

# **ANNEX 3: TERMS OF REFERENCE FOR ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT OF HV TRANSMISSION LINES**

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## **1 Background**

Please refer to the larger project background in the Terms of Reference for the pre-feasibility, feasibility, environmental and social impact studies, detailed designs, and tender documents of HV transmission lines.

## **2 Scope of Work related to the Environmental and Social Impact Assessment and Resettlement Action Plan**

**Environmental and Social Impact Study:** The objective of the Environmental and Social Impact Study (ESIA) is to identify potential impacts that the project will have and determine measures to prevent, minimize, mitigate, or compensate for adverse impacts. The goal is to identify and integrate environmental enhancements into the planning and design of the project, and to transfer related knowledge and skills to designated client staff.

**Environmental and Social Management Plan:** The ESIA will generate an Environmental and Social Management Plan (ESMP) that describes in detail the mitigation measures to be carried out, proposed costs, scheduling, responsibility for such measures, and a detailed monitoring process with an associated schedule. The consultant will transfer related knowledge and skills to designated client staff.

**Resettlement Action Plan:** The main objective of the RAP is to ensure that any possible adverse impacts of proposed project activities are addressed through appropriate mitigation measures. The consultant will transfer related knowledge and skills to designated client staff.

### **2.1 Study Implementation Structure**

ESIA, RAP and ESMP are anticipated to be completed by a consulting firm (hereafter referred to as the Consultant) associated with the Consultant selected under the terms of reference for the larger project. As such, the selected Consultant for ESIA, RAP, and ESMP is required to report to the same Project Steering Committee (PSC), comprised of two members from EDCL and two members from the EAEP.

### **2.2 Capacity Building for EDCL Staff**

In addition to the PSC-EDCL two staff, up to three EDCL staff will join the Consultant in preparation of studies, data review, and fulfillment of the project in order to develop knowledge and skills on the studies and on the procurement of transmission line and substation terms. It is anticipated that one electrical engineer, one finance and economics specialist, and an environmental-social expert from EDCL will join the Consultant. If travel or change of duty station for the three EDCL staff is anticipated, estimated costs should be detailed in the cost proposal.

Additionally, the Consultant will provide formal training on the process for preparation and reviews of the detailed design and final report to designated EDCL staff in Kigali. This training should meet the set standard for the Power Africa EAEP training manual, including learning

resources as required. A capacity building methodology plan will also be submitted by the consultant.

### 3 Place of Performance

The selected consulting firm for ESIA, RAP, and ESMP will perform most of the work at its own facility. In addition, the consulting firm is expected to complete the project in the following locations (note that period of performance in each location is not limited):

- 1) Kigali, Rwanda
- 2) On site at the proposed locations:
  - a. Nyamugari (Rusumo Falls) - Kirehe - Rwinkwavu line
  - b. Rukarara - Huye-Butare (Gisagara) line
  - c. Associated substations.

### 4 Work Requirements

The specific objectives of the study are:

- (i) ESIA with ESIA Certificate, approved by the Rwandan Development Board<sup>1</sup>, as per national environmental standards related to the requirements and procedures to conduct environmental and social impact assessment in Rwanda
- (ii) ESMP as part of the ESIA
- (iii) RAP

The above will include learning by doing, as well as training to strengthen designated client staff capacity.

The work will also include through-consultations and meetings with all parties concerned, in strict accordance with the requirements of the Government of Rwanda (GoR), the African Development Bank (AfDB), or other international financial institutions' policies and procedures (international standards). This includes, but is not limited to:

- affected populations or their representatives
- local, regional, and national authorities
- representatives of the scientific community, NGOs, etc.

The Study will be submitted to EAEP and EDCL PSC in sufficient time for comments before presentation in the final workshop. In order to achieve the Study objectives outlined above, the associated tasks will be carried out in two phases for completion:

- **Phase I:** Preliminary ESIA and preparation of ESMP on possible alternatives and ultimate selection of the best scheme.
- **Phase II:** Final ESIA and RAP for the preferred scheme. Producing the Final ESIA and associated RAP entails refining the findings of the preliminary phase and optimizing the chosen option. The Consultant will complete data collection and incorporate any new

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<sup>1</sup> Rwanda Development Board standards for ESIA Acceptance:  
[http://www.mininfra.gov.rw/fileadmin/user\\_upload/MO\\_No\\_001\\_of\\_15-04-2019.pdf](http://www.mininfra.gov.rw/fileadmin/user_upload/MO_No_001_of_15-04-2019.pdf)

information likely to influence the exercise of optimization and determination of the economic viability of the project.

#### **4.1 Phase I: Environmental and Impact Assessment**

The Consultant will prepare an ESIA through a participatory and capacity building approach. The ESIA will include the following components:

**Inception Report, including a detailed work plan.** The Consultant will examine all aspects of the larger Project and will produce an inception report which will review the tasks to be carried out for the Studies, and will agree with the client on any modifications and additions that may be required. The Consultant will then prepare a detailed work plan indicating schedules and inputs required to complete the work. During this inception period the consultant will carry out a scoping exercise that will provide the basis for the final report and detailed work plan. The Consultant should prepare a public consultation and disclosure plan to be associated with the work plan.

**Description of the Proposed Project.** The consultant will provide a brief description of the Studies, including maps (at appropriate scales) where necessary. This will include the following information:

- location
- general layout
- size
- capacity
- facilities and services
- operation and maintenance activities
- areas of probable Project influence (the Project study area)

In case there is increased access to sensitive natural habitats because of access roads or other works, the study area will need to incorporate the zone of influence. In all cases, the impacts of associated and ancillary features of the project, including access roads and the like, will need to be addressed and measured by induced, indirect and cumulative impacts.

**Public Consultation Process & Participation Plan.** The consultant will identify all interested and affected people (IAPs)--e.g., people affected by construction activities and operation--and facilitate dissemination of that information to relevant authorities. The Consultant should also consult those NGOs and government departments and agencies that may have a stake in the Project.

The Consultant will prepare a Stakeholder Consultation and Participation Plan, providing an opportunity for the relevant authorities and IAPs to raise issues and concerns pertaining to the proposed power lines, and allow the identification of additional alternatives and recommendations. The Plan will describe a schedule for public consultation with these different groups, including the number and timings of public inputs and the methods to be employed

(e.g. media announcements, town hall meetings, questionnaires, one-on-one meetings, and public steering committees).

Public consultation should at least occur during the inception and collection of baseline information and at the draft report stage. The participation plan should span the duration of project development and implementation. An annex of ESIA should summarize the public consultation and participation process and the results, inclusive of achievements and challenges, of the consultation process. The Consultant will gather more detailed information to outline anticipated issues not raised by the IAPs; those will be addressed by the ESIA report. The Consultant will focus the Study on relevant issues and recommend specific investigations, so that the resulting ESIA will be useful to decision makers and addresses the concerns of IAPs.

**Legal and Administrative Framework.** The Consultant will describe the pertinent regulations and standards, at both the international, national, and local level, that govern environmental quality, health, safety, protection of sensitive areas, protection of endangered species, land use control, etc. An important area, given the ongoing safety of the public, is legislation or agreements regarding transmission lines passing over land. The absence of any such legal references to this subject should be highlighted. The Consultant will describe the current administrative arrangements for environmental regulation, enforcement and management in environmental and social management issues, to ensure that ESIA will be effectively implemented. The Consultant will recommend any capacity building opportunities for strengthening associated agencies in the ESMP.

**Description of the Environment/Project Setting.** The consultant will assemble, evaluate and present baseline data on the relevant environmental and social characteristics of the study area. This data will be used for determining and assessing impacts, and as a baseline against which future changes caused by the Project can be measured and monitored. The data should include any information on changes anticipated before the Project commences. The description should contain relevant descriptions of the following:

- **Physical environment:** geology, topography, soils, climate and meteorology; ground water and surface hydrology
- **Biological environment:** flora; fauna; forests; rare or endangered species; sensitive habitats including parks and reserves; wetlands; significant natural sites; species of commercial importance; and species with potential to become nuisances, vectors or dangerous.
- **Socio-cultural environment,** both present and projected where appropriate: population affected (numbers and subsistence systems); land use and property where appropriate (including houses, crops, trees, plants, other properties, etc.); planned development activities; public health; cultural characteristics (including cultural property and heritage); and gender differentiation.
- **Economic activities:** livelihood; employment; gender composition; cross-border migration.

Some examples of specific activities are:

- Recording plant species that occur along the route, based on field surveys
- Identifying any species of special concern, such as species with conservation status or endemic to the area
- Commentaries on the conservation status of specific species
- Compiling a broad scale vegetation or habitat map of the area, indicating the extent to which the power line would affect each vegetation or habitat type
- Describing current land use and compiling a broad land use map

**ESIA Methodology used.** As a chapter of the ESIA report, the Consultant will describe the methods used for conducting ESIA (scoping and bounding, impact analysis and public consultation process, etc.). The Consultant will include a public participation plan with a stakeholder identification process, stakeholders identified, stages within the ESIA process where stakeholders have participated, and the different levels of participation used. The assessment of impacts will include the identification of important environmental components, and the selection criteria used for identifying significant impacts (positive and negative), whenever possible. Significant levels may be determined through the application of a scoring system, if the Consultant feels that such an approach is warranted. The Consultant will employ an environmental economic analysis where applicable, particularly to justify significant impacts to be mitigated.

**Potential Impacts of the Proposed Project.** Using the collected baseline data and the system of monitoring and evaluation, the Consultant will take a systematic approach to identification, mitigation and evaluation of all impacts and will identify potential changes that the Project may cause. These might include, but not be limited to, changes in:

- Physical environment
- Biological environment
- Socio-cultural environment
- Economic activities
- Employment opportunities
- Safety issues, including:
  - measures to assure the safety of local residents with respect to exposure to electromagnetic radiation;
  - measures to ensure transformers and equipment at the substations do not contain PCBs
  - Measures to ensure that the safety and health concerns of temporary and migrant workers are addressed
  - an HIV/AIDS program for workers and affected communities
- Hazards for birds, such as potential electrocution or adjustment to habitat, and recommendations for how to manage this impact
- Construction phase impacts
- Impacts of work camps
- Waste management for the entire project, including work camps and construction sites

- Changes in land use, land tenure patterns and land grabbing because of improved access, including:
  - residential patterns
  - agricultural practice
  - livestock management (pastoralism)
  - commercial use
  - traditional use (herb, firewood collection, sacred sites etc.)
  - access to public services (health, education etc.)
- Impacts of access roads and ways to mitigate risks. This could include closure or immobilization of access roads. In case of improved access to sensitive natural and critical natural habitats through access roads to be constructed under the project, an Induced Access Management Plan will be prepared, in order to manage longer-term impacts on natural habitat.
- Traffic density, safety and dust control
- Land acquisition and resettlement as per Bank Guidelines

The Consultant will analyze, at a minimum:

- Positive and negative impacts
- Direct and indirect impacts, both short-term and long-term
- Impacts that are avoidable/unavoidable and/or reversible/irreversible
- Pre-construction actions to avoid or minimize negative impacts
- Construction and operational phase impacts
- Cumulative impacts occurring because of other activities in the project area: existing activities, projects under construction, or planned activities within a reasonable time frame
- Impacts in critical and non-critical habitats
- Potential risk of the spread of HIV/AIDS and other sexually transmitted diseases during the construction period, requiring preparation of a detailed plan for awareness and prevention (including resource implications).

Wherever possible, the Consultant will describe impacts quantitatively, in terms of environmental costs and benefits, and assign economic values when feasible. Impact analysis should be divided between construction and operation impacts.

#### **4.2 Phase I: Environmental and Social Management Plan**

The Consultant will prepare an ESMP through a participatory and capacity building approach. The ESMP will that addresses the following aspects of the project:

**Activities and Impacts.** Predicted adverse environmental and social impacts (and any uncertainties about their effects) for which mitigation is necessary.

**Mitigation of Environmental Impact.** The Consultant will recommend feasible and cost-effective measures to prevent or reduce significant negative impacts to acceptable levels during

construction and operation, estimate the impacts and costs of those measures, and estimate the costs of any residual impacts. The Consultant will assess the cumulative effects of construction and operational phases of the Project. Most of these, if not all, can be avoided by following a set of best practices that the Consultant will prepare (e.g. construction workers not littering, soil stockpiled in such a way as to prevent erosion and waterway sedimentation; day shifts to avoid unnecessary noise to adjacent households).

**Description of the implementation and monitoring program.** The Consultant will prepare detailed institutional arrangements (responsibilities) for implementing and for monitoring the implementation of mitigation measures, and for monitoring the impacts of the project during construction, operation and maintenance. This will include a description of monitoring methodology, specific operations and features to be monitored, monitoring/reporting relationships, and arrangements to ensure that monitoring is effective and leads to modifications where required to ensure minimal impact on the environment. The Consultant will include in the plan an estimate of costs and a description of other inputs, such as training and institutional strengthening, to ensure effective monitoring. The ESMP will provide proposed performance indicators to be used.

**Institutional strengthening and training.** The Consultant will identify institutional needs to implementing environmental recommendations, review the authority and capability of EDCL and other relevant institutions, and recommend steps to strengthen or expand these institutions to ensure effective environmental management and monitoring.

#### **4.3 Phase 2: Resettlement Action Plan**

The Consultant will develop a comprehensive RAP based on a door-to-door survey (“Resettlement Survey”) for all expropriation operations and displacements of houses and businesses needed for the selected option. This will be done through a participatory approach and by capacity building of designated client staff. The objective of the RAP is to ensure that the population to be expropriated and displaced by the project is formally consulted and adequately compensated and treated.

Involuntary resettlement should be avoided or minimized where feasible. However, if displacements and expropriation are unavoidable, a resettlement plan should be developed. Displaced and expropriated persons should be consulted and compensated for their losses at full replacement costs prior to the actual move. They should also be assisted in the move and supported during the transition period in the resettlement site, and further assistance should be provided for their efforts to improve (or at the very least maintain) their former living standards.

The RAP will be produced after full and regular consultation and discussion with IAPs and should focus on agreed-upon proposals and measures. It should include the full estimated cost of the mitigation measures proposed, including costs incurred for land expropriation, institutional strengthening, training, and supervision and monitoring, as well as costs for such

measures as planting of screens, fencing in sensitive areas, closed drainage for bridges, sound barriers, etc. All these costs should be integrated into the overall project cost.

At a minimum, the RAP should include the following sections:

**Executive Summary.** The Consultant will outline the statement of objectives, legal framework and main recommendations.

**Description of the Project.** The Consultant will include a general description and identification of the project area.

**Potential Impacts.** The Consultant will specify the project component or activities that give rise to resettlement and identify the impacts of such activities. The Consultant will identify the alternatives considered to avoid or minimize resettlement, as well as the mechanisms established to minimize resettlement, to the extent possible, during project implementation.

### **Outline the Main Objectives of the Resettlement Program**

**Socioeconomic Survey:** Findings of socioeconomic studies conducted in the early stages of project preparation, pertaining to potentially displaced people, and including the results of a census survey covering:

- The current occupants of the affected area, to establish a basis for the design of the resettlement program and to exclude subsequent inflows of people for eligibility for compensation and resettlement assistance
- Standard characteristics of displaced households
- The magnitude of the expected loss – total or partial – of assets, and the extent of displacement, physical or economic
- Information on vulnerable groups or persons, for whom special provisions may have to be made
- Provisions to update information on displaced people's livelihoods and standards of living at regular intervals

Additionally, the Consultant will provide other studies describing:

- Land tenure and transfer systems, including an inventory of common-property natural resources from which people derive their livelihoods and sustenance, non-title-based usufruct systems, and any issues raised by different tenure systems in the project area
- Patterns of social interaction in the affected communities, including social networks and social support systems, and how they will be affected by the project
- Public infrastructure and social services that will be affected
- Social and cultural characteristics of displaced communities, including a description of formal and informal institutions that may be relevant to the consultation strategy and to designing and implementing the resettlement activities

For transmission lines, from a public safety viewpoint, it is important that any displaced persons do not return and build under the lines. The consultant will make proposals to ensure that this does not happen.

**Legal Framework.** This section will include:

- The scope of the power of eminent domain, and the nature of compensation associated with it, in terms of both the valuation methodology and the timing of payment
- Applicable legal and administrative procedures
- Relevant laws governing land tenure, valuation of assets and losses, compensation and natural resource usage rights; customary personal law related to displacement; and environmental laws and social welfare legislation
- Laws and regulations relating to the agencies responsible for implementing resettlement activities
- Gaps, if any, between local laws in the two countries covering eminent domain and resettlement and the Bank's resettlement policy, as well as the mechanisms to bridge such gaps
- Any legal steps necessary to ensure the effective implementation of resettlement activities under the project. This should include the steps necessary to ensure that there is not any future building under transmission lines

**Institutional Framework.** This section identifies agencies responsible for resettlement activities and NGOs that may have a role in project implementation, as well as an assessment of the institutional capacity of agencies and NGOs. This section will also include any steps proposed to enhance the institutional capacity of agencies and NGOs responsible for resettlement implementation.

**Eligibility.** This section will include a definition of displaced persons and criteria for determining their eligibility for compensation and other resettlement assistance, including relevant cut-off dates.

**Valuation of and Compensation for Losses.** The Consultant will prepare the methodology to be used in valuing losses to determine their replacement cost, along with a description of the proposed types and levels of compensation under local laws and such supplementary measures as are necessary to achieve replacement cost for lost assets.

**Resettlement Measures.** The Consultant will include a description of the compensation packages and other resettlement measures that will assist each category of eligible displaced persons to achieve the objectives of the policy.

**Site selection, Site Preparation, and Relocation:** The Consultant will provide the alternative relocation sites considered and an explanation of those selected, covering:

- Institutional and technical arrangements for identifying and preparing relocation sites
- Any measures necessary to prevent land speculation or the influx of ineligible persons at the selected sites

- Procedures for physical relocation under the project, including timetables for site preparation and transfer
- Legal arrangements for regularizing tenure and transferring titles to resettles

**Housing, Infrastructure, and Social Services.** The Consultant will provide plans for the provision of housing, infrastructure, and social services; comparable services to host populations; and any necessary site development, engineering, and architectural designs for these facilities.

**Environmental Protection and Management.** The Consultant will describe the boundaries of the relocation area, assess the environmental impacts of the proposed resettlement, and suggest measures to mitigate and manage these impacts.

**Community Participation.** The Consultant will describe the involvement of resettles and host communities, including:

- A description of the strategy for consultation with and participation of resettles and hosts in the design and implementation of the resettlement activities
- A summary of the views expressed, and how these views were considered in preparing the resettlement plan
- A review of the resettlement alternatives presented, and the choices made by displaced persons regarding options available to them, including choices related to forms of compensation and resettlement assistance
- Institutional arrangements by which displaced people can communicate their concerns to project authorities throughout planning and implementation, and measures to ensure that such vulnerable people are adequately represented

**Integration with Host Populations.** The Consultant will include measures to mitigate the impact of resettlement on any host communities.

**Grievance Procedures.** The Consultant will specify affordable and accessible procedures for third-party settlement of disputes arising from resettlement.

**Organization Responsibilities.** The Consultant will propose an organizational framework for implementing resettlement, including identification of agencies responsible for delivery of resettlement measures and provision of services; arrangements to ensure appropriate coordination between agencies and jurisdictions involved in implementation; and any measures needed to strengthen the implementation agencies' capacity to design and carry out resettlement activities.

**Implementation Schedule.** The Consultant will provide an implementation schedule covering all resettlement activities, including costs and budget, with tables showing itemized cost estimates for all resettlement activities. Additionally, there should be a monitoring and evaluation schedule with arrangements for monitoring of resettlement activities by the implementing agencies, supplemented by independent monitors as considered appropriate by the Bank.

## 5 Period of Performance

The period of performance for the studies is six and half months beginning on the day the selected Consultant signs the contract. All work must be completed within this timeframe, and any modifications or extensions should be requested through EAEP.

## 6 Schedule/Milestones/Deliverables

The Consultant will produce the following reports:

N°	Activity/Deliverable	Time	Presentation
0	Commencement	J+0	
1	Kick off meeting	J+2 weeks	
2	Inception report including capacity building (plan, progress, learning resources status)	J+1 month	Final inception report (Kigali)
3	Draft ESIA and ESMP reports including capacity building.	J+ 3.5 months	
4	Final ESIA and ESMP reports including capacity building	J+ 4.5 months	Present final ESIA and ESMP (Kigali)
5	Draft Full ESIA/RAP/ESMP reports including capacity building	J+5.5 months	
6	Final Full ESIA/RAP/ESMP reports including capacity building	J+6.5 months	Present Final ESIA/RAP/ESMP (Kigali)

All reports will be submitted in English.

The ESIA report should be organized by:

- Executive summary
- Policy, legal and administrative framework
- Project Description
- Baseline Data
- Environmental Impacts
- Analysis of alternatives
- Environmental Management Plan
- Client staff capacity building
- Appendices:
  - List of persons who prepared and contributed to the ESIA
  - Records of coordination and consultation meetings and events
  - References
  - ESIA TOR
- Other, as appropriate
  - ii) Resettlement Action Plan, as a separate report.
  - iii) All other deliverables in their entirety.

## 7 Acceptance Criteria

The Consultant will provide progress reports every two months to PSC, in electronic format, within one month of submission of the inception report. The progress reports will include information regarding ongoing work, completed tasks, and staff strength, including time spent by each staff member by task and estimated percent of work completed by task. The percentage of completion of each task will be computed on weighted average; the overall percentage of completion for the work should also be shown. The Consultant will provide a list of any issues that are causing or may cause delays, as well as proposed measures to address those issues. Reports should also include a financial summary indicating amounts invoiced and disbursements.

## **8 Obligations of the Consultant**

The Consultant will provide the key experts listed in the Annex 1 as well as any additional recommended staff to complete all studies, and should seek to include both male and female experts. The Consultant will support essential logistics in terms of quality and quantity for the fulfillment of this task, and feel free to add any key expertise essential to perform the assignment.

The Consultant will closely collaborate with, and exchange data and reports with, the Consultant in charge of the larger feasibility/pre-feasibility/detailed design project.

The Consultant must propose local travel expenses and associated costs (e.g. per diems, ground travel, etc.) as part of their cost proposal.

## **9 Required Expertise**

The Consultant is responsible for proposing qualified staff with the required expertise to undertake the studies, as guided by Annex 1. Experience from similar assignments and from the region is particularly relevant. This will require strong leadership on the Consultant team in two main areas: a) identification, planning and management of environmental impacts, and b) socioeconomic analysis, planning and management, and resettlement action plan.

## **10 Obligations of EAEP and EDCL**

EAEP and EDCL have constituted the PSC that will work closely with the consultant in coordination of data collection and analysis, site visits, and liaisons with other institutions. PSC will serve as a liaison between the Consultant and the various agencies and government departments associated with or interested in the project. The Consultant, however, will be fully responsible for collecting data and information from these agencies. The Consultant will be given unhindered access to the relevant agencies and the country of Rwanda in order to carry out the study.

## **II ANNEX I: Profiles of Key Experts Required**

**Lead Environmental Planner.** The Planner should have at least 15 years of progressively senior experience in the environmental planning of major infrastructure projects, particularly high voltage transmission lines. A significant portion of this experience will have been in Sub-Saharan Africa. S/he will have demonstrated expertise in the design and implementation of environmental data collection and analysis programs to support feasibility studies and the preparation of ESIA's and EMP's required by national governments and international lending agencies. S/he will have demonstrated skills in working effectively with public sector clients, and in implementing effective consultation programs with project area peoples, especially in Sub-Saharan Africa. Must be able to prepare and effect plan to transfer related knowledge and skills to designated client staff.

**Lead Social Development Specialist.** The Specialist should have at least 15 years of progressively senior experience in the socio-economic planning of major infrastructure projects, particularly high voltage transmission lines and associated substations. A significant portion of this experience will be in Sub-Saharan Africa, and in addressing involuntary resettlement issues. S/he will have demonstrated expertise in the design and implementation of socio-economic data collection and analysis programs to support feasibility studies and the preparation of ESIA's and RAP's /Resettlement Action Plan required by national governments and international lending agencies, particularly AfDB, WB, EIB, EU etc. S/he will have demonstrated skills in working effectively with public sector clients, and in implementing effective consultation programs with project area peoples, especially in Sub-Saharan Africa. Must be able to prepare and effect plan to transfer related knowledge and skills to designated client staff.

The Consultant's proposal will provide a project management and budgeting structure that demonstrates how this leadership group, and its respective teams, will work effectively together to deliver the benefits envisioned for the project while avoiding or minimizing adverse environmental and social impacts.

The overall team may include, but not be limited to, the following individuals, with a minimum of bachelor's degree and five years' experience.

- Environmental scientists
- Social scientists
- Botanist/Biologist/Ecologists
- Socioeconomist
- Communication specialist
- GIS/Survey expert
- Archaeologist and cultural heritage.

The Consultant is encouraged to involve local/national key staff as key personnel and work with expatriated personnel on a day-to-day basis. In this regard, the Consultant will include the specified national/local key staff in his proposal. The Consultant is encouraged to use both men and women in the study team and will be given priority in evaluation for a gender-conscious staffing plan.