



Call for the Expansion of the Board of Directors

Terms of Reference for new members

I. GENERAL INFORMATION

Positions:	3 new members of the Alliance for Responsible Mining's (ARM) Board of Directors
Location:	Worldwide, with periodical remote meetings and occasional meetings in Colombia
Start date:	October 2019
Duration:	Medium to long term (several years)
Objective:	Participate in the leadership and strategic direction of the Organization

II. BACKGROUND

The Alliance for Responsible Mining (ARM) was established in 2004 and is a leading global expert on artisanal and small-scale mining (ASM). We work to transform the ASM sector into a socially and environmentally responsible activity while improving the quality of life of artisanal miners, their families and communities.

Our vision is of a legitimate, responsible and profitable artisanal and small-scale mining sector, which promotes inclusive and sustainable development.

To realize this vision, our action focuses on facilitating the empowerment of artisanal and small-scale miners, their organization and the adoption of good practices, promoting favorable environments for the inclusion of artisanal and small-scale miners in the formal economy. We create voluntary standard systems for production and trade and support the creation of responsible supply chains.

ARM is globally recognized as a leader and pioneer of responsible artisanal and small-scale mining and for the Fairmined Standard, which has become an open market model for all actors who wish to achieve a positive impact with responsible mining. We work collaboratively with the whole supply chain: miners, refiners, merchants, manufacturers and jewelers as well as governments, international agencies, governmental and non-governmental development actors, legislators and industry bodies. Our stakeholder alliance is the largest in the field and represents the diverse perspectives of different groups with a shared agenda: fair and just artisanal and small-scale mining.

At the end of 2018, the current members of the Board of Directors decided to create ARM Europe, a non-profit organization based in France, with the aim of creating a bridge between ARM's headquarters in Colombia and the projects that take place in Africa. The creation of this representative body enables us to be closer to many of ARM's partners (African miners, jewelers, refiners, international agencies, European NGOs and advisors), and to establish more direct and smoother relations with European development actors, increasing the organization's capacity, efficiency and effectiveness.



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At the same time, the members of the Board of Directors approved an expansion and future renewal process of the Board of Directors, beginning with the election of 3 new members (there are currently 8 members) during 2019. These Terms of Reference detail the process, the strategy and the profiles defined by the ARM Foundation for the association ARM Europe.

III. BOARD OF DIRECTORS

Formally, ARM (parent organization in Colombia) and ARM Europa are independent institutions. In practice, they share their vision and mission, and they are managed by Boards made up of the same members who represent the same organization in their respective geographic area. Hence, we will use the terms “Board of Directors,” “ARM” and “Foundation” to represent both organizations.

The Board of Directors is the highest authority within ARM, and it is therefore in charge of the direction and management of the organization. Hence its responsibility for the task of defining the course of the Organization according to the organization’s mission and considering the team’s and its other partners’ opinion.

The people who work for the Board of Directors of ARM do so on a voluntary, unpaid basis, and they commit to dedicating to the Foundation 3 days a month, including meetings and their preparation. According to regulations, this body must be composed of five (5) to thirteen (13) members, including an elected representative from the team, and it must represent equally the main interest groups of the Organization, which are i) artisanal and small-scale mining manufacturers ii) civil society and iii) the actors of the market chain.

The Board of Directors expansion process will seek to maintain a balanced body with regards to geographical representation of the areas where it operates (mainly the Americas, Africa and Europe), and to include actors from different areas along the production chain. In the current expansion cycle we intend to add three (3) new members to the Board of Directors, we will seek people who represent, respectively, the commercial segment of the chain, the production segment, and representatives of civil society who operate in the ASM sector.

The selection of new members will be carried out by publishing a call for applicants on various web pages to receive applications by interested individuals and candidates proposed by third parties, and by applying the cooptation system in conformity with our regulations. This means that the current members of the Board of Directors will elect as new members those candidates who, once the call for applications is open, will apply through the Partners’ Network or individually, and who will best complement the expertise and experience of the current members.

Responding to the new challenges and expansion opportunities faced by the organization and taking into consideration its growth and positioning in the Artisanal and Small-scale Mining sector, ARM’s Board of Directors decided to start the following hiring process, which seeks to integrate three new members in the directive body. The process will last, at most, six months from beginning to end.

IV. OBJECTIVE

We seek to instill new ideas, proposals and strategies that respond to the current challenges faced by the ASM sector, and to promote its integration in the local and global economy. The Board of Directors expansion also answers to the internal challenges of the management and positioning of the



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organization as a non-profit entity based in a southern country, with a global scope and vision. ARM is going through an exciting time of expansion and opening towards new horizons, and, in parallel, it is able to acknowledge of the path travelled until now.

The new members of the Board of Directors will have the challenging task of participating in the opening of new routes, and, at the same time, of safeguarding the long-standing objectives and values of the Foundation.

V. PROFILES

Profile 1: A Civil Society Representative with international recognition and good communication skills in English, Spanish or French. The candidate must demonstrate a particular interest in the ASM sector. He/she does not necessarily have to come from a mining background, but from rural development sectors, where ASM can be a determining economic factor. The candidate can be linked to development economy, to sociology or anthropology in developing communities, or to the business field. We are looking for the following skills:

- Experience in rural economies of developing countries, including, but not limited to, ASM, environmental protection and rural development in general, with business, social or environmental focus in promoting rural organizations, and with knowledge of informality and its cultural issues in rural environments;
- Geographical scope that can cover the Americas, Africa and, to some extent, Asia;
- Knowledge of responsible supply chains and certification systems as well as due diligence mechanisms;
- Experience in international NGO networks, knowledge and experience in NGO growth and development as well as in communication and horizontal management of human resources and distribution of responsibilities;
- Experience in complex environments, where NGOs coexist with humanitarian organizations, and experience with action strategies in conflict and high-risk environments;
- Knowledge of local mechanisms for funding and access to capital, especially in rural environments and informal, vulnerable communities.

Profile 2: A representative of the mining sector, and ASM manufacturer with good communication skills in English and/or Spanish, with leadership experience, especially in environments that ARM is not familiar with, like artisanal and small-scale mining in alluvial areas and in forests and/or areas of high biodiversity. Above all, the candidate must have experience in public policies. We are looking for the following skills in order to strategically guide the organization:

- Geographical scope: Western Africa, Amazon basin and, to some extent, Asia (Mongolia, India, China, Indonesia, Philippines);
- Negotiation and work experience with local communities, especially in environments opposed to ASM;
- Knowledge of mining guilds, especially in organizations that include women, and local, national or international work on public policies;
- Experience with mining organizations and industrial enterprises;
- Knowledge of the risks posed by the illegal extraction of minerals, carried out by criminal gangs, for the development of a responsible ASM sector.



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Profile 3: A representative of the private sector, of the market supply chains of gold and other exploited minerals in the ASM sector. Someone with good communication skills in English and/or Spanish, who could represent the variety of actors and potential users, like national buyers within producing countries and other uses of responsible gold such as coin mints, artistic or investment uses; the jewelry sector; or even the business world directly involved in due diligence themes on an international level. We are looking for the following skills and input:

- Development of commercial opportunities in responsible supply chains;
- Knowledge of systems for accessing capital and managing risk in supply chains;
- Experience in managing other certification or due diligence systems with other minerals;
- Open to other sectors that are potentially contributed to by ASM, like electronics, automotive, construction materials or commercialization of colored gemstones;
- Experience of direct support or promotion of funding in supply chains;
- Knowledge of the banking sector and ethical investments, in compliance with possible openings in the medium term for the funding or inclusion of ASM.

VI. APPLICATION

In English (if possible, with Spanish translation) or Spanish:

1. Application letter from an institution, or letter of interest in case of individual applications;
2. Curriculum Vitae;
3. Other documents to support experience, expertise and interest (publications, videos, etc.).

All interested parties can send their applications, with the required information attached, until the 15th of July 2019 to convocatorias@minasresponsables.org.

VII. SELECTION AND EVALUATION CRITERIA

The selection of candidates will be carried out by ARM's Board of Directors.

The main criteria are:

- Complementarity of expertise and experience in line with the profiles of the current members of the Board.
- Proven interest in contributing to the development of marginalized groups, as ASM miners.
- Personal values clearly aligned with ARM's vision and mission.
- Availability to devote the required time to ARM's management issues on a volunteer, unpaid basis.
- In the eventuality of a tie amongst candidates, the decision will be based on equal gender representation according to the Board's current composition.

The candidates who meet the selection criteria and best suit the profiles required for the future development of the institution will be invited, between the 15th of August and the 30th of September 2019, to attend a videoconference with the Board of Directors.

The decision to add new members to ARM and ARM Europa will be made by the Board of Directors on the 1st of October 2019, under the institutions' terms.