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Terms of Reference (TOR)

I. Position Information

Project	Global Opportunities for Long-term Development of ASGM Sector Plus - GEF GOLD + in Suriname
Title	Project Manager
Contract type	Individual Consultant
Duty station (City and Country)	Paramaribo, Suriname
Type (Regular or Short term)	Regular
Office- or Home-based	Office based, with regular field visits to the interior
Expected starting date	01 June 2024
Expected Duration	12 Months with option for contract extension upon satisfactory performance

2. Project Description

Project context

The GEF financed Full Size project (FSP) (Grant: USD5,250,000; implemented under the National Implementation Modality (NIM), with support from the United Nations Development Programme (UNDP) Country Office in Suriname, aims to overcome a sectorial context that encompasses a series of gaps that delay the national capacity to comply with the obligations of Suriname under the Minamata Convention for the ASGM sector, in an environmentally sustainable market approach, which will deliver multiple benefits at mining district, national and global levels through institutional strengthening and environmentally sound management and elimination of mercury.

This FSP is part of a Child Project under the planetGOLD global program launched by the GEF with the target of mercury reduction as its main objective, in compliance with the global commitments of the Minamata Convention. This project aims to achieve this target by introducing mercury-free gold extraction methods, and by helping to formalize the sector in 17 active countries around the world, being Suriname one of them.

This FSP has been organized into four components and four substantive outcomes:

- Outcome 1: A higher degree of formalization in the sector through multi-sectoral, integrated approaches and capacity building of formalization actors.
- Outcome 2: Improved income for ASGM miners through the attainment of better gold prices facilitated by transparent and responsible supply chains.

- Outcome 3: Reduced mercury use in ASGM enabled by the increased uptake of mercury-free technologies by miners.
- Outcome 4: Knowledge sharing and communication strategies targeted at all ASGM stakeholders to support and increase formalization and mercury reduction.

The project will provide Global Environmental Benefits in terms of avoiding six (6) tons of mercury currently used by small-scale gold miners; benefiting at least, 45,446 women and 45,736 men.

It is with this background that a qualified, experienced and self-motivated Project Manager is being sought for recruitment.

3. Scope of Work

The Project Manager (PM), will be locally recruited following national procedures equivalent to UNDP procedures, with input to the selection process from the Project partners. The position will be appointed by the project implementing agencies and funded entirely from the Project. The PM will be responsible for the overall management of the Project, including the mobilisation of all project inputs, supervision over project staff, consultants and sub-contractors.

The PM will report to the National Project Director (NPD) inter alia the Director Mining within the Ministry of Natural Resources. From the strategic point of view of the Project, the PM will report on a periodic basis to the Project Board, based on the NPD's instruction and in coordination with the assigned UNDP Programme Manager. Generally, the PM will support the NPD who will be responsible for meeting government obligations under the Project, under the NIM execution modality. The PM will also perform a liaison role with the government, UNDP and other UN agencies, CSOs and project partners, and maintain close collaboration with other donor agencies providing co-financing.

Summary of key functions

Specific responsibilities will include:

Overall management:

- Manage the overall conduct of the project.
- Plan the activities of the project and monitor progress against the approved workplan.
- Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Monitor events as determined in the project-monitoring plan, and update the plan as required.
- Provide support for completion of assessments required by UNDP, spot checks and audits.
- Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.
- Monitor progress, watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results.
- Ensure that changes are controlled, and problems addressed.

- Perform regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities.
- Prepare and submit financial reports to UNDP on a quarterly basis.
- Supervise and coordinate the production of project outputs, as per the project document in a timely and high quality fashion.
- Coordinate all project inputs and ensure that they adhere to UNDP procedures for nationally executed projects.
- Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation.
- Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required.
- Prepare the inception report no later than one month after the inception workshop.
- Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF Progress Implementation Report (PIR) submission deadline so that progress can be reported in the GEF PIR.
- Prepare the GEF PIR.
- Assess major and minor amendments to the project within the parameters set by UNDP-GEF.
- Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans.
- Monitor and track progress against the GEF Core indicators.
- Support the Mid-term Review and Terminal Evaluation process.
- Supervise and coordinate the work of all project staff, consultants and sub-contractors ensuring timing and quality of outputs.
- Coordinate the recruitment and selection of project personnel, consultants and sub-contracts, including drafting terms of reference and work specifications and overseeing all contractors' work.
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the UNDP provided format.
- Prepare, revise and submit project work and financial plans, as required by Project Board and UNDP.
- Liaise with UNDP, Project Board, relevant government agencies, and all project partners, including donor organisations and CSOs for effective coordination of all project activities.
- Facilitate administrative support to subcontractors and training activities supported by the Project.
- Oversee and ensure timely submission of the Inception Report, Project Implementation Report, Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF and UNEP.
- Review criteria compiled by the global planetGOLD project, based on existing standards such as: GEF and implementing agency environmental and social safeguards; Minamata Convention; OECD Due Diligence/London Bullion Market Association (LBMA); ARM/Fairtrade standards; Responsible Jewelry Council; suggest any additional criteria that should be considered.
- Participate in a consultation, organized by the global project to determine (a) what subset of those criteria should be included as the planetGOLD programme criteria and (b) how projects can ensure that criteria are met by project participants.

- Agree to use of final planetGOLD programme criteria for gold produced by project participants for sourcing by downstream buyers.
- Disseminate project reports and respond to queries from concerned stakeholders.
- Report progress of project to the steering committees, and ensure the fulfilment of PSC directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant ASGM projects nationally and internationally.
- In collaboration with the GEF planetGOLD global component, identify opportunities for communication of project activity results at a global level on a quarterly basis.
- On a quarterly basis, submit information on project progress (using agreed metrics and templates provided by the GEF planetGOLD global component where appropriate) to the GEF planetGOLD global component.
- Participate in monthly programme/project calls.
- Attend GEF Global planetGOLD launch event, annual Programme steering committee meetings and attend the planetGOLD Global ASGM forum every other year as approved .
- Support to country project subject matter consultants (finance, gender, technology, etc.) to participate in regular (~quarterly) knowledge exchange meetings/networks.
- Assist community groups, municipalities, CSOs, staff, students and others with development of essential skills through training workshops and on the job training thereby increasing their institutional capabilities.
- Encourage staff, partners and consultants such that strategic, intentional and demonstrable efforts are made to actively include women in the project, including activity design and planning, budgeting, staff and consultant hiring, subcontracting, purchasing, formal community governance and advocacy, outreach to social organizations, training, participation in meetings; and access to programme benefits.
- Carry regular, announced and unannounced inspections of all project sites.

Correspondence with planetGOLD Global:

- Review criteria compiled by the global planetGOLD project¹, based on existing standards such as: GEF and implementing agency environmental and social safeguards; Minamata Convention; OECD Due Diligence/LBMA; ARM/Fairtrade standards; Responsible Jewelry Council; suggest any additional criteria that should be considered.
- Participate in virtual inception/ implementation orientation with global program staff.
- Project managers participate in quarterly Programme Advisory Group (PAG) calls, and attend or delegate attendance of relevant staff to PAG subcommittee meetings.
- Participate in a consultation, organized by the global project to determine (a) what subset of those criteria should be included as the planetGOLD programme criteria and (b) how projects can ensure that criteria are met by project participants.
- Ensure that all planetGOLD beneficiary mining entities conform to the planetGOLD Criteria for Environmentally and Socially Responsible Operations through review of the planetGOLD Environmental and Social Risk Assessment Report and the Mitigation Report.
- Agree to use of final planetGOLD programme criteria for gold produced by project participants for sourcing by downstream buyers.
- In collaboration with the GEF planetGOLD global component, develop project strategy for communications in alignment with global communications strategy.

¹ Please, refer to the document: “planetGOLD Global Project Country Project Activities Table June 23”.

- On a quarterly basis, submit information on project progress (using agreed metrics and templates provided by the GEF planetGOLD global component where appropriate) to the GEF planetGOLD global component.
- Utilize planetGOLD country logo and brand assets for all communication materials.
- Project managers attend bimonthly programme coordination calls.
- Attend GEF planetGOLD launch event (at own FSP costs).
- Attend the five annual planetGOLD Programme steering committee meetings and attend the planetGOLD Global ASGM forum every other year. The Steering Committee (SC) meeting will be appended to the Global Forum (GF) in years that it occurs. For SC and GF meetings, each planetGOLD project will attend at their own cost, and will be prepared to present specific information about their project's progress.

Partnership building

- Develops and maintains relationships with main counterparts within country (e.g. with government departments, NGOs, organizations, community leaders) to ensure buy-in and successful implementation.
- Supports in management of institutional or stakeholder relations, including analysis, networking and engagement within the national institutions and policy making environment;
- Initiates productive engagement strategies in multi- institutional and multi-stakeholder environment;
- Supports promotion, collection, analysis and consolidation of input from multiple stakeholders or institutional actors;
- Communicates with institutions and stakeholders in the context of meetings, written communication or social media interaction;
- Stimulates creativity to enable delivery a fast-paced environment on complex and sensitive issues;
- Uses different media to discuss, brainstorm and exchanges ideas with stakeholders.

Project monitoring

- Analyses project component implementation, including coordinating and participating in monitoring missions, conducting field visits.
- Oversight and guidance over the Monitoring and Evaluation Officer.
- Participates in or leads field missions, including provision of guidance to external consultants, government officials and other parties and drafting mission summaries, etc.

Expected results:

In line with the Project Document, it expected that the Project Manager supports the delivery of the following project results:

- At least 6 tons of Hg avoided by the project.
- At least 91,182 direct project beneficiaries (miners and local community members) for which the risk of mercury exposure has been reduced (Female: 45,446 / Male: 45,736).
- At least 500 miners (400 men/100 women) have strengthened their capacities to assess, plan and implement formal mercury-free interventions in the ASGM sector.
- Three (3) policy or regulatory instruments revised and/or developed to improve the enabling

environment for ASGM and mercury phase-out in the ASGM sector.

- Three (3) new/improved financial products/mechanisms (including women friendly financial products) established for the ASGM sector.
- At least USD1,200,000 made available to ASGM through financial mechanisms (disaggregated by gender and indigenous people).
- At least 255 (Female: 50 / Male: 205) miners trained in mercury-free processes (disaggregated by gender).
- Three (3) pilot projects implemented and operationalized in target jurisdictions.
- At least 2,000 kilograms of gold produced and sold to formal markets without mercury.
- At least 300,000 people (150,000 females and 150,000 males) of whom awareness has been raised on the dangers of mercury and ways to eliminate/avoid its use in ASGM.
- 100% of project expenditure spent on the FSP planned activities.

Location

Ministry of Natural Resources, Suriname

4. Institutional Arrangement

The Project Manager will be directly supervised by the Project National Director, the Director Mining at the Ministry of Natural Resources.

5. Competencies

6. Minimum Qualifications of the Successful Individual Consultant

Core		
Achieve Results:	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline	
Think Innovatively:	LEVEL 2: Offer new ideas/open to new approaches, demonstrate systemic/integrated thinking	
Learn Continuously:	LEVEL 2: Go outside comfort zone, learn from others and support their learning	
Adapt with Agility:	LEVEL 3: Proactively initiate and champion change, manage multiple competing demands	
Act with Determination:	LEVEL 2: Able to persevere and deal with multiple sources of pressure simultaneously	
Engage and Partner:	LEVEL 2: Is facilitator/integrator, bring people together, build/maintain coalitions/partnerships	
Enable Diversity and Inclusion:	LEVEL 2: Facilitate conversations to bridge differences, considers in decision making	
Cross-Functional & Technical competencies (insert up to 7 competencies)		
Thematic Area	Name	Definition
Communications	Advocacy strategy and implementation	Ability to create and implement advocacy strategies which lead to impactful change.
Partnership Management	Relationship management	Ability to engage with a wide range of public and private partners,build sustain and or strengthen working relations thrust and mutual understanding.
Procurement	Contract Management	Knowledge of contract management concepts, principles and methods and ability to apply this to stratygic, critical and/or practical situation.

Min. Academic Education	- A university degree (MSc or PhD) in a subject related to Environmental Sciences, Environmental Chemistry, Mining, Geology, or Chemical/Biological Sciences. - Bachelors degree in engineering (chemical, industrial, environmental) or relevant discipline with at least 3 years management experience.
Min. years of relevant Work experience	- At least 5 years of experience working with ministries or national institutions that are concerned with natural resource and/or environmental management. - At least five (5) years of experience in the implementation, support and management of environmental projects, including monitoring and evaluation activities.

	• At least five (5) years of experience in the management of projects related to toxic chemicals, and mercury in particular. • At least five (5) years of experience in ASGM. • At least 5 years of demonstrable experience in team coordination. • Experience in the Caribbean region desired, specific Suriname preferred. • Very strong understanding of national and local development planning processes in Suriname. • Gender Sensitisation is a strong asset.
Required skills and competencies	• Strong leadership, managerial and coordination skills, with a demonstrated ability to effectively coordinate the implementation of large multi-stakeholder projects, including financial and technical aspects. • Ability to effectively manage technical and administrative teams, work with a wide range of stakeholders across various sectors and at all levels, to develop durable partnerships with collaborating agencies. • Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project. • Ability to coordinate and supervise multiple Project Implementation Units in their implementation of technical activities in partnership with a variety of subnational stakeholder groups, including community and government. • Strong drafting, presentation and reporting skills. • Strong communication skills, especially in timely and accurate responses to emails. • Strong computer skills, in particular mastery of all applications of the MS Office package and internet search. • Strong knowledge about the political and socio-economic context related to ASGM at national and subnational levels. • Demonstrated evidence of research and reporting skills (e.g. published papers, policy analysis) <u>Professionalism:</u> • Knowledge and understanding of theories, concepts and approaches relevant to climate change, risk management and sustainable development. • Ability to identify issues, analyze and participate in the resolution of issues/problems. • Ability to exercise good judgment, think laterally and resolve complex issues in a dynamic and changing environment. • Conceptual analytical and evaluative skills to conduct independent research and analysis, including familiarity with and experience in

	the use of various validated research and data sources, including electronic sources on the internet, intranet and other databases are required. • Ability to apply judgment in the context of assignments given, plan own work and manage conflicting priorities. • Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. • Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work. <u>Teamwork:</u> • Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others. • Places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings. <u>Planning and organizing:</u> • Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required. • Allocates appropriate amount of time and resources for completing work. • Foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.
Desired additional skills and competencies	• Previous experience with UN projects. • Previous experience with GEF projects. • Previous work experience in fields related to Chemicals and Waste related conventions. • High integrity, strong result orientation and drive for excellence and initiative taking. • Excellent interpersonal and networking skills; with demonstrated ability to establish effective working relationships.

	• Experience in the usage of computers and office software packages (MS Word, Excel, PP, Adobe Creative Cloud; etc) and advanced knowledge of spreadsheet and database packages, experience in handling of web-based management systems. Experience in using facebook and Twitter. • Ability to work under minimal supervision.
Required Language(s) (at working level)	Excellent written and verbal Dutch and English skills and verbal Sranang Tongo is a strong asset.
Professional Certificates	N/A

7. Travel:

The Project Manager must be available to travel.

8. The following documents shall be required from the applicants:

- a) **Personal CV**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- b) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- c) Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

9. Annexes to the TOR

- a) Links to any relevant (non-confidential) materials that may help candidates gain a better understanding of the project context.
- b) Organigram of the project indicating the position of the function is attached as Annex I.

ANNEX I

General Overview Organigram

