

Government of Republic of South Sudan

Terms of Reference (ToR)

Strategic Environmental and Social
Assessment (SESA)

for

South Sudan Energy Sector

December, 2013

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1 INTRODUCTION

The Government of Republic of South Sudan (GRSS) through its Ministry of Electricity, Dam, Irrigation and Water Resources (MEDIWR) is being supported by the World Bank to strengthen its capacity to facilitate the development of its (i) energy sector planning capabilities, (ii) electrical distribution efficiency, and (iii) off-grid electrification programs. The proposed South Sudan Energy Sector Technical Assistance Project (ESTAP) is being formulated in the context of South Sudan's Interim Strategy Note (ISN) and contributes to GRSS efforts to lay the foundation for the development of the energy sector in South Sudan.

The proposed ESTAP will focus on four key areas with the main objective to strengthen the capacity of the GRSS and facilitate the development of its energy sector planning capabilities, electrical distribution efficiency, and off-grid electrification programs. The key outcomes of the proposed project are improving and establishing of energy sector least cost investment plan; prepaid energy meters installed; and solar lighting devices distributed.

The proposed ESTAP will cover the costs associated with four key components that include: i) Least Cost Investment Plan and Feasibility Studies; ii) Capacity Building Program which includes a comprehensive program for improved technical, managerial, and operational skills; iii) Distribution Efficiency Improvement Pilot Program; and iv) Off-Grid Energy Access Pilot Program.

In recognizing the aforementioned objectives and key outcomes, the proposed project is mainly focused on technical support and capacity building. Therefore, no adverse and irreversible environmental or social impacts are expected to be generated directly due to the implementation of the proposed activities under the project. As the proposed project seeks to lay the foundation and strengthen the capacity of the client in the Energy sector, the Strategic Environmental and Social Assessment (SESA) will be undertaken to understand the key risks associated with Policies, Program and Investment Plans in the Energy sector including potential measures, that should be undertaken during planning, design and implementation in the future South Sudan energy sector development projects. The SESA complements project-specific Environmental and Social Assessments (ESAs) in development planning through a sector and country-wide environmental and social analysis before investment priorities have been determined. It also supports integration of environmental and social concerns at strategic level into long-term development and investment policy planning and most commonly applied in the context of energy sector investment programs involving multiple sub-projects. The ESAs of future energy sector projects will focus on the impacts of specific investments, based on the sector strategic planning undertaken as part of the SESA.

In line with the above, the SS-MEDIWR will undertake a SESA to create awareness and build the systems and processes required to support and enhance environment and social sustainability during planning and implementation of future energy sector projects. The proposed SESA will inform efforts to ensure compliance with the requirements of the GoSS and the World Bank Policies and legal framework, and builds upon the

Government's existing draft environmental laws and regulations and World Bank safeguard policies covering social and environmental dimensions, including health and safety. In particular, the SESA will provide guidelines on how to incorporate environmental management and social safeguards requirements during the planning, preparation, appraisal and implementation of future projects supported and proposed under the ESTAP. The SESA seeks to integrate social and environmental considerations into sectoral policy-making processes, leading to more sustainable South Sudan Energy sector policies and programs. It supports the design of the national Energy sector policy framework and Strategy. The primary purpose of this Consultancy service is to prepare a Strategic Environmental and Social Assessment (SESA) for South Sudan Energy sector. The SESA is a statement of the policy, principles, institutional arrangements and procedures that will guide the addressing of environmental and social safeguards issues by the project proponents in each of the project components.

These terms of reference (ToR) define the scope of a consultancy to prepare a Strategic Environmental and Social Assessment (SESA) for the South Sudan Energy Sector under the SS-ESTA project. The Consultant will report to the Ministry of Electricity, Dam, Irrigation and Water Resources in conducting the SESA assignment.

2 PROJECT DESCRIPTION

For the GRSS to lay the foundation for the development of the energy sector, it needs to focus on the following four key areas in the coming years: (i) improving sector planning; (ii) building sector capacity; (iii) improving distribution system efficiency; and (iv) initiating off-grid energy access enhancement programs. The ESTAP will address all of these four key areas identified as part of the Electricity Sector Strategy Note (ESSN) development process and the ensuing discussions with the Government. The ESTAP will be part of continued World Bank support to improve sector performance, and contribution to growth and sustainable development for the years to come in South Sudan's energy sector. The proposed ESTAP consists of the following four components:

Component 1: Sector Planning: This component will support a detailed least cost investment plan (LCIP) and potentially feasibility studies for future generation investments. An LCIP is needed not only to develop an investment plan and attract financing but also to improve coordination between various donor agencies, who often work in isolation. The LCIP would entail: i) assessment of demand and load forecasting; ii) a generation expansion plan; and iii) a distribution network expansion plan which will consider available regional interconnections and describe the long term plans to develop a transmission back-bone in the country. The overall objectives of the LCIP are to kick-start a program to increase energy access that would contribute to poverty reduction and boost the economic development of the country. Component 1 will also include support for carrying out detailed feasibility studies (including technical and engineering design, economic and financial feasibility, preparation of bidding documents, assessment of potential environmental and social impacts, mitigation measures, and associated costs with respect to different alternatives), for high-priority projects that are needed to prepare bankable projects for the sector. The studies could include hydropower and thermal power generation plants and power transmission lines. Prioritization of the projects nominated for feasibility studies will follow technical investigation. The list of projects

for which feasibility studies will be carried out will be further refined based on additional investigative work done as part of the LCIP development.

Component 2: Capacity Building Program: This component will support the development of a comprehensive capacity building program, based on the recently carried out needs assessment report. Focused training would include areas such as planning and design of infrastructure projects, project implementation, procurement management, financial management, management tools and systems, and environmental and social safeguards management. This component will also provide implementation support for the ESTAP by providing appropriate expertise to the Project Implementation Unit (PIU).

Component 3: Distribution Efficiency Improvement Pilot Program: This component will support the development of a distribution network efficiency improvement program, including a pilot program for pre-paid energy meters in Juba area. The efficiency program will support the development of sound principles for operating and maintaining the grid network. The program will also build consumer awareness for theft prevention.

Component 4: Off-Grid Energy Access Pilot Program: This Component will support off-grid energy access programs including a pilot program targeting public facilities such as schools and health clinics in rural communities. The objective is to provide access to modern energy services to remote parts of South Sudan and to raise awareness and catalyze markets for modern off-grid lighting solutions such as solar portable lanterns and solar home systems. The program will build on findings from the supply chain study for solar lighting products in South Sudan that was completed in July 2013 as well as experience from similar program carried out in Senegal and Burkina Faso under the Lighting Africa Program.

3 STUDY AREA- PROJECT LOCATION

The Proposed project engagement will be at the national and state levels with respect to putting in place policy, systems and procedures. Some Off-Grid Energy Access Pilot Programs will be implemented in the field but are currently unknown.

4 WORLD BANK SAFEGUARD POLICIES

Given the nature of the proposed project, the Bank operational policy - OP 4.01 Environmental Assessment is triggered, which requires an Environment and Social Assessment. Component 4 of the proposed project may have minimal adverse environmental and social impacts and will be managed according to national and local laws and procedures. As the proposed project focuses on technical support and capacity building, no adverse and irreversible environmental or social impacts are expected to be generated due to the implementation of the proposed project. To strengthen the capacity of the client and lay the foundation for sectoral safeguards management, the proposed Strategic Environmental and Social Assessment will be undertaken by the client that will inform client about the measures that could be integrated into policy, program and investment planning to improve environment and social sustainability as well as support capacity enhancement activities during implementation of the project.

5 OBJECTIVES OF THE STUDY (SESA)

The SESA is a decision making tool to be used by the Government of Republic of South Sudan (Ministry of Electricity, Dam, and Irrigation and Water resources) to strategize and provide direction to the preparation and implementation of the Energy sector development projects in South Sudan. It is also a key policy instrument which will enable the World Bank to conduct a focused policy dialogue, provide recommendations for institutional strengthening and address energy sector development issues with specific focus on environmental and social sustainability in the context of implementation of future energy projects. SESA aims to ensure that environmental and social issues and risks are addressed from an early stage in the process of formulating the Policy, programs and projects in the South Sudan Energy sector and their implementation.

The specific purpose of the SESA is to identify opportunities that:

- Facilitate an understanding of the operating environment for South Sudan Energy sector programs, including stakeholder analysis and the socio-environmental dimensions of the energy sector in South Sudan;
- Recommend policies, institutional arrangements and governance conditions needed for ensuring environmental and social sustainability of future energy projects;
- Provide overall direction to the energy sector developments and the formulation of mitigation measures for social and environmental risks associated with future energy projects;
- Identify potential environmental and social impacts related to Energy sector development in South Sudan;
- Design enhanced stakeholders consultation and participation approaches to mitigate negative impacts and enhance benefits identified;
- Suggest methods and measures to mitigate environmental and socioeconomic risks during Energy sector strategy implementation;
- Provide inputs for the project preparation of the ESTAP; and
- Ensure public participation and dialogue on energy development planning through a process of wide stakeholder consultations to include community groups especially the weaker and vulnerable sections, other Development Partners, Ministries, Civil Society and Private Sector.

6 OBJECTIVES OF THE ASSIGNMENT

The primary objective of this consultancy service is to prepare a Strategic Environmental and Social Assessment (SESA) for South Sudan Energy sector. The SESA is a statement of the policy, principles, institutional arrangements and procedures that will guide the integration of environmental and social sustainability issues into the program and project planning, design and implementation.

The detailed objectives of the assignment are to:

- Establish clear procedures and methodologies for environmental and social planning, review, approval and implementation of program as well as all future projects;
- Prescribe institutional arrangements for the identification, planning, design, preparation and implementation of investment subprojects to adequately address environmental and social sustainability issues including the World Bank safeguard policies especially on Environmental Assessment, Involuntary Resettlement and Indigenous Peoples;
- Assess the potential environmental and social impacts of the anticipated energy sector investments;
- Propose mitigation measures at policy, program and project level which will effectively address identified negative impacts and enhance benefits;
- Develop screening tools that could be used at project level i.e. checklists and guidelines to be used for selection and management of construction sites and project implementation areas;
- Develop an environmental and social monitoring plans (separately for program, plan and project level) to be used to ensure that environmental and social issues are managed effectively;
- Based on assessment of current institutional procedures, capacity and effectiveness, specify appropriate roles and responsibilities, and outline the necessary reporting procedures for managing and monitoring environmental and social concerns related to future investment sub-projects;
- Determine the training, capacity building and technical assistance needed to successfully implement the provisions of the SESA; and
- Establish the project funding required for implementing the SESA requirements.

7 SCOPE OF WORK

7.1 General

The Strategic Environmental and Social Assessment (SESA) will encompass stakeholder analysis, a description of the initial social and environmental situation of the energy sector in South Sudan, an analysis of the possible impacts of different Energy sector strategies option scenarios, an analysis of impacts of different energy sector project alternatives and the verification of compliance with World Bank policies.

The Consultant is required to carry out an SESA study and prepare an SESA report according to the World Bank standards and those of the Ministry of Environment (MoE), GRSS. The SESA report is to be organized into separate volumes to provide a stand-alone assessment for building the environmental and social safeguards management system and procedures for the Sector, with specific volumes focusing on Environmental and Social Management Plan (ESMP), and Involuntary Resettlement Management and Community Development Implementation Support.

In preparing the Inception Report, the Consultant must undertake a detailed assessment of a) what, if any, data/information gaps exist that may jeopardize successful completion of the SESA; and b) how those gaps can be filled in a timely manner. The SESA will employ mapping at appropriate scales, and best practicable assessment tools (e.g. checklists, impact matrices or networks, overlay mapping, modeling) to describe the potentially affected environment, identify and analyze potential impacts, assess alternatives, and communicate the results in the final report.

Under the overall guidance of the Project Team Leader, the Consultant is expected to work together with the project management team (PMT) members and other staffs within the MEDIWR, in conducting the SESA with particular emphasis on preparing a proactive strategy and action plan for environmental and social improvements in the overall project activities within the MEDIWR and project specific areas.

Without limiting the scope and content of the final SESA, the Consultant is generally required to address the following matters:

- Prepare a detailed work plan in close coordination with the project team leader and PMT members and Advise on the design and implementation of projects with critical environmental and social safeguard dimensions;
- Prepare environmental and social screening documents/guidelines, completing them and attesting that they are correct to assist Implementing Agencies to ensure the national and World Bank regulation and procedures are strictly adhered to during projects preparation, implementation, monitoring and evaluation;
- Co-ordinate with the PMT members, the MEDIWR experts, Consultants, and Contractors to provide necessary guidance in implementing ESMPs, and other environmental and Social safeguard measures of Government of South Sudan and the World Bank;
- Coordinate and compile a collection of data on the existing environmental regulatory system in terms of laws, guidelines and institutional framework, existing procedures and format for an environmental impact assessment and Environmental Management and Monitoring Plan;; for Land acquisition, Involuntary Resettlement, Indigenous Peoples and Displaced Populations; for assessing the overall environmental and social quality in the project area and make it available to the project team in order to be integrated in the final work plan;
- Alternate project plans and designs to avoid or minimize adverse impacts, and rationale for the selected alternatives;
- Review national environmental and social policies, legislation, regulatory and administrative frameworks in conjunction with the World Bank's safeguard policies, and formulate recommendations in the context of the project as appropriate; taking into account the World Bank's relevant safeguard policies as well as GRSS's draft environmental and social policies, laws and regulations;
- The main environmental and social effects of the proposed project, both in the project area and in the surrounding area and the timescale of the impacts;
- The size and extent of the impacts based as much as possible on quantitative data rather than qualitative assessment;

- Assess the potential environmental and social impacts of ESTAP and identify positive and negative environmental and social impacts, the respective mitigation measures;
- Those groups that will benefit and those disadvantaged by the project;
- The impact on any rare species of plant or animal in the area, if there is;
- The impact on human health, and on occupational health and safety;
- Formulate environmental and social monitoring plans needed and how they should be incorporated into project design;
- The control and management of the environmental and social aspects of the project to determine if they will be effective;
- Cumulative impacts of the project in combination with similar impacts from other planned or reasonably foreseeable projects or developments in the area; and trans boundary impacts;
- The need for further baseline data collection or other specialist studies needed to refine the ESMPs proposed in the SESA;
- Identifying the presence of Indigenous people and if the case in place needed to develop an IPP;
- Evaluate the existing environmental and social assessment, and management capacity as well as capacity to implement mitigation measures, and formulate appropriate recommendations, including the institutional structure and the responsible agencies for implementing the framework, a grievance mechanism and monitoring and evaluation (M&E) of potential impacts;
- The monitoring and evaluation activities that are required to ensure that mitigating measures are implemented and future problems are avoided; and
- Evaluate capacity building and training needs and their costs; and present an outline on institutional arrangements for environmental management, including environmental assessment procedures and monitoring indicators, as appropriate under the project.

7.2 Key Elements of the SESA

The SESA report will follow the general outline of SESA reports as required by the World Bank, and similar requirements of the MoE, GoSS. Thus, the main elements of the report will be:

- Executive summary: An executive summary, with a concise discussion of significant findings and recommended actions.
- Introduction. Including the overall approach, methodologies and scope of work encompassed by the SESA. This section should describe the need for the SESA in the context of the available local and national energy sector strategy and the effect on economic and social development goals of the project area, country, and state.
- Policy, Legal and Administrative Framework. International and National Policy, legal, and administrative framework, including international conventions relevant to

the study, with an emphasis on analysis of any needed measures to ensure project compliance: (1) the national environmental legal, regulatory and institutional framework, (2) the national social legal, regulatory and institutional framework with respect to land acquisition, involuntary resettlement, indigenous peoples and displaced populations, and (3) sector-specific policies, regulations and institutions. This section describes the pertinent laws, regulations and standards governing energy sector sub project developments, construction, water quality and use, pollutant discharges to surface waters and land, health and safety, protection of sensitive areas and endangered species, siting, land use control, etc., at international, national, state, county and local levels (The TORs should specify those that are known and require the consultant to investigate for others). If trans-boundary impacts are likely, relevant international conventions should be described.

- Strategic Objectives of Energy Sector Investment Program and description. Including an analysis and finding any alternate means for avoiding or minimizing adverse environmental and social impacts.
- Baseline data. Identification of significant gaps in the data/information used for the SESA. Describe and evaluate the current environmental situation in the sector. The SESA should concentrate on the issues and problems that are typical of the sector as a whole.
 - The key categories of data that require due attentions during the ESA include:
 - Land conditions: topography, geology, soils, vegetation, land/watershed degradation
 - Water conditions: hydrology and hydrogeology; water quality (chemistry), supply, demand and allocation
 - Atmospheric and Ecological conditions: climate, terrestrial flora and fauna; aquatic ecology; ecologically important or sensitive habitats, including parks or preserves; fisheries; tropical disease vectors; protected areas
 - Socio-economic conditions: for example, demographics; living standards; housing, energy and water supply; administrative boundaries and local governance; land use and settlement patterns; public health; economic activities; tourism; transportation, evidence of indigenous people in the project area, possibility of displacement and internal mobility of people.
 - Significant natural, cultural or historic sites.
- Data will be suitably presented in tables, graphs, maps of appropriate scale, etc. to support the SESA analyses and results. As much as possible, only summary data will be included in the main report, with details in appendices.
- Potential environmental and social impacts. SESA is to produce a sufficiently precise impact analysis, often in the face of uncertainties related to the final investment decisions and their individual and combined impacts. The strategic ESA is an appropriate instrument for considering issues related to long-term sustainable development. Specifically, the SESA may contain a discussion of how a proposed investment programs may influence long-term productivity of environmental

resources affected by the program. A prediction of the changes in the environment resulting from project construction and operation are to be considered, and an assessment of the effect on the surrounding physical, biological, and human systems, should be presented. The engineering design plans should reflect “best practice” in terms of construction management and operations to ensure that potential negative environmental impacts are minimized. Special consideration should also be given to the following areas:

- Land, soil and vegetation resources, and land/watershed degradation
 - Water resources (quantity and quality) and Natural habitats,
 - Effect of Pesticide use and pest management
 - Socio-economic, health and cultural heritage issues and particular and more focus on the presence of indigenous people (as per the world bank policies) and of displacement and internal mobility and marginalized people
 - Land acquisition and involuntary resettlement
 - The SESA will specifically analyze potential cumulative impacts – i.e. those of the project in combination with similar impacts from other planned or reasonably foreseeable projects or developments in the area.
- EA Recommendations/ Mitigation measures. The SESA will discuss a series of concrete recommendations that are directly related to the environmental and social impacts by activities in the sectors.
 - Environmental and Social management plans (ESMPs). Including an analysis of the institutional capacity to implement the ESMPs, and any training/capacity building program required to strengthen that capacity. Mitigation measures are usually of a detailed, technical nature, and therefore normally addressed in project-specific ESAs. However, if planned or existing production and process technologies in a sector are relatively uniform, the SESA could recommend broad options for eliminating, reducing to acceptable levels, or mitigating environmental impacts. The SESA should provide general guidelines for long-term sector-wide environmental and social monitoring to ensure adequate implementation of investments. A monitoring plan should use the findings of the baseline data section as a basis to measure progress in mid-term review and final evaluation. The plan should also recommend measures needed to collect and organize missing data. The Consultant will make all reasonable efforts to discuss such proposed changes with the MEDIWR for adoption into the project design before the SESA is finalized.
 - The ESMPs will focus on providing general and specific direction on construction and relevant operation and maintenance measures and practices to avoid or minimize adverse environmental effects that can be readily incorporated into construction specifications and drawings for inclusion in tender documents. To facilitate this incorporation, the Consultant should consider a tabular presentation that, for each element of civil works, indicates the application of general and specific management measures.

Analysis of Alternatives-A major purpose of a SESA is to do a thorough analysis of alternative investment options and strategies in terms of environmental costs and benefits. All major investments under consideration in the Energy sector, besides the option being considered by the Bank, should be considered at this stage, whether complementary or alternative to the Bank option. Project alternatives should be clearly presented (including the ‘no action’ alternative). The consultant shall conduct a Scenario Analysis of the Potential Environmental and Social Impacts for the country’s program of investments in energy sector. The investment level impacts need to be informed by a closer look at alternative scenarios for energy sector investments and development in the country. This will be based on a detailed investment scenario analysis and the associated baseline database.

- Environmental Management and Training. SESA will discuss an institutional plan for improving environmental and social management in the sector, based on findings of the previous sections. The plan might recommend training of existing staff, hiring of additional staff, reorganization of units or agencies, or redefinition of roles and responsibilities. This section might also include recommendations on policy and regulatory instruments for environmental and social management and enforcement in the sector. A screening process to separate those subprojects needing a project-specific ESA from those not requiring further analysis should be designed, if it is not already in place.
- Public Consultation. Public consultation is an integral part of the SESA process, whether a project specific or sectoral ESA is being prepared. The Consultant is expected to organize and implement a public consultation program in preparing the SESA. It will be carried out in collaboration with the MEDIWR and State authorities implementing the ESTA project. The program will involve all stakeholders in the project – e.g. state authorities responsible for land and water management, irrigation, energy sector, etc.; community leaders and land users in the project areas; and business people. The objectives of the program will encompass: a) informing stakeholders about the proposed project, and soliciting their concerns; b) involving stakeholders in further refining the definition of issues to be addressed in the SESA, of what adverse impacts might be created, and of what mitigation approaches and measures might thus be appropriate; and c) soliciting comments on the draft final SESA report.
- In the proposal, the Consultant will describe the approach and methodology for such a consultation program, and present a budgeted work plan for the detailed design and implementation of the program. Consultant will clearly describe the expected role of the MEDIWR and other ESTAP implementing agencies in the program.
- Conclusions.
- Technical appendices.

8 CONSULTANT QUALIFICATIONS AND EXPERTISE REQUIREMENTS

The Consultant must demonstrate the expertise required to fully appreciate the requirements of World Bank Safeguards Policies to be addressed in the SESA, and relevant GRSS requirements, and to complete *all* required sections of the SESA. The Consultant needs to be familiar with World Bank environmental and social safeguards policies, and similar requirements in the GRSS, and have demonstrated experience in successfully meeting these requirements. The Consultant should also be particularly familiar with the environmental planning and assessment of projects in the energy sector, and with systems for the review and approval of development projects in developing countries like Sudan, Kenya, Uganda, and Ethiopia.

The Consultant for SESA have to be capable of addressing all the safeguard policies triggered by the project(s), activity(-ies), or policy(-ies)/regulation(s) or an investment program that may occur in the future with the implementation of South Sudan energy sector strategy option(s), as well as be capable of carrying out all the tasks outlined in the Scope of Work above. Expertise and experience in the application of environmental and social safeguards policies are therefore mandatory for the consultant.

The consultant should also be an international SESA practitioner with at least 10 years of progressively enhanced experience in managing the environmental planning and assessment of energy sector projects. A significant portion of this experience will have been as an energy specialist. Since the project also has a potential impact on the social issue, the consultant shall have significant experience in social assessment of large scale project implementation as well. The consultant should meet the guideline standard for a Lead IA Practitioner established by the International Association for Impact Assessment. S/he will have demonstrated expertise in:

- a) the design and implementation of environmental data collection, analysis, planning and assessment programs to support feasibility studies and the preparation of SESAs and ESMPs required by national governments and international lending agencies;
- b) working effectively with engineering teams preparing feasibility studies of infrastructure projects to ensure environmental and social factors are adequately considered in the development of project plans and designs;
- c) working effectively with public sector clients, and in implementing effective consultation programs with project area peoples;
- d) Ability for analysis and planning to avoid and/or minimize impacts on terrestrial habitats and dependent species, and to enhance sustainable watershed management and development;
- e) Identifying and analyzing the potential Social impact including identifying and addressing the issue of internal mobility, resettlement, and indigenous people.

The Consultant will ensure complementary and/or supplementary Social expertise, international or local, to ensure adequate coverage of social aspects of the SESA.

The Consultant will submit with their proposal, time plan and expertise for implementing this ToR and the proposal must confirm the availability of specialist/expertise to satisfy this ToR.

As multiple environmental and social aspects will need to be analyzed and addressed, ideally a multi-disciplinary team with the necessary ecological, environmental, legal and socio-cultural expertise will prepare the SESA document.

The experts involved in this assignment should demonstrate the ability to analyze a range of sensitive issues in relation to and to facilitate multi-stakeholder consultation processes surrounding these issues. The experts to lead the team should also demonstrate sufficient experience in leading multi-disciplinary teams.

9 SCHEDULE AND DELIVERABLES

It is expected that this SESA assignment will be completed within four (_4_) months. This includes at least two (2) person-months for the lead consultant.

Deliverables will be:

- An Inception Report will be provided to the Client and WB, for review after two (2) weeks) or 10 days of the contract signing date for review and comments. The inception report will include an overall approach and methodology for carrying out each component of the ToR, including desk and field studies, and consultations. It will provide a detailed plan of work (desk and field), outputs. The proposed schedule will be broken down by tasks and sub-tasks and presented in chart form. The Inception Report will also include a detailed assessment of a) what, if any, data/information gaps exist that may jeopardize successful completion of the study; and b) how those gaps can be filled in a timely manner. This will be discussed by consultant, client, WB and other experts to ensure quality of final outcome and approved by the Client and WB. Five (5) copies shall be submitted to the client. In addition there shall be an electronic version.
- **Monthly Progress Reports:** will generally summarize the work in progress and completed, staff strength, time spent by each staff member on each task, estimated percent of work completed by task, and the plan of work to be accomplished during the next month. Any problems that may cause or be causing delays should be listed, including proposed measures to correct the problem. Reports should include a financial summary, indicating amounts invoiced, amounts disbursed, and any other pertinent financial details.
- **Draft Report:** this will be provided to the Client and WB ten (10) weeks after submission of inception report for comments and relevant issues raised incorporated into a revised version. Five copies shall be submitted to the client. In addition the consultant will provide an electronic version.

- Final Report: The final report should include a concise Executive Summary and should have all annexes and bibliography and the dissemination/disclosure plan. This will be delivered two (2) week after submission of draft report.

10 TECHNICAL PROPOSAL CONTENTS

The Consultant's technical proposal will at least:

- a) Demonstrate that the Consultant understands the overall scope and nature of ESTAP, of the SESA and ESMP preparation work, and of what will be required to respond satisfactorily to each component of the ToR;
- b) Demonstrate that the Consultant team has relevant and appropriate experience to carry out all components of the ToR. Detailed curriculum vitae for each team member must be included;
- c) Describe the overall methodology for carrying out each component of the ToR, including interviews; desk and field studies; and data/information collection and analysis methods; and
- d) Provide an initial plan of work and outputs by tasks and sub-tasks.