I. OBJECTIVE

The main objective of this assignment is to carry-out the preparation of a Scoping Paper to assess the potential social and environmental downstream impacts of the Technical Assistance (TA) activities associated to the Mozambique Disaster Risk Management and Resilience Program (The Program). The Government of Mozambique agreed to prepare the Scoping Paper upon the effectiveness of the Program, aiming to ensure that adequate environmental and social considerations are included in the terms of reference of the activities supported by the TA Component. The Government of Mozambique (the Contractor) will hire a consultancy firm (the Consultant) to prepare the Scoping Paper, as specified in this term of reference (TOR).

II. BACKGROUND

The Mozambique Disaster Risk Management (DRM) and Resilience Program will be implemented over a period of five years (2019-2024) and is anchored to the GoM’s broader DRM program as set forth in the National Disaster Risk Reduction Master Plan 2017-2030 - PDRRD\(^1\). The Program will support a subset of results identified under strategic objectives two, three, and four of the government program. The results and activities to be supported under the Program have been prioritized with the GoM based on the most urgent challenges for which they requested support, considering readiness for implementation, building on previous World Bank support to DRM and findings from recent analytical work, and aiming to complement other Bank/donor-financed projects in Mozambique. The Program will be structured into three results areas that will support the GoM to: (i) improve financial

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\(^1\) Plano Director para a Redução do Risco de Desastres 2017-2030.
protection against disasters; (ii) strengthen capacity for disaster preparedness and response; and (iii) build climate resilience of vulnerable education infrastructure in risk-prone areas.

- Results Area One: Improving financial protection against disasters
  - Operationalization and recurrent capitalization of the Disaster Management Fund (DMF) that the Government legally established in July 2017; and
  - Developing the capacity of GoM to place sovereign catastrophe insurance coverage for cyclones and/or drought with capital or insurance markets.

- Results Area Two: Strengthening Capacity for Disaster Preparedness, Response and Recovery.
  - Strengthening and consolidation of early warning for cyclone and/or river flooding, by supporting the institutional coordination and centralized data system, and improving the communication and dissemination of warning information.
  - Strengthening the system of local DRM Committees in vulnerable communities, by training and equipping existing Committees and establishing new ones.

- Results Area Three: Building Climate Resilience in Vulnerable Education Infrastructure. The education sector was chosen as a priority sector to mainstream new approaches for retrofitting and repairing vulnerable education infrastructure, building on first pilot interventions supported under the Bank-financed Emergency Resilient Recovery Project (ERRP).
  - Development of a risk-based strategic plan for school retrofit on a national level
  - Retrofitting and repairing vulnerable schools/class rooms in areas exposed to cyclone winds.

The Program will not support any reconstruction investments after a disaster event and those that do not meet World Bank policies for eligibility of PforR financing. Specifically, the Program will not finance permanent preventive resettlement activities that INGC may be carrying out outside of the Program (with funds that are not channeled through the DMF).
Neither will the Program finance the procurement of works, goods, and services under high-value contracts above the Operations Procurement Review committee thresholds.

The Program will be complemented by a Technical Assistance (TA) Component\(^2\) that will provide specialized technical assistance and targeted capacity building of key GoM entities involved in the implementation of the Program to adequately handle technical, fiduciary, and socio-environmental matters and support the achievement of desired outcomes under the Program. As part of this, the TA Component will provide support to INGC and MINEDH to strengthen their environmental and social management systems, according to the recommendations made as part of the Environmental and Social System Assessment (ESSA) prepared by the World Bank during preparation of the Program. Specifically, the TA Component will finance highly specialized consulting services to support the following:

\((i)\) technical assistance to advise MINEDH in the preparation and implementation of their new resilient classroom retrofitting program, including on technical aspects, safeguards, and monitoring and evaluation, and to provide training to engineers and contractors;

\((ii)\) technical assistance to advise INGC on the development and improvement of methodologies, regulations/practices, and tools for disaster preparedness and response including temporary relocation, including the consideration of differentiated needs of vulnerable subgroups such as the elderly, women, single parent households, and people with disabilities, and monitoring and evaluation aspects;

\((iii)\) technical assistance to advise INGC, INAM, and DNGRH on the development and implementation of integrated early warning systems, including the consideration of differentiated needs of vulnerable subgroups such as the elderly, women, and people with disabilities;

\((iv)\) technical assistance to advise INGC on development and use of geospatial tools for disaster preparedness and response;

\((v)\) technical assistance to advise INGC and MINEDH on social and environmental management issues and procedures, including mainstreaming considerations related to gender-based violence (GBV)/sexual abuse and exploitation (SEA) in

\(^2\) Financed through a US$ 7 million equivalent IDA.
emergency response situations (such as temporary evacuation camps), persons with special needs and other vulnerable groups, and monitoring and evaluation aspects;

(vi) key consultants for the Program Management Secretariat, including a Coordinator, a Financial Management Specialist, a Procurement Specialist, and a Social and Environmental Safeguards Specialist, who will be responsible for the implementation of the IPF component and for providing technical advice and training in their respective areas of expertise to social and environmental staff in INGC and MINEDH involved in Program implementation;

(vii) preparation of a Scoping Paper to assess the potential social and environmental downstream impacts of the TA activities;

(viii) preparation of a Project Implementation Manual (PIM) for the IPF Component and Program Operations Manual (POM) for the whole Program;

(ix) domestic and international training and experience exchange around risk financing (MEF), early warning systems (INGC, INAM, DNAGRH) and school retrofitting (MINEDH);

(x) independent verification agent for results area 2; and

(xi) independent verification agent for results area 3.

The technical assistance to MINEDH will advise on the process and timing of preparing relevant safeguard instruments for school retrofitting/rehabilitation works during the Program implementation, specifying the requirements for consultation and disclosure of these instruments, and setting forth the institutional arrangements. It will also support INGC and MINEDH to formalize and strengthen their environmental and social management systems, to enhance their capacity to identify and manage environmental and social issues, and mitigating the main environmental and social risks of the Program identified by the ESSA, including the preparation of manuals, standards and procedures. The TOR for each

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3 In accordance with the ESSA action plan, INGC will also establish an environmental and social management unit staffed with a coordinator/environmental specialist, a social specialist, and a health and safety specialist. The staff of the environmental and social management unit will participate actively in the Scoping and TA processes.
TA activity should incorporate environmental and social considerations, including safeguards considerations and stakeholder engagement.

A Program Management Secretariat (PMS) housed at INGC will be responsible for the implementation of all TA activities under the TA component and will ensure technical involvement of other relevant government agencies as necessary, including MEF (sovereign catastrophe risk insurance), MINEDH (retrofitting of schools), INAM and DNGRH (consolidation of early warning systems).

The TA component will not finance any physical works and will not support activities such as feasibility studies, technical, engineering design studies and the preparation of bid documents that may result in the construction of physical infrastructure, other than the technical studies related to the retrofitting of schools. Consequently, no potential indirect and long-term impact due to anticipated future activities is expected. However, advice on the design of schools, drafting of strategies, methodologies, and/or regulations, as well as capacity building activities associated to the Program, may have down-stream impacts, such as adopting or revising regulations that could induce resettlement and restriction for accessing natural resources.

Based on the assessment of potential social risk and environmental impacts, the TA Component was classified as Category B. OP 4.01 and OP 4.12 were triggered to ensure that any studies or advisory services supported by the TA are conducted in accordance with the Bank Safeguard Policies. A Scoping Paper\(^4\) was chosen as the appropriate instrument to fully assess the potential social and environmental downstream impacts of the TA activities and ensure that adequate environmental and social considerations are included in the TORs for the TA activities. The Scoping Paper will also assess potential indirect effects to ensure that any relevant aspects related to protection of natural habitats and physical cultural properties are included in the TORs for the TA activities, where pertinent.

\(^{4}\) Generally, scoping is the process used to determine the appropriate contents of a study or activity. As such, Scoping is one of the stages in the EIA process, but the activity of scoping can be used with other objectives. In this case, the goal is assuring that all potential downstream social and environmental impacts due the TA activities are properly identified and that the priority area of strengthening to systems and stakeholder engagement are identified to ensure that the TA targets the appropriate social and environmental management measures that need to be incorporated in the Program.
The preparation of the Scoping Paper aims to integrate environmental and social concerns into all TA activities, provide guidance to INGC and MINEDH on systematically incorporating environmental, socio-economic, health and safety concerns in regulations and planning, project development, for the disaster risk management activities. More significantly the Scoping Paper looks to support the specification of the TA activities, taking into consideration the concerns and expectations by different stakeholders. The Scoping will also deepen the analysis of the gaps identified by the ESSA, in order to better define and prioritize the aspects to be covered by the TA with respect to environmental and social management.

III. METHODOLOGY AND OBJECTIVES

For the purposes of this work, scoping is comprehended as the procedure for improving social and environmental impact’s predictions and characterization. The scoping process looks to advance the knowledge on the Program’s impacts, aiming to ensure that TORs for the TA activities take into consideration a comprehensive picture of the Program’s social and environmental effects, including issues of particular concern to the groups and individuals potentially affected. The scoping process will provide an opportunity to open a dialogue between all stakeholders about the Program and the issues it raises, as well as determining the scope and the significant issues to be analyzed in depth, while also identifying and eliminating from such analysis the issues that are not significant or have already been assessed by prior studies.

The scoping must identify the social and environmental impacts that are likely to be significant and should be object of special attention, data availability, regulatory, institutional and management gaps. The scoping process should determine the appropriate spatial and temporal possibilities for the assessment and suggests suitable management procedures. Finally, the scoping should support the Borrower to center resources where they are most needed, while limiting the attention that is given to non-significant environmental and social issues.

The main objective of the Scoping Paper is to provide sound inputs for strengthening the environmental and social sustainability of the TA activities associate to the Program. It
should be a catalyst for increasing attention to environmental, social (including resettlement, labor, gender and violence issues), health, safety and security themes associated with disaster risk management, particularly emergency preparedness and response activities. It can also be used to enhance the implementing agencies capacity for managing environmental, health, safety and socio risks associated with the development and operation of the Program.

The scoping process will engage technical experts and multiple stakeholders in a dialogue to inform and subsidize the preparation of the TA TORs. Scoping can occur very effectively during a highly focused workshop attended by a diverse group of disciplinary experts. Interdisciplinary workshops can be an important tool. One major focus of such interdisciplinary workshops is identifying key processes and resource populations most likely to be significantly affected by the proposed actions.

The specific objectives of the Scoping Paper are to:

- Identify environmental, social (including resettlement, labor, gender and violence issues), health, safety and security effects of the Program and key inter-sectoral environmental and social linkages associated to disaster risk management (particularly disaster preparedness and response) in Mozambique through stakeholder inputs;
- Assess potential indirect effects to ensure that any relevant aspects related to protection of natural habitats and physical cultural properties are included in the TORs for the TA activities;
- Complementary mapping of INGC and MINEDH’s management systems to identify elements that can contribute to the ESHS management systems, (with support from the TA activities), identification of internal stakeholders and identification of system champions;
- Comprehensive mapping of the stakeholders, potential partners in implementing selective measures and capacity providers (beneficiaries, supporters, service providers, watchdogs, etc.);
- Complementary gap analysis of the implementing agencies documentation, capacity (personnel), budget allocation, and practices including decision-making flow with respect to social and environmental management;
Recommend procedures and activities to improve the social and environmental systems of the implementing agencies, and key environmental and social aspects be considered in the TOR of the TA activities;

The consultant must conduct the preparation of the Scoping Paper in stages, including stakeholder and gap analysis, identification of impacts and issues associated to the TA activities, (validation of the preliminary impact screening); consultation process; formulation of recommendations; review and approval of the findings and recommendations.

The Consultant can suggest improvements in the methodology, based on his experience, aiming to generate improvements in the process. However, the consultant should observe the prevailing literature on scoping procedures, including the literature of the World Bank Group (notably IFC), references on the U.S. National Environmental Policy Act (NEPA) scoping practices, publications from the European Commission and the International Association for Impact Assessment – IAIA.  

The Consultant must use an open scoping process in which various stakeholders have the opportunity to provide input regarding the impacts that they consider that should be taking into account during the implementation of the Program. The goal is providing an opportunity for all potentially affected groups to express their concerns and to ensure that the proposed TA activities duly considers the effects and impacts that may be more significant for them.

The Scoping Paper should address a variety of issues, including environmental, social, health, safety and security themes associated with disaster risk management and formulate recommendations to address those issues in the TA activities. As a starting point for identification of impacts and mitigation measures the Consultant will re-examine the Environmental and Social System Assessment (ESSA) of the Program prepared by the Bank staff. Other sources of information will also be tapped, including NGOs, and academic institutions to ensure that any pertinent issues that were not identified in the ESSA will be taken into consideration in the scoping process.

IV. SCOPE OF SERVICES

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5 A few references are listed at the end of the document. Of particular relevance are the IAIA guidelines on Social Impact Assessment which can be found at https://www.iaia.org/uploads/pdf/SIA_Guidance_Document_IAIA.pdf
Within this framework, the Consultant will prepare the Scoping Paper for the TA activities supported by the Program, addressing the following aspects and undertaking the activities and tasks described below. The Consultant should use as much as possible the existing information and avoid duplication with other activities already financed or ongoing. The consultant will conduct the preparation of the Scoping Paper in stages:

- Inception Report;
- Screening Review (and complementary gap analysis);
- Stakeholder Analysis;
- Consultation;
- Findings and recommendations.

The consultant must prepare interim outputs at the end of each stage, to be compiled into a final report. In addition, the Consultant will be available on request of the PMS to advice on the environmental, social, health, safety and security implications that should be considered in the TORs for the TA activities. The Consultant will also coordinate relevant parts of the work with the social and environmental experts of the PMS. Throughout the project, the consultant will maximize opportunities for transferring knowledge of international best practice to increase the capacity of INGC and MINEHD and other institutions involved in the Program.

**Tasks**

1. **Inception Report**

   The Consultant will prepare an Inception Report addressing key aspects to initiate the scoping process. Initially, the Inception Report should describe (i) the institutional arrangements and timing agreed with key government counterparts to carry out the Scoping Paper, notably the workshops; (ii) the scoping paper work plan describing the main activities for data collection and analysis, including consultation/validation with stakeholders and differentiating responsibilities of the firms/entities involved in the process; and, (iii) the expected products and reports schedule to be submitted to the Contractor.

2. **Screening Review**
The Consultant must review the prior identification of social, environmental, health, and safety issues associated to the TA activities, as well as conduct a complementary gap analysis of the implementing agencies, social and environmental management capabilities. The screening review aims to identify the TA actions that have the potential to generate significant social and environmental impacts, which can be addressed during the consultation process. The proposed TA actions should be analyzed in several contexts—such as society as a whole, the affected region, the affected interests, and the locality—and focusing on the most appropriate context for the action. Both short- and long-term effect are relevant when considering the TA activities.

The analysis must take into account both beneficial and adverse impacts, the degree to which public health or safety would be affected, the unique characteristics of the geographic area, the potential violation of environmental laws or requirements, and the potential for significant cumulative impacts, among others. Must also consider adverse effects on scientific, cultural or historical resources, as well as on endangered species.

The evaluation should pay special attention to the preparation of regulations/plans/programs that may lead to temporary relocation and/or involuntary resettlement and/or restrictions to access of natural resources. For example: (i) land use regulations/plans, aiming to restrict occupation and/or use of risk areas\(^6\), may affect the communities living close by, deserving the considerations of special provisions for safeguarding the potentially affected population, as well as mitigating impoverishment risks;

The review must prepare a preliminary impact check list to be used as a guide in the consultation process. This phase should also encompass a complementary gap analysis of the implementing agencies documentation, institutional capacity, budget allocation, and practices including decision-making flow with respect to social and environmental management. These factors are relevant in assessing the effects and risks of the TA activities.

3. **Stakeholders Analysis**

The Consultant will prepare a work plan for stakeholder consultation, including relevant information on methodologies and techniques best fitted to the local context. The workshops must engage consultations with potentially affected populations, including interested NGOs, industry groups, and representatives of regional and district governments.

\(^6\) Such as areas prone to geotechnical and hydrological risks,
The Consultant will identify the key stakeholders in proposed TA activities and analyze the interests and incentives underlying their behavior. The goal of the stakeholder analysis is to identify the main interest groups that prevail in the disaster risk management related activities and key distributional trends of benefits that can be derived from the TA activities.

4. Consultation

This task refers to the consultation with local and regional authorities, country experts in DRM, representatives from the academia and research centers, legal experts, local and international civil society organizations involved in DRM, other interested parties, and the general public. Gender needs to be adequately represented in the consultations. Public input during the scoping phase allows the Program’s managers to gather stakeholders’ opinions on the proposed actions, at an early stage. The consultation is critical to identify potential tensions among different stakeholders as well as the distributional impacts.

The consultation should be designed considering the findings of the stakeholder analysis, selecting the best approached for organizing and carrying out the workshops. The specific sites for carrying the workshops must be agreed with the Contractor at the inception phase. However, the Consultant should plan at least four workshops: a workshop targeting national authorities and experts in Maputo, and three workshops in the provinces targeting local authorities and potentially affected population.

In this setting, workshop participants are often called upon to employ not only data and academic knowledge, but also expert judgment and professional intuition. It is appropriate for disciplinary experts, working in an interdisciplinary forum, to furnish input to the process of selecting actions, indicators, and spatial and temporal aspects relevant to the proposed activities.

The expected result of the workshops will be the following: i) stakeholders will identify environmental, social (including labor, resettlement, gender and violence issues), health, safety and security priority concerns in relation to the TA proposed activities; ii) stakeholders will suggest key issues that need to be included into TA TORs to address the environmental and social issues. The workshops should also be a way of informing and engaging stakeholders in the Program implementation.
The development of workshops requires the Consultant selects a criteria\(^7\) to prioritize environmental and social issues in the context of the country. For example, gender and violence are likely to be relevant issues in the Mozambique disaster risk management. To the extent possible, the criteria used must allow for quantification to objectively compare and categorize competing issues. Key factors that should be considered when identifying impacts and effects are:

1. Significance of the potential impact (significant impacts would receive higher priority)
2. Probability of impact (a virtually certain impact would receive lower priority in monitoring)
3. Potential for significant environmental improvements that would result from information provided by the monitoring program

4. **Scoping Process Outputs**

The scoping process outputs should be contained within the Scoping Paper, addressing the main findings and recommendations for improving the environmental and social management systems of the implementing agencies, and the key environmental and social considerations in the TA TORs. The Scoping Paper must address the TA activities potential direct impacts; indirect impacts; possible conflicts between the proposed TA actions and the Bank Safeguard Policies, IFC EHS Guidelines and Mozambique social and environmental policies. The Scoping Paper should present recommendations for improving the TORs of the TA activities, including the preparation of technical studies, regulations, procedures and standards related to disaster risk management.

The recommendations should address a diversity of social and environmental aspects, including social and environmental screening procedures, social and environmental impact and risk management procedures, implementation of grievance redress mechanism, aspects related to human and labor rights, child and forced labor, measures to mitigate violence and GBV/SEA risks, potential impacts and risks related to temporary resettlement in the context of emergency evacuation, requirements for accountability and capacity building associated with ESHS, labor issues (e.g. non-discrimination and gender), inclusion of a robust external stakeholder engagement process, and disclosure of information. *The scoping paper should*

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\(^7\) Based on the previous screening results.
propose provisions to incorporate appropriate Social and Environmental Safeguard considerations in all activities supported by the TA, considering all potential environmental and social impacts including downstream interferences on natural habitats and physical cultural properties.

Finally, the Consultant should propose, the necessary adjustments or strengthening in the environmental and social management systems and capacity of the implementing agencies, including improvement on the socio-environmental management policies and procedures, management programs, institutional organization, mechanisms for communication, stakeholder engagement and feedback and grievance redress, and monitoring and evaluation, among other institutional strengthening activities. Recommendations should be prioritized and include a feasible timeline for implementation.

5. Documentation of all consultation activities

The Consultant should document all consultation meetings and share these records. Documentation would, for example, include recording the meeting details, names, function and place of living of participants, and their comments and concerns. With these records the public participation expert will establish a database of the participatory and consultation activities carried out during the Scoping Paper. The database should be developed without compromising the need to avoid endangering the people that contribute to the Scoping Paper, protecting their anonymity (names should not be published). A digital copy of this database will be attached to the report on the results of the workshops. Relevant concerns of stakeholders should be addressed in the final Scoping Paper Report.

IV. CONSULTANT QUALIFICATIONS

A Full-fledged Scoping Paper requires the participation of a multidisciplinary team. In general, the core team will require the following expertise:

(a) Team leader with at least ten years of relevant experience in the environmental and social assessment studies, including screening and scoping procedures, who will manage the process and coordinate with key stakeholders. The team leader for this assignment should be able to demonstrate extensive experience in public consultation and stakeholder engagement and demonstrated experience in implementing focus
groups discussions and organization of workshops. The Team Leaser must be fluent in Portuguese;
(b) Social Assessment/Resettlement Specialist, with extensive experience in resettlement, social development and gender aspects with at least ten years of professional experience, including in disaster risk management. The specialist must be fluent in Portuguese;
(c) Environmental Impact Assessment Specialist with at least ten years of experience in environmental, health, safety and policy issues, including disaster risk management. The specialist should be fluent in Portuguese;
(d) Public Consultation Specialist with at least five years of local experience in stakeholder analysis and consensus building for the types of policy interventions envisaged under the Program and has experience with gender issues. The expert should be fluent in Portuguese and, also, have experience in managing community/stakeholders' consultation workshops — and making them meaningful and objective oriented workshops. The public participation expert will need to demonstrate experience in designing, organizing and implementing participatory and consultation processes and have a team at his disposal capable of holding regional workshops.

V. DELIVERABLES AND TIME SCHEDULE

V.1 Inception Report
The Consultant will prepare an Inception Report 1 month (one month) after the start of the assignment. The Inception Report should describe (i) the institutional arrangements and timing agreed with key government counterparts to carry out the Scoping Paper; (ii) the SCOPING PAPER work plan describing the main activities for data collection and analysis, including public consultations/validation with stakeholders, preparation of case studies and differentiating responsibilities of the firms/entities undertaken the Scoping Paper according to their respective ToRs; and, (iii) the expected products and reports schedule to be submitted to the Contractor.

V.2 Monthly Progress Reports
The Consultant will submit monthly a Progress Report. The consultant will prepare interim outputs at the end of each stage (screening review, stakeholder analysis, consultation, formulation of recommendations; and final report review and approval), to be compiled into a draft report and a final report.

V.3 Scoping Paper

The Consultant will prepare a Scoping Paper draft report to be submitted to the Contractor and World Bank review. The final version of the report must incorporate the comments received from the Government of Mozambique agencies and the World Bank.

The Consultant will prepare the final version of the Scoping Paper report addressing the following topics:

✓ Description of the TA activities
✓ Stakeholder Analyses
✓ Scoped effects/impacts and risks
✓ Complementary Gap Analysis
✓ Consultation Process Outcomes
  o Key Social and Environmental Factors
  o Other social and environmental factors
  o Relevant matters of national social and environmental significance
✓ Recommendations for including environmental and social considerations in the TA TORs, notably for the elaboration of technical studies, designs, manuals, standards, directives and procedures
✓ Recommendations for the preparation of regulations/plans/programs that may lead to temporary relocation and/or involuntary resettlement and/or restrictions to access of natural resources
✓ Recommendations for improving the implementing agencies social and environmental management systems, considering the following aspects:
  o i) Status of socio-environmental management policies and procedures;
  o (ii) Procedures for identifying risks and impacts;
  o (iii) Management programs;
  o iv) Organizational skills and competencies;
(v) External mechanisms for communication, engagement and feedback and grievance redress (procedures and documentation);

(vi) Monitoring and Evaluation (continued accountability to affected communities);

The final version of the Scoping Paper should be disclosed in the INGC website. The final report will be in Portuguese, with Executive Summaries in both Portuguese and English. Also, the Consultant will participate in key follow-up discussions that may be necessary to further disseminate and explain the findings of the scoping process.

VI. REPORTING ARRANGEMENTS

The consultant will report to the Program Coordinator at the PMS housed at INGC. The designated government counterpart on the Government's side will be... The Consultant will also coordinate relevant parts of the work with the social and environmental experts of the PMS. Throughout the project, the consultant will maximize opportunities for transferring knowledge of international best practice to increase the capacity of INGC and MINEHD and other institutions involved in the Program.

VII. SUPPORT TO BE PROVIDED BY THE CONTRACTOR

INGC and MINEHD will provide the inputs necessary to complete the Consultant's assignment: all pertinent information on the present legal and regulatory frameworks affecting disaster risk management, and a detailed and updated description of all activities to be funded by the TA Component. INGC will be in charge of the consultation process and logistical support of the Consultant's work outside Maputo.

VII. DURATION

This is an assignment to be performed over the period of six months. The assignment will include visits to selected provinces. Missions will be scheduled at times mutually agreed by
the designated government counterpart and the Consultant. Schedule for deliverables is subject to change based on client requirements.

Indicative Schedule

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<th>Activity</th>
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<td>Inception Report</td>
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<td>Screening Review</td>
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<td>Stakeholder Analysis</td>
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<td>Consultation</td>
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<td>Draft Report</td>
<td></td>
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<tr>
<td>Final Report</td>
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</tbody>
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IX. REFERENCES


✓ Government of Western Australia. Instructions on how to prepare an Environmental Scoping Document.


✓ World Bank Safeguard Policies.
