TERMS OF REFERENCE
Consultancy to Undertake a Curriculum Development including Modules and Training Materials & Directorship of the delivery for The Fundamentals of Natural Resource Governance Course for CSO’s, Parliamentarians and Journalists in West Africa

JOB TITLE: Senior consultant for the development and delivery of a curriculum on The Fundamentals of Natural Resource Governance Course

THEMATIC AREA: Natural Resource
GENERAL EXPERTISE: Economic Affairs
CATEGORY: Training design monitoring and training impact assessment

OPENING: One (1) position
DUTY STATION: Dakar, Senegal
START DATE: Effective Immediately
DURATION: 6 months
POSSIBILITY OF EXTENSION: Yes
OPEN TO EXTERNAL CANDIDATE: Yes

1. Background and Rationale for the Course:
Given the background and history of weak governance systems in the sector in most parts of the region, the context is characterised by a passive non-state actor community. The challenges in extractive sector are not only technical but also one that is deprived of effective citizen’s participation in monitoring the activities and decision of the state. A concerted effort to open civic space in the region is needed, where citizens, Civil Society Organizations (CSOs) and journalists can hold their government to account for their actions. Until CSOs think thanks, journalists and citizens can use disclosed information for
effective public debate and demand accountability from governments, transparency would not translate to accountability.

There are tools, options, and approaches available to African governments for regulating the environment and social impacts of mining and to achieve sustainable development. More specifically Sustainable Development Goals (SDG) 10 which is about strong institutions and 16 which aims at enhancing international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement development goals. Governments also need to tackle other issues such as the rights of peoples and communities to development, the protection of the natural environment; the duties and responsibilities of mining companies; the transfer of mining technology to African countries; the management and regulation of the mining sector and corruption to ensure that policies and profits benefit all the people.

Whilst corruption remains a serious challenge, there is a genuine lack of capacity within government administrations to manage the sector. Therefore, many countries are facing administrative challenges due to the absence of qualified staff to manage the sector properly. The complexity of the sector is therefore one of the biggest challenges to better resource governance in Africa, due to weak administrations which foster corruption. The African Mining Vision which is a pathway, formulated by African nations themselves, that puts the continent’s long term and broad development objectives at the heart of all policy making concerned with mineral extraction, sets out how mining can be used to drive continental development. It was developed as a charter for all African countries to improve the governance of natural resources and to transform the mining sector so that it benefits everyone not just foreign mining companies and local elites.

In the CSO side, progress has been made in the implementation of the Extractive Industries Transparency Initiative (EITI) which encourages companies “to disclose what they have paid in taxes and duties to the government, and the government discloses the taxes and duties it has received from companies. Recent reports from EITI indicated that Government revenues in the mining sector have increased significantly and the discrepancy between published data on government revenue and the companies’ payments is substantially reduced. In at least six countries, the government’s policy provides for full contract transparency but in practice not all the contracts are published. In countries with contract transparency provisions, it was unclear to stakeholders whether
all contracts had been published, such as Liberia and Niger, and whether the legal provisions were retroactive, such as in Burkina Faso and Cote d’Ivoire\(^1\).

Still, there is an insatiable and desirable need for CSO’s and journalists to understand their role and responsibilities not only in the policy dialogue space but also in legislative debates, parliamentary oversights and reporting and communicating with citizens through media outlets. Coordination among parliamentarians, journalists and CSO’s in monitoring compliance of existing frameworks is lacking and very weak at best. This weak knowledge base and coordination capacity has resulted in sub optimal performance by the non-state actor community. In the region, large scale extractive firms have dominated the landscape and are in most instances calling the shots on how they want the accountability game to be played. Their dominance influence how they engage and relate with host communities and governments and how they abide by national regulatory and legal requirements. This is partially due to weak capacity of CSO’s and the shrinking space.

The Open Society Initiative for West Africa (OSIWA) works to support participatory, transparent and accountable management of natural and public resources to ensure equitable distribution of national wealth, sustainable and environmentally-friendly development through its Economic Governance Program. More specifically, the Natural Resource Governance, that is part of this program, also seeks to address systemic and procedural deficiencies and inefficiencies in States’ management of economic affairs by ensuring that citizens play an active role in shaping and monitoring the actions and results of government to promote the adoption and implementation of frameworks, such as the African Mining Vision and the ECOWAS Mineral Development Policy, as well as engaging directly with mining communities so they are empowered to effectively demand for proper management of their resources.

Since the post-independence period, the African Institute for Economic Development and Planning (IDEP) through its mandate of developing capacity building programmes for African officials, has over the years, weaved a critical mass of experts adequately equipped to design, implement and evaluate policies for the operation and governance of mining activities and the promotion of national development through mining contracts agreed with private, mainly foreign companies.

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\(^1\) Contract transparency in oil, gas and mining: opportunities for EITI countries, June 2018
In order to play their part in strengthening capacity of non-state actors, IDEP with funding from OSIWA have decided to jointly organize a training on “Fundamentals of Natural Resource Governance” for CSO’s, Parliamentarians and Journalists in West Africa.

2. **Objectives**
The overarching objective of the consultancy is:

- to prepare and develop comprehensive and contextualized curriculum for the non-state actor community and parliamentarians involved in extractive sector governance in West Africa

- to be part and lead the resource persons and ensure the directorship of a costume-designed training for a cross section of participants from West Africa from the non-state actor and oversight communities

The consultant is accountable to IDEP for all steps and actions undertaken in relation with the training from the preparation to the delivery and the expected outputs. It is worth mentioning that the curriculum will be subject to a validation workshop in which the consultant shall moderate and participate as well as a pool of experts to whom the curriculum must be sent for review.

This training aims at building a critical mass of non-state and oversight actors to understand the underlying challenges facing the extractive sector and better participate in decision-making processes of private and public sector actors.

The consultant is expected to produce the curriculum and ensure the directorship of the course including the delivery of some modules (to be discussed and distributed further) for the training on “Fundamentals of Natural Resource Governance” for CSO’s, Parliamentarians and Journalists in West Africa.

It is expected from the consultancy and after the delivery:

- A comprehensive training curriculum on fundamentals of natural resource governance issue ready to be delivered

- Production of modules and training materials which shall also comply with on line
course requirements such as power point presentations for each module, pre and post quizzes, etc...

3. **Tasks and Expected outputs/Deliverables of the Consultant:**

The following outputs will be delivered by the consultant:
- Prepare a full training curriculum on “Fundamentals of Natural Resource Governance” for non-state actors
- Prepare an outline and detailed content of the modules of the training
- Prepare and produce the training materials for the course which includes full reading list, power point presentation slides, lecture notes, pre and post evaluations, guidelines for discussions sessions and assignments
- Propose others additional resources to support the training such as bibliographies, web links and optional readings
- Provide materials that would be required for the development of an e-learning version
- Draft a post-training evaluation report and engagement strategy for the participants
- Provide the Agenda of the validation workshop
- Ensure the directorship of the course
- Provide any necessary and timely substantive services to ensure the success of the course
- Act as the person-in-charge to ensure quality control of the online module and training materials
- Produce in-situ Training report
- Contribute to into creative, interactive and engaging web-based learning modules.

All the written outputs shall be prepared in English or French. Except for the power point presentation, all outputs shall be prepared using single line spacing, times new roman 12 font size, contain page numbering, list of acronyms, a table of contents, foot notes, references, relevant annexes and appendices.

The Consultant will work under the overall guidance of the Head of Training & Research Division of IDEP and under the close supervision of the Training Coordinator.
4. **Duration of the assignment and time lines**

The assignment will be executed in accordance with the following time lines:

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<tr>
<th>Time frame</th>
<th>Activity</th>
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<tr>
<td>3 weeks after the signature of the contract</td>
<td>Consultant submits to IDEP an inception note detailing the conceptualization of the curriculum, modules development plan and course delivery strategy.</td>
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<tr>
<td>6 weeks after signature of the contract</td>
<td>Consultant submits to IDEP the full curriculum, related modules and training materials, agenda for the validation workshop. Consultant submits on-line version of the full curriculum as per standard provided by IDEP</td>
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<tr>
<td>3 weeks after submission of the above deliverables</td>
<td>IDEP reviews and provides comments on the curriculum, modules and training materials.</td>
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<td>4 weeks after provision of comments</td>
<td>Organization of the validation workshop.</td>
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<td>2 weeks after the validation workshop</td>
<td>Consultant submits revised curriculum, modules and training materials for in-situ and on-line training.</td>
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<td>5 weeks after the validation workshop</td>
<td>Course delivery</td>
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<tr>
<td>2 weeks after the delivery of the training</td>
<td>Consultant submits to IDEP comprehensive report of the training and the engagement strategy for the participants</td>
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<tr>
<td>3 weeks after the delivery of the training</td>
<td>Consultant submits to IDEP modules and materials of the training applied to an online course.</td>
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5. Qualifications

Education: Advanced university degree (PhD degree will be desirable) in Mineral Law, Natural Resource Management, Mining Engineering, Environmental Science, or related disciplines including Economics and Sustainable Development.

Experience: The candidate should have: (i) at least 15 years' work experience in natural resource management or the extractive sector, including Mining, Oil and Gas sector governance, environmental impact assessments or related fields; (ii) proven records of preparing training materials, scientific publications, delivering capacity development and training sessions; (iii) Experience in promoting transparency and accountability and other good governance initiatives in the extractive sector.

(iv) knowledge and experience in working and collaborating with Civil Society Organizations (CSO’s), Journalists and promoting good governance in the extractive sector and / or IDEP is an asset and (VI) Good knowledge of Small-scale mining issue and Social Corporate responsibility is an advantage.

Language: English and French are the working languages of the United Nations Secretariat. For this assignment, the consultant shall be fluent in spoken and written English or French. Good working knowledge of the other language will be an added advantage.

Communication: The consultant must possess excellent teaching, presenting, facilitating, and module development capabilities and have proven abilities to prepare and deliver courses in a clear, engaging, and interactive manner. An experience in designing and delivering online courses would be an asset.

Other skills: The consultant shall also have good publication record, including in the fields of mining, natural resource management/economy, sustainable development or related fields. Good computer skills for course presentation are required.
6. **Remuneration**

The consultant is requested to provide a schedule of timing for delivering the work and costing that will be subject to negotiations if needed. The following payment schedule will be applicable:

i. Fifteen per cent upon signing of the contract and submission and acceptance by IDEP of the inception note detailing the conceptualization of the curriculum, modules development plan and course delivery strategy;

ii. Twenty per cent upon submission and acceptance by IDEP of the full curriculum, related modules and training materials, agenda for the validation workshop;

iii. Twenty-five per cent upon the in-class course delivery;

iv. Twenty-five per cent upon the submission and acceptance by IDEP of a comprehensive report of the training and the engagement strategy for the participants;

v. Fifteen per cent upon the submission and acceptance by IDEP of modules and materials of the training applied to an online course.

7. **How to apply**

Interested persons are requested to forward their proposals including a delivery schedule, methodology, references of similar work done previously, and financial proposal in pdf format, by email to the following address am.ndiaye@unidep.org with a copy to: c.lalyre@unidep.org not later than 5th **July 2019**.