, the study is intended to: generate data to enhance the participation of artisanal and small – scale mining enterprises owned by women in key value chain with special focus on Cameroon's Development Minerals sector; as well as to identify barriers to and opportunities for enhancing women's economic empowerment in the burgeoning mining sector.

- a) Generate data to support Value chain analysis by drawing a preliminary map of the chain, while at the same time integrating gender issues
- b) Identify relevant actors, partners and clients involved in the value chain; and an in-depth analysis on each level (macro, meso, micro);
- c) Identify options for gender equality objectives, gender performances to improve and possible gender sensitive capacity development services linked to value chain development products to deliver
- d) Determine the extent to which gender considerations are included in the design and monitoring of policies and strategies aimed at formalizing and regularizing the sector.

### Key Tasks

Under the direct supervision of the ACP-EU Development Minerals Programme Country Coordinator for Cameroon and UNDP Team Leader – Inclusive Green Growth Programme and the overall supervision of the ACP-EU Development Minerals Programme Manager, the Consultant is required to use a participatory approach and process to ensure wide stakeholder consultation in the collection of both secondary and primary data. It is expected that data collected will be analyzed using a rigorous and transparent analysis

framework, summarized and presented to the Cameroon Country Working Group and at a National Validation Workshop to aid in prioritization of strategic interventions for enhanced participation of women in the sector and to ensure sufficient inclusion of all stakeholder views.

The key tasks:

- a) Prepare an inception report detailing understanding of the terms of reference for the assignment; detailed methodology to be adopted to achieve the objectives of the assignment and the timelines for submission of the assignment deliverables;
- b) Review relevant documents with specific attention to gender mainstreaming provisions and capacity gaps that hinder meaningful participation of women in key value chain especially in the Development Minerals sector. The capacity gaps should be categorised into: i) Institutional framework capacity gaps; ii) gender gaps in incomes, livelihood and employment opportunities for women, youth and persons with disabilities; iii) barriers and opportunities for women's access to finance including digital finance and iv) capacity needs and barriers to meaningful participation in decision-making and leadership processes for female artisanal and small-scale miners. The consultant will be expected to detail specific actions related to each category. The Consultant is expected to make key reference to the report on the Baseline Assessment and Value Chain Analysis of the Development Minerals Sector in Cameroon. This should be done at inception stage before commencing with any field work.
- c) Conduct extensive consultations with key stakeholders to identify barriers to meaningful participation of women in key value chain with special focus on Development Minerals. To do so, the consultant is expected to determine the most suitable data collection methodologies, techniques, instruments and a rigorous sample size of key informants and representatives from relevant public, private and business development institutions as well as Civil Society Organizations. Please note that the list of stakeholder groupings is not exhaustive;
- d) Undertake various analysis on :
  - Gender roles Analysis of women's positioning within organisations (producers, users, processors) of VC (internal governance);
    - What is women's role and positioning within these organisations? (Capture the productive and the reproductive roles of women in organisations, compare it with that of men.
    - Do they face specific constraints (representation in decision-making instances, power to influence decisions, etc.)?
  - Gendered access to resources wants to understand women's specific needs (practical and strategic needs) in terms of access to resources;
    - Access to land, water and technologies
    - Access to information and education
    - Access to and responsiveness of value chain development services
    - Access to and responsiveness of financial services;
  - Gendered control over benefits looks at power relations within groups/ associations, whether they are inclusive and how costs and benefits are shared;
    - Are women members of producer groups?
    - Do they take part in meetings?
    - Do they have the right to voice their needs and vote?

- Do they have the opportunity to be elected to governing bodies and if so, are they elected and to what degree?
  - Are there any special measures in the Articles of Association such as quotas to guarantee their participation in decision-making?
  - 
  - Gendered Influence on enabling factors looks at the “empowerment side of groups and associations in terms of access to arenas where decisions that affect their lives are made”
    - What are female leaders’ capacities to influence collectively decision making about sector services and value chain development?
    - What positions do women occupy
    - Do women have decision making powers
    - How can those who do not have access to resources and services claim to be included?
    - In what “claimed or invited” spaces and places?
  - What influence do gender roles and norms have on leadership roles and decision-making, constraints, opportunities, and entry points for narrowing gender gaps and empowering females?
- e) Prepare the draft study report that includes situation and gender value chain analysis on micro , meso and macro level of the Mining sector in Cameroon, such as a) explain/influence on the regulations and legislations around key issues such as labour, access to resources (inheritance law, etc), market demand (local, national, international) and whether they are in favour or not of greater gender equality; b) deals with the overall institutional environment and interrelations between actors throughout the chain and analyses whether these are conducive to the development of pro-poor, equitable, inclusive and responsive value chains; c) identify major constraints faced by women at the household level, which will have repercussions on the meso and macro levels.
  - f) Present the findings of the study to key stakeholders for review and validation
  - g) Prepare a Final study report incorporating feedback from the validation workshop, that includes the list of stakeholders consulted among others.

#### **Expected Outputs and Deliverables**

The key deliverables of this assignment include:

1. A final inception report within 5 workdays of signing the contract detailing the consultant’s understanding of the terms of reference for the assignment; detailed methodology to be adopted to achieve the objectives of the assignment and the timelines for submission of the assignment deliverables;
2. A draft report within 20 work days of contract signing that includes a situation and gender analysis of the mining sector with special focus on Development Minerals including incomes disparities between men and women; and barriers to and opportunities for women’s meaningful participation and strategic positioning throughout the entire mining value-chain in the context of artisanal and small-scale mining;
3. A final report incorporating inputs and the feedback of stakeholders from the validation workshop within 25 working days of signing the contract.

## WORKING ARRANGEMENTS

### Institutional Arrangement

The consultant will work closely with a team consisting of the ACP-EU Development Minerals Programme Cameroon Country Coordinator and ACP-EU Development Minerals Programme Specialist; and shall report to the UNDP Team Leader for the Inclusive Green Growth - who will be responsible for ensuring the the overall technical quality of the deliverables, and compliance with the terms of the assignment.

The required format for all the reports generated shall be agreed with UNDP upon the inception of the assignment:

All costs needed to achieve the deliverables set forth in this call for tender are to be included in the financial proposals from the offerors (transport, professional fees, communication, consumables, living allowances, etc.) except logistical costs related to the organization of the stakeholder validation workshop.

### Duration of the Work

The assignment is expected to take a period of 25 non-consecutive working days spread over six weeks in accordance with the scope of work and indicative period for submission of deliverables as indicated in the table below.

Deliverables/ Outputs	Estimated Duration to Complete	Review and Approvals Required (Indicate designation of person who will review output and confirm acceptance)
Final approved Inception report	5 workdays	ACP-EU Development Minerals Programme Country Coordinator for Cameroon; UNDP Cameroon Team Leader, Inclusive Green Growth; ACP-EU Development Minerals Programme Team
A draft report within 20 work days of contract signing that includes a situation and gender analysis of the mining sector with special focus on Development Minerals including incomes disparities between men and women; and barriers to and opportunities for women's meaningful participation and strategic positioning throughout the entire mining value-chain in the context of artisanal and small-scale mining;	15 workdays	ACP-EU Development Minerals Programme Country Coordinator for Cameroon; UNDP Cameroon Team Leader, Inclusive Green Growth; ACP-EU Development Minerals Programme Team
A final report incorporating inputs and stakeholders' feedback from the validation workshop	5 workdays	ACP-EU Development Minerals Programme Country Coordinator for Cameroon; UNDP Cameroon Team Leader, Inclusive Green Growth; ACP-EU Development Minerals Programme Team
<b>Working Arrangements</b>		

Technical meetings (in-person and via skype) will be arranged at critical stages of this assignment to allow the ACP-EU Development Minerals Programme Team to provide technical review and guidance.

#### **Duration of Work**

The expected duration for the assignment is 25 non-consecutive working days spread over six weeks from date of approval and acceptance of contract by both parties. The assignment will be in accordance with the scope of work and indicative period for submission of deliverables above.

#### **Duty Station**

The team of consultant's duty station shall be Cameroon with travel expected to selected 8 development minerals mining sites as following (Northern and East regions (03 sites), South, Littoral and West regions (03 sites), North west and South west regions (02 sites)).

### **REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**

#### Academic Qualifications:

- A Master's degree on Gender studies (15-man days),
- A Master's degree in mining or geological studies (5-man days),
- A Master's degree in Economics or development studies (5-man days).

#### Years of experience:

- At least seven (7) years of relevant work experience in gender, mining, economy and sustainable development
- Demonstrated experience conducting gender analyses in the extractives sector in a development context is strongly preferable
- Strong experience working on gender dimensions of artisanal and small-scale mining
- Demonstrated experience in mining in one or more of the following commodity subsectors is an advantage: construction materials; dimension stones; industrial minerals and semi-precious stones
- Familiarity with international standards as well as industry best practice on gender and the mining sector as well as mining governance.

#### Competencies:

##### **Corporate competencies**

- Commitment to UNDP's mission, vision and values;
- Sensitivity to cultural, gender, religion, race, nationality and age differences.
- 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.

##### **Functional Competencies:**

- Advanced skills in Microsoft Office with strong analytical and presentation skills;
- Ability to execute multi-stakeholder engagements;
- Ability to facilitate a validation workshop that brings together multiple stakeholders;
- Produce high quality analytical outputs and in a timely manner;
- Strong organizational skills;
- Ability to work independently, flexibly and under pressure utilizing initiative;
- Sound judgment, strategic thinking and the ability to manage competing priorities;
- Flexibility in responding to changing priorities in a fast-paced environment;
- Strong analytical, research and writing skills and demonstrated ability to think strategically;



- Strong inter-personal, communications, negotiation and liaison skills;  
Excellent written and spoken communication skills in English. Working knowledge of the local languages an advantage.

#### Language requirements

- Fluency in written and spoken English.

#### **Intellectual Property:**

All information pertaining to this project as well as outputs produced under this contract shall remain the property of the UNDP who shall have exclusive rights over their use. Except for purposes of this assignment, the products shall not be disclosed to the public nor used in whatever format without written permission of UNDP in line with the national and International Copyright Laws applicable.

#### **PRICE PROPOSAL AND SCHEDULE OF PAYMENTS**

A lump sum payment, in two tranches, shall be made upon successful completion and certification of work done as indicated in this Terms of Reference.

Payment Releases	Percentage	Timing (after contracting)
Inception Report	25%	Upon submission of the inception report - Within 5 (five) days of contract signing
Facilitation of Validation Workshop to review draft Report	25%	Upon successful review and validation of the draft report at a national workshop - Within twenty (20) workdays of contract signing
Final Report	50%	Upon submission of the final Report - Within twenty-five (25) workdays after the stakeholder validation workshop

#### **Evaluation Method and Criteria**

##### **Cumulative analysis**

Individual consultants will be evaluated based on the cumulative analysis methodology (weighted scoring method), where the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of technical and financial criteria specific to the solicitation.

Technical Criteria weight: [70%]

Financial Criteria weight: [30%]

Only Individual Consultants obtaining a minimum of 70% on the Technical evaluation would be considered for the Financial Evaluation.

### Technical Criteria – Maximum 70 points

Technical Criteria	Weight (%)
Candidate holds a Master's degree or higher in Natural Resources Management, Gender Studies, or Economics; development studies or relevant disciplines	20
Candidate has a minimum of 7 years of relevant professional experience related to mining and sustainable development with a strong background in small-scale mining	20
Candidate has strong experience and expertise conducting gender analyses in the extractives sector in a development context	25
Candidate has experience working on gender dimensions of small-scale mining	15
Candidate has demonstrated experience in one or more of the following commodity subsectors: construction materials; dimension stones; industrial minerals and semi-precious stones	5
Candidate has familiarity with international standards as well as industry best practice on gender and the mining sector; and mining governance.	10
English language proficiency	5
<b>Total</b>	<b>100</b>

### Financial Criteria - 30% of total evaluation

The following formula will be used to evaluate financial proposal:

$p = y (\mu/z)$ , where

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

$\mu$  = price of the lowest priced proposal

z = price of the proposal being evaluated

UNDP is applying fair and transparent selection process that would consider both the technical qualification of Individual Consultants as well as their price proposals. The contract will be awarded to the candidate obtaining the highest combined technical and financial scores. Please go the following link for the General Conditions of Individual Contracts:

<http://www.undp.org/content/dam/undp/documents/procurement/documents/IC%20-%20General%20Conditions.pdf>

UNDP retains the right to declare the tender unsuccessful should no applicant meet the minimum requirements. It also retains the right to contact references directly.

Payments will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner.

### DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents/information to demonstrate their qualifications in **one single PDF document**:

- 1) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP (Annex II).
- 2) **Technical proposal**:
  - a. Brief description of why the individual considers him/herself as the most suitable for the assignment
  - b. A methodology, on how they will approach and complete the assignment. *[If applicable. A methodology is recommended for intellectual services, but may be omitted for support services]*
- 3) **Financial proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex II). Applicants are instructed to submit their financial proposals in USD for this assignment using the financial proposal template available here: [http://procurement-notice.undp.org/view\\_file.cfm?doc\\_id=45780](http://procurement-notice.undp.org/view_file.cfm?doc_id=45780). The proposals should be submitted with the following subject heading: **"Proposal for Individual Consultant – Gender and the Extractives Sector in Cameroon" latest by June 20<sup>th</sup>, 2021**. Proposals received after the deadline will be rejected. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal should be all-inclusive and include a breakdown. The term 'all-inclusive' implies that all costs (professional fees, travel related expenses, communications, utilities, consumables, insurance, etc.), - except logistical costs related to organizing the validation workshop, that could possibly be incurred by the Contractor are already factored into the financial proposal.

ANNEXES (to be downloaded from UNDP Cameroon Website, procurement notices section:  
<http://www.ug.undp.org/content/Cameroon/en/home/procurement.html> )

- ANNEX I- Individual Contractor General Terms and Conditions
- ANNEX II –Offers' Letter to UNDP Confirming Interest and Availability for the Individual Contractor Assignment

This TOR is approved by: *[indicate name of Approving Manager, only for internal purposes.]*

Signature



Name and Designation

\_\_\_\_\_

Date of Signing

07.06.2021

*Moussa Charlot*  
Coordinateur National  
Prog. ACP. UE / PNUD