



The Ministry of Natural Resources provides for the purposes of public disclosure, the Terms of Reference of the Strategic Environmental and Social Assessment consultancy in compliance with the requirements of the Guyana Oil & Gas Capacity Building Project #166730, funded by the World Bank. Please note that this disclosure is for general information purposes only and is not an advertisement nor an invitation for proposals. However, an invitation for proposals is expected in 2019.



MINISTRY OF NATURAL RESOURCES

GUYANA OIL & GAS CAPACITY BUILDING PROJECT (P166730)

TERMS OF REFERENCE (TOR) STRATEGIC ENVIRONMENTAL & SOCIAL ASSESSMENT (SESA)

PROJECT IMPLEMENTATION UNIT

I - BACKGROUND

As Guyana moves into a new chapter of history as an emerging petroleum producing nation, sustainable development lies at the core of the Government of Guyana's goals for the sector. Being keenly aware that petroleum is a non-renewable resource, considerations related to its extraction and conversion into financial capital highlight the requirement and responsibility to ensure that the resource is prudently managed, from the time petroleum 'appears' at the wellhead, for the long lasting benefit of Guyana. In developing the policies, legal framework, institutions and systems to oversee and manage the sector, the Government of Guyana is committed to ensuring that this framework allows both present and future generations to reap the benefits.

Guyana's petroleum sector is progressing swiftly with first oil expected in 2020. This planned petroleum development, coupled with ongoing assessment of new discoveries, has led the Government of Guyana to focus on ramping up preparations to oversee the upstream sector (exploration, development and production); to develop policy and legislation, to build up internal capacity building, to promote governance and transparency, and to undertake financial and economic planning.

The Guyana Oil and Gas Capacity Building Project (the 'Project') is supported by the World Bank and aims to enhance the Government's capacity to achieve its management goals for the petroleum sector through interventions focused on enhancing legal and institutional frameworks and strengthening the capacity of key institutions to manage the oil and gas sector in Guyana.

II - OBJECTIVE

The Government of Guyana (GOG) will hire a consultancy firm (the Consultant) to prepare a **Strategic Environmental and Social Assessment (SESA)** for Guyana's new oil and gas sector to help meet long-term country development outcomes by integrating environmental, social (including labor), health, safety and security considerations in oil and gas policies, laws and sector growth.



On the whole, considering the ongoing and proposed development and capacity building activities for the oil and gas sectors, the SESA will provide a comprehensive sector-wide examination of potential impacts, both positive and negative, and identify gaps in regulations, institutional capacity, and public consultation mechanisms. The SESA aims as being a strategic framework for strengthening environmental and social sustainability of the oil and gas sector in Guyana, strengthening the country's ability to address health and safety issues in this sector, and to inform the preparation of an Indigenous Peoples Planning Framework (IPPF). In the process, the SESA will contribute to a more transparent understanding of environmental and social regulations, creating a more level playing field for private investors.

III – SCOPE OF WORK

The specific objectives of the SESA are to:

- (a)** identify the social and environmental impacts which could be generated by O&G development in Guyana, evaluating the scope and probability of these impacts due to increased activities offshore and potentially onshore;
- (b)** identify the gaps between Guyana's Health, Safety, Environmental and Social (HSES) Safeguards and the Bank's safeguards, thus helping in identifying areas for capacity building and training of Government officials in the management oil and gas sector HSES impacts; and
- (c)** develop recommendations to avoid, manage and/or attenuate these impacts, and facilitate the integration of these measures into a coherent set of legal and regulatory proposals and implementation measures.

The Consultant will develop the SESA in line with the requirements of the World Bank Environmental and Social Framework in five phases: scoping; description of the regulatory and institutional framework and assessment of capacity; identification of HSES issues and risks; mitigation and monitoring; and final consultations, review and approval.

3.1. Scoping

The objective of Scoping is to frame the content and methodology of the SESA, with substantial stakeholder inputs, based on the Consultant's preliminary review of relevant information, including but not limited to:

- Environmental and social impact management experience in the sector;
- Current projects, plans and trends in the O&G sector (onshore and offshore) in Guyana;



- Existing legal, regulatory and contractual framework for Guyana's O&G sector, including draft legislation/regulations under development by the GOG¹;
- Existing strategic framework for Guyana, including macro-economic policies that will determine the preference for specific issues/investments, based on policy orientations, targets established and other relevant plans and programs.
- Information about high-potential industries that may emerge as result of the O&G development and that are likely to have environmental and/or social impacts (specific information could be provided by the sector ministries, but generic information about typical impacts of those potential upcoming industries is acceptable).

As part of the scoping phase, the Consultant will:

- Review the most relevant Environmental Social Impact Assessments (ESIAs), Environmental Management Plans (EMPs), and Environmental Statements of different projects in both marine (offshore) and terrestrial (onshore) environments, during the last 8 years. The Environmental Protection Agency (EPA) will provide the reports and statements to the Consultant.
- Identify the strategic objectives to be attained in the environmental and social assessment (e.g., water quality, air quality, geology and soils, biodiversity, marine resources, socio-economic, coastal activities, etc.)
- Prepare maps of the zones most likely to be affected by the proposed and expected/foreseen activities in O&G, and identify the environmental and social characteristics of those areas, identifying sensitive ecosystems, protected areas, areas of high biodiversity value, areas potentially occupied or used as working areas and other social aspects.
- Conduct a preliminary fisheries assessment to help understand the types of impacts that could be felt by O&G activities on fishing communities and the level of engagement that would be needed to avoid potential conflicts. This must include a map of the fishing grounds that can be overlaid with the zones likely to be affected by O&G activities. This should also include average incomes at the individual level from artisanal and commercial fishing operations that could be used as a baseline if impacts are detected, possible impact on fish ecology, inclusive of fish stock, level of effort and potential costs of operation.
- Identify perceived problems associated with O&G development, including possible claims/assertion of rights to oil and gas revenues by local communities, vulnerable and marginalized groups.
- Identify and map the key stakeholders in the oil and gas sector, including local communities and vulnerable and marginalized groups, that should be consulted.

¹ This may include, but not be limited to, the Petroleum Environmental Protection & Pollution Control Regulations; and the Petroleum Health & Safety Regulations; the Petroleum Exploration and Production Act, 2016; the Petroleum Regulations, 2016; the Petroleum Commission of Guyana Bill, 2018; the Model Petroleum Agreement, 2012; the Sovereign Wealth Fund Law, 2016; the Petroleum Taxation and Fiscal Legislation; and the Local Content Policy and Regulations.



The goal is to improve the understanding of the stakeholders' interests, concerns and incentives, identify key drivers and barriers, and define the strategic options² and issues³ to be examined. The Consultant will describe the methodology and resources that will be needed to identify and map the stakeholders. Proper stakeholder involvement requires, among others:

- Actively involving local experts and opinion leaders in the SESA process;
 - Use of appropriate/ comprehensible / non-technical language;
 - Creating awareness and encouraging participation by the public
 - Conducting the engagement at the location of interested / affected parties (communities), and if/when necessary facilitate transportation to a stakeholders' meeting
 - Participatory incentives need to be given in good faith.
- Prepare a draft report covering the proposed scope of the SESA, the table of contents for the SESA report (including annexes), the schedule and methodology for conducting the work, and plans for stakeholder consultation.
 - Conduct scoping workshops. SESAs are participatory processes⁴ that will be consulted/validated with stakeholders, both to develop understanding and ownership of the process and to obtain valuable inputs. Accordingly, there will be six workshops and site visits to both onshore and offshore O&G areas nationwide. Locations in Guyana will be determined in agreement with DOE. The workshops will engage stakeholders, including representatives of fisheries, agriculture, transport, protected areas, industry groups, interested NGOs, representatives of regional and county governments, local representatives of the communities, and indigenous groups.
 - Prepare the final Scoping Report, incorporating workshop results, for review by DOE and other relevant GOG agencies and the World Bank to ensure that the SESA is tailored to the context in Guyana and consistent with international good practices. The Scoping Report will serve as the Consultant's inception report and should therefore include:
 - The scope of the SESA, i.e. a common vision on the environmental, social, occupational safety and health risks, impacts, objectives, and alternatives that will be addressed.
 - The table of contents for the SESA report
 - The schedule and methodology for conducting the work, the institutional arrangements and timing agreed with the DOE and other key counterparts, and the World Bank to carry out the SESA;

² Strategic options for determining the use of future oil and natural gas production, e.g., gas for power, oil refining, oil and gas for petrochemicals, and other uses.

³ These may include definition of key review criteria to be used in the environmental licensing; proposed HSES standards and good practices in the O&G sector; identification, discussion and agreement on the Valued Environmental and Social Components (VECs) that should be considered when examining the cumulative impacts of multiple projects.

⁴ The participatory process aims at involving relevant stakeholders to ensure ownership of the process and the implementation of the SESA recommendations.



- The SESA work plan describing the main activities for data collection and analysis;
- Plans for stakeholder consultation; and
- The expected products/deliverables, and reports schedule to be submitted to the DOE and the WB.
- The mechanism(s) to monitor the implementation of the SESA's recommendations and Action Plan and agreed course of action in case of unforeseen effects.

The Scoping Phase is expected to require eight (8) weeks.

3.2. Description of the Regulatory and Institutional Framework and Assessment of Capacity

During this phase, the Consultant will:

- Compile and describe the relevant policies, laws, regulations, and guidelines on environmental, social, safety and occupational health in Guyana for the O&G sector, including environmental licensing requirements. This also includes:
 - The existing occupational health, safety, environment and social (HSES) requirements that are included in the oil and gas production sharing contracts with the GOG.
- Identify the institutions responsible for oil and gas sector governance and gather information on:
 - Mandates, accountability, independence and transparency of decision makers and authorities with competence for permitting, monitoring and enforcing environmental and occupational health and safety regulations in the oil and gas sector.
 - Coordination between oil and gas, environment and natural resource management, occupational health and safety, and emergency response institutions.
 - Expenditure of sector and environmental institutions for environmental and social regulation and enforcement in the sector.
 - Adequacy of the EIA system in Guyana, and identify potential deficiencies in the environmental licensing, EIA review, and EIA follow-up and enforcement.
 - Capacity of institutions at the central and local level to resolve controversies between oil and gas activities in offshore and onshore locations and fishermen as well as landowners and/or land users (people who may own the houses, or use the land, but do not own the land and do



not have land title deeds). This should also consider possible controversies involving people with collective attachment to the land.

- Mechanisms (if any) for the social distribution of benefits to affected people. If applicable, provide recommendations to improve it.
- Assess organizational and institutional capacity of stakeholders (including local communities) and vulnerable peoples affected by activities in the oil and gas sector.
- Assess - based on existing environmental impact assessments and case studies, in-depth interviews with key individual stakeholders and international petroleum sector experience - the adequacy of the existing legal and institutional frameworks and the capacity of the relevant O&G and HSES related government institutions, the O&G industry, and non-governmental organizations at national and community levels to address the potential impacts of O&G development.

The Consultant will conduct a round of consultations on the first interim report through national workshops. The workshops must serve to capture the perceptions and inputs of relevant stakeholders on HSES priorities related to O&G development, and on the corresponding proposed government interventions or policies needed to address them. The Consultant must ensure that the perceptions of vulnerable stakeholders are taken into account and incorporated into the analysis.

At the end of this phase and upon completion of the workshops, the consultant will revise the first interim report and submit it for review by DOE and the World Bank.

3.3. Identification of Health, Safety, Environmental and Social (HSES) Issues and Risks.

In this phase, the Consultant will:

- Identify and evaluate the environmental and social consequences and risks, including climate change risks associate with existing developments and plans for investment in the O&G sector, and community and occupational safety and health risks and issues relevant to the sector.
- Identify and map out the geographic zones that will be included in the baseline assessment for the SESA.
- Develop criteria to prioritize HSES issues in the context of Guyana for the O&G sector. To the extent possible, such criteria must allow for quantification to objectively compare and categorize competing issues.
- Identify and analyze any potential gender-specific impacts and opportunities of the O&G sector – including how men and women may differently experience risks and benefits of the sector.



- The following, but not exclusively, strategic HSES issues related to increased private sector operations in the O&G sector must be investigated:
 - Offshore oil and gas: effects of seismic surveys and bursts of underwater sound energy on biological communities; disposal of drilling fluids and drill cuttings; in proven wells, the disposal of large quantities of produced formation water; environmental and social impacts associated with construction and operation of coastal support facilities such as ports, access roads, processing facilities, offshore waste disposal, offshore waste incineration; direct and indirect impacts on fisheries (industrial and artisanal); consequences on marine habitats and ecological functions from i) increased water turbidity resulting from disturbance of benthic sediments, and ii) from accidental spills; effects on aesthetics, tourism, fishing communities and commercial values of impacted coastline.
 - Onshore oil and gas: Main sources of potential risks: *Campsites* (increased demand for land conversion, potential GHG emissions from land use conversion, increased demand for water and potable water, loss of biodiversity; transformation of natural ecosystems and consequent loss of environmental services associated with these ecosystems; increase in GHG in the face of possible deforestation of forest ecosystems; increase in the consumption and contamination of water; social conflicts (Indigenous Peoples and other communities) over access to local resources; community safety); *Associated access roads and infrastructures* (site clearing, loss of biodiversity, fragmentation of habitats, resettlement and loss of livelihoods, community safety); *Processing facilities and development of associated petrochemical facilities* (discharge of contaminants; air and water pollution; impacts of accidental spills; community safety).
 - In relation to Oil Spill Preparedness, Emergency Response and Crisis Management, identify the existing government agencies in Guyana with responsibility (defined mandates, roles and responsibilities), and existing built in capacity (or lack of) for contingency planning and responding to petroleum sector events.
 - In relation to the World Bank OP/BP 4.04 – Natural Habitats (onshore and offshore), examine the potential impacts on important natural sites, the ecological functions they perform, the degree of threats to the sites, and priorities for conservation. Consider disruption of wildlife migration routes and habitats from noise pollution, traffic, fences; oil spills on land and offshore drilling sites; landscape changes; erosion from well pads and roads; haze, toxic chemicals and dust pollution to air and water; gas flares and light pollution effects on wildlife ecosystems.
- Consider cumulative/synergistic/secondary potential impacts as well as impacts of individual developments in the O&G sector in the short, medium and long-term.



- Provide a summary of the strategic potential impacts of the current and proposed developments in the O&G sector to the ecosystem services and Valued Environmental and Social Components (VECs) identified, including:
 - Provisioning services, which are the products people obtain from ecosystems;
 - Regulating services, which are the benefits people obtain from the regulation of ecosystem processes such as flood control and climate regulation;
 - Cultural services, which are non-material benefits people obtain from ecosystems such as recreational, aesthetic, and spiritual benefits; and
 - Supporting services, which are natural processes that maintain other services, including nutrient cycling and photosynthesis that support the above three categories⁵.

3.4. Mitigation and monitoring.

The Consultant will identify in this phase potential mitigation measures and monitoring requirements for each potential strategic impact. Theoretically, mitigation measures for strategic impacts in the O&G sector may include, among others:

- Implementation of appropriate legislation, including legal environmental discharge standards for emissions into air, water and soil;
- Implementation of public participation mechanisms;
- Revised institutional organization and streamlining and clarifying of environmental responsibility;
- Creation of new government agency/ies and/or strengthening of specific government agencies;
- Review of environmental and social licensing mechanisms;
- Enforcement of international environmental, social and health and safety best practices and operational standards guidelines for the sector;
- Creation of protected areas or exclusion zones (No Go zones, buffer zones);
- Creation of mechanisms for the social distribution of benefits, royalties, etc.;
- Specific indicators may be selected to allow for the follow-up of the effectiveness of proposed mitigation measures. Indicator may be individual/stand-alone or combination (complex index) such as established indices, e.g. representing poverty reduction, migratory bird species, water quality, etc.

3.5. Formulation of recommendations.

Based on the analysis and stakeholder engagement conducted in the previous phases, the Consultant will identify the necessary changes in or additions to policy, legislation, regulations and guidelines to meet identified gaps. The SESA will consider different ways

⁵ Based on World Resources Institute (WRI) materials.



of addressing these gaps considering the Guyanese context and will put forth a policy, legislative, and regulatory matrix comprising recommendations and an action plan for their implementation and monitoring. Priorities could be structured into immediate, short term (1-2 years) and medium term (3-5 years), including the Action Plan Cost Estimate. The objectives of the SESA Action Plan are to:

- Present a series of recommendations arising from key findings of the SESA, including guidance on:
 - capacity building needs of relevant GOG authorities;
 - changes in or additions to the institutional structure and existing environmental and social standards in Guyana for the O&G sector;
 - technical issues such as:
 - Identification of associated facilities and projects during the different phases of typical oil and gas developments (e.g. seismic, exploratory drilling, appraisal, development and construction, production, transport, commercialization, decommissioning),
 - Identification and management of cumulative/synergistic/secondary impacts and effects,
 - Alternative analysis (e.g. location, technology, management, optimization),
 - Screening projects for the potential for involuntary resettlement,
 - Screening for impacts on vulnerable and marginalized groups and other local communities and actions to strengthen conflict resolution,
 - Development of actionable environmental and social management plans that can be operationalized (including quantitative indicators to measure objectively).
- Suggest a priority timeline for implementation of the recommendations;
- Identify the GOG Agency responsible for implementation;
- Provide some preliminary costs that will require confirmation and adjustment by applicable GOG Authorities;
- Provide stakeholders with sufficient opportunities for follow-up and monitor the implementation of the priority measures to protect the environmental and social VEC and strategic ecosystem services in light of the O&G sector development.

At the end of this phase, the Consultant will prepare and deliver the Second Interim Report to the DOE and the World Bank.

3.6. Final consultations, review and approval.

The Consultant will combine the interim reports, key elements of the scoping report and feedback received up to this point from DOE, other relevant stakeholders and the World Bank into a draft report. This draft report is to be disseminated by the DOE. Stakeholders will be given eight (8) weeks to review the draft report prior to the workshops.



The Consultant will present the draft report at four (4) workshops – one national (Georgetown) and three (3) regional at locations to be agreed with DOE. The main objective of the workshops is to obtain stakeholder comments on the SESA. DOE will organize the workshops.

Following the workshops, the Consultant will revise the draft report based on stakeholder inputs, document the consultations and their results in the report, and submit a draft final report to DOE, with a copy to the World Bank, for review and approval.

The consultant will prepare the final report, incorporating revisions suggested by DOE and the World Bank.

The Consultant may be required to participate in key follow-up discussions necessary to further disseminate and explain the findings and recommendations of the SESA, particularly to the Government of Guyana, its institutions, and the World Bank.

Throughout all the phases detailed above (3.1. to 3.6), the Consultant is expected to support capacity building and training efforts of GOG officials in the sustainable management of the O&G sector m.

IV. DURATION OF ASSIGNMENT

This assignment is to be performed over the period of 15 months. The assignment will include missions to Georgetown, Guyana, and to the field in Guyana. Missions will be scheduled at times mutually agreed by the designated government counterpart and the Consultant.

V. DELIVERABLES

The DOE will supervise the Consultant’s work, assisted by safeguards experts from the Environmental Protection Agency (EPA). The DOE will designate a Focal Point to work with the Consultant, who will provide existing documentation that may be useful – including the present legal and regulatory frameworks affecting the O&G sector -, nevertheless, Consultant will be responsible for obtaining all the necessary public information required to perform the tasks included in this TOR.

The Consultant will be required to prepare and deliver:

Deliverables	Schedule
Scoping/Inception Report	end of week 8
First Interim Report	end of week 18



Second Interim Report	end of week 24
Draft Report	end of week 32
Draft Final Report	end of week 38
Final Report	end of week 42

The above schedule for deliverables is subject to change based on Client requirements.

All deliverables in electronic and printed copies will be required in English and will be submitted to the Client for review and approval within the deadlines established. The World Bank may also review the deliverables for consistency with World Bank Safeguards. It is expected that certain deliverables may require several drafts to incorporate comments by the World Bank, the Client, and relevant stakeholders before they are determined to be final. The Final SESA will be disclosed on the DOE website as well as on the World Bank Group's Infoshop website.

Throughout the assignment, the Consultant will maximize opportunities for transferring knowledge of international good practices to increase the capacity of DOE, EPA and other institutions involved. The SESA deliverables are expected to provide the necessary input for policies (national and local), regulations, to well position the institutions (e.g. DOE, EPA) for policy development, regulatory certainty and consistency in oil and gas oversight through enhanced policies/plans/programs, assessment /statements, data collection and analysis, improved information sharing and partnerships, and focused compliance assistance and enforcement.

VI. EXPECTED EXPERIENCE AND REQUIRED QUALIFICATIONS

To be eligible for the assignment, the Consultant should be an internationally-recognized firm with experience in conducting SESAs for the O&G industry and in assessing and addressing HSES policy and regulatory issues in O&G development.

The Consultant may propose the best team combination to achieve the stated goal. To be considered for the assignment, the team should include international and local consultants, who should have in-depth international expertise, local knowledge and the following minimum qualifications (though Consultants are invited to propose further skills as deemed appropriate for meeting the needs of the assignment):

6.1. Team Leader

The team leader should have wide experience of working with versatile teams and excellent planning, organizational and communication skills with the ability to guide multidisciplinary technical teams. The team leader proposed for the assignment should possess an advanced degree in administration or similar discipline and have at least 10 years of experience in working on Health, Safety and Environmental (HSE) issues, which



should include experience in leading SESAs. The team leader should also coordinate with key stakeholders.

6.2. Environmental Specialists

An international environmental professional (a MSc or PhD in environmental engineering, environmental science), specialist with at least ten years of professional experience working in the international onshore and offshore oil and natural gas sector; very knowledgeable and familiar with the international oil and natural gas best industry practices including IPIECA; the World Bank Sustainability Framework, the World Bank Oil and Gas Sector and Infrastructure EHS Guidelines; the IFC 2012 Performance Standards, ISO 14001, and OHSAS 18001 or ISO 45001 – Occupational Health and Safety.

The international specialist is to be paired with a local environmental specialist with at least five years of experience with Environmental and Social Impact Assessment (ESIA) in Guyana. The local specialist must be very knowledgeable and familiar with the environmental policies and regulations existing in Guyana and lead in data collection.

6.3. Social Assessment Specialists

An international social assessment professional (a MSc or PhD in sociology, anthropology, natural resources economics), with at least ten years of professional experience, five of which in the O&G sector. The social specialist will have proven experience providing consulting services focused on the human and socio-economic aspects of natural resource management through impact assessment, follow-up monitoring, environmental policy, and participatory decision making processes. Must be very knowledgeable and familiar with the international oil and natural gas best industry practices including IPIECA; the World Bank EHS Guidelines; the IFC 2012 Performance Standards, and ISO 26000 ISO 45001 – Occupational Health and Safety and ISO 26000 – Social Responsibility.

The international specialist is to be paired with a local social assessment specialist with at least ten years of experience with ESIA in Guyana. Must be very knowledgeable and familiar with the social related policies and regulations existing in Guyana (land acquisition, resettlement, compensation, gender considerations, inclusion of vulnerable groups, etc.), and proven expertise in community development.

6.4. Safety and Occupational Health Professionals

An international safety and occupational health professional (MSc in safety and health) with at least ten years of professional experience working in the international onshore



and offshore oil and natural gas sector; very knowledgeable and familiar with the international oil and natural gas best industry practices including OGP, IPIECA; the World Bank General, Oil and Gas Sector and Infrastructure EHS Guidelines; and OHSAS 18001.

The international specialist is to be paired with a local safety and occupational health professional with at least five years of experience working in safety and occupational health in Guyana. Must be very knowledgeable and familiar with the safety and occupational health policies and regulations existing in Guyana.

6.5. Petroleum Engineer

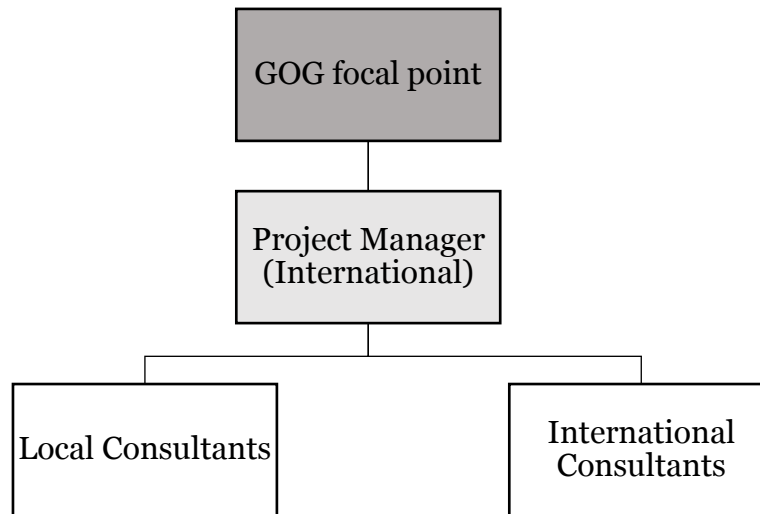
An engineer with at least ten years of proven international operational experience dealing with technical aspects of onshore and offshore oil and gas operations, with experience in exploration (seismic and drilling), appraisal, development and extraction, processing, and transmission. Must be very knowledgeable and familiar with international oil and natural gas best industry practices, including OGP.

6.6. Civil Society/Community Engagement Specialist

A local civil society/community engagement specialist with at least five years of local experience in stakeholder analysis and consensus building, including community and grass-root engagement and consultation. The specialist should have experience in managing community/stakeholders' consultation workshops – and making them meaningful and objective oriented workshops. The specialist will need to demonstrate experience in designing, organizing and implementing participatory and consultation processes. Must be knowledgeable and have expertise with the similarities and differences for effective community consultation and participation across the different regions of Guyana and be able to lead a team capable of holding regional workshops simultaneously. Must be familiar with existing policies and regulations regarding stakeholder communication, engagement, and consultation.

6.7. Lawyer

A local lawyer with at least five years' experience in environmental law, in particular, environmental procedures and regulations as well as familiarity with oil and gas legislation in Guyana.



Illustrative SESA Team Organization Diagram

The key members of the Consultant’s team shall not change throughout the duration of the contract with the Government of Guyana. Any staff changes will require the Government of Guyana’s approval.

The Consultant is expected to submit a proposal for carrying out the work, which should include the following information:

- i. Scope of Work. The scope of work should include a description of the specific activities that will be performed to accomplish the required phases and tasks identified in the TOR. This should include any proposed site visits/reconnaissance, documents to be reviewed, interviews, stakeholder



meetings, etc. If the Consultant believes that additional tasks or components within a required task are necessary or warranted, these should be stated and delineated as “Optional Tasks”.

- ii. Project Team and Qualifications. The SESA consultant team must include the firms and specialists indicated in the TOR. This should include the names of the consultant team members (local and international), their qualifications including relevant technical capabilities, and specific previous experience must be detailed as requested in the TOR. The consultant Project Manager (main point of contact and must be one of the specialists) must be identified as well.
- iii. Transfer of knowledge on SESA to the local consultants and to GOG officials. Proposal must detail arrangements for knowledge transfer that can include on the job training, presentations of international experience, and participatory workshops.
- iv. Schedule. A proposed detailed schedule for execution of the SESA must be presented (refer to Section V of TOR for a tentatively proposed schedule). The schedule must indicate the proposed start and completion dates for each required phase, task, and activities listed in the TOR, and any important or specific project milestones (e.g. deliverables, reports).
- v. Estimated Costs. The contract will be a lump sum based and the selected Consultant will be required to complete the work for the amount in their proposal. For information, a breakdown of the estimated costs by phase or task must be presented (i.e., tabular format) and should include Direct Labor Costs (number of hours or days per staff and their associated unit costs) and Indirect Labor Costs (i.e., travel, per diem, etc.). Any assumptions related to the estimated costs must be clearly stated.

VII. CONFLICT OF INTEREST

The Consultant is required to disclose any potential conflicts of interest arising out of other assignments. Where the Consultant currently represents any party or potential stakeholders that would create conflict of interest or to the extent any conflict of interest would arise in the future, the Consultant shall detail any measures that may be required to avoid conflicts of interest in connection with the implementation of this assignment.