

Technical Cooperation Document

I. Basic Information for TC

▪ Country/Region:	GUYANA
▪ TC Name:	Guyana Economic Development Strategy
▪ TC Number:	GY-T1177
▪ Team Leader/Members:	Stevenson, Claudia (IFD/CTI) Team Leader; Umana, Mario Alberto (INT/TIN) Alternate Team Leader; Acevedo Calle, Daniela (LEG/SGO); Bohorquez Mora, Yudy Juliana (ORP/GCM); Dunbar, Gregory A (VPC/FMP); Gauto, Victor (CCB/CGY); Gonzalez Alzualde, Yohana Beatriz (IFD/CTI); Kelly Castillo, Emily Leticia (IFD/CTI); Liddell, Clevern Anneliese (CCB/CGY); Martinez, Gabriela (IFD/CTI); Mendoza Benavente, Horacio (LEG/SGO); Payen, Patricia Yamilee (VPC/FMP); Ramjag, Leticia A (CCB/CGY); Shiwram-Kulpa, Nalini (VPC/FMP); Sierra Liranzo, Mayrett (IFD/CTI); Stewart, Nichelle Siomara Lavinia (CCB/CGY) Bohorquez Mora, Yudy Juliana (ORP/GCM); Dunbar, Gregory A (VPC/FMP); Gauto, Victor (CCB/CGY); Gonzalez Alzualde, Yohana Beatriz (IFD/CTI); Kelly Castillo, Emily Leticia (IFD/CTI); Liddell, Clevern Anneliese (CCB/CGY); Mendoza Benavente, Horacio (LEG/SGO); Payen, Patricia Yamilee (VPC/FMP); Ramjag, Leticia A (CCB/CGY); Shiwram-Kulpa, Nalini (VPC/FMP); Sierra Liranzo, Mayrett (IFD/CTI); Stewart, Nichelle Siomara Lavinia (CCB/CGY) Bohorquez Mora, Yudy Juliana (ORP/GCM); Gauto, Victor (CCB/CGY); Gonzalez Alzualde, Yohana Beatriz (IFD/CTI); Kelly Castillo, Emily Leticia (IFD/CTI); Liddell, Clevern Anneliese (CCB/CGY); Ramjag, Leticia A (CCB/CGY); Sierra Liranzo, Mayrett (IFD/CTI)
▪ Taxonomy:	Client Support
▪ Operation Supported by the TC:	N/A
▪ Date of TC Abstract authorization:	03 Jun 2021.
▪ Beneficiary:	Cooperative Republic of Guyana, through its Ministry of Finance.
▪ Executing Agency and contact name:	Ministry Of Finance
▪ Donors providing funding:	OC Strategic Development Program for Countries(CTY)
▪ IDB Funding Requested:	US\$1,817,764.00
▪ Local counterpart funding, if any:	US\$0
▪ Disbursement period (which includes Execution period):	36 months
▪ Required start date:	November 2021
▪ Types of consultants:	Individual consultants
▪ Prepared by Unit:	IFD/CTI-Competitiveness, Technology and Innovation Division
▪ Unit of Disbursement Responsibility:	CCB/CGY-Country Office Guyana
▪ TC included in Country Strategy (y/n):	Yes
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutional capacity and rule of law; Productivity and innovation

II. Objectives and Justification of the TC

- 2.1 **Objective.** The main objective of this Non-Reimbursable Technical Cooperation (TC) project is to support the Government of Guyana in the institutional strengthening of the Ministry of Finance that will be in charge of the development and implementation of a

Medium-Term Development Strategy that will leverage the country's oil and gas revenues to grow investment, increase employment and strengthen economic resilience.

- 2.2 **Background.** Guyana's economy has traditionally been highly concentrated in mining and agriculture (45% of exports were attributed to gold, 18% to rice, 6.6% to raw sugar and 3.5% to crustaceans).¹ Although the Guyanese economy has experienced steady growth in the last decade, with an estimated growth of 5.4% in 2019,² this high concentration in mining and agriculture has made the economy vulnerable to external shocks and changes in international conditions. In addition, the 2015 discovery of offshore oil reservoirs, with first oil production achieved in 2020,³ has brought a new set of economic opportunities as well as challenges to Guyana. Investment by oil companies in the first two discoveries (Liza-1 and Liza-2) is expected to be US\$12 billion for the period 2017 to 2022. In addition, the Liza 1 field has proven to have significant quantities of natural gas, with the potential for a gas pipeline to provide gas and thus facilitate a cleaner and cheaper energy source than that currently used.
- 2.3 The current proven reserves, plus the recent new discoveries,⁴ will produce changes in the overall economic structure of the country and have the potential to not only increase the countries' Gross Domestic Product (GDP) but to also promote structural economic transformation. The impact of the additional revenue on a country with a GDP of US\$3.5 billion and a population of 773,000 must be carefully managed to promote inclusive, sustainable growth that benefits the Guyanese people.
- 2.4 There is concern that Guyana may fall victim to the so-called "Dutch Disease" because of the large increase in the country's income. If, as expected, the Guyana dollar becomes stronger, it makes non-oil and gas exports more expensive, and therefore less competitive. Thus, the discovery of oil and gas, while a very positive development, could cause the contraction of the other parts of the economy. As countries effort to move away from fossil fuels, Guyana must look ahead to ensure it does not become reliant on only this sector. In addition, the institutional framework related to long term planning and developing strategic actions to promote economic diversification, prevent "Dutch disease" and promote private sector participation in strategic projects is still incipient.
- 2.5 The oil and gas sector can have different impacts on the economy. First, the operation of the public sector will be impacted because of fiscal revenues and royalties. Second, the external sector will be impacted through direct foreign investment and the boost in external commerce which will have an influence on the terms of trade. The third impact is related to the potential for developing linkages with the local economy as new investors will demand a new set of services and products, and by extension a new set of skills in the labor force.⁵ Within the oil and gas value chain, several types of services can be identified with different levels of technological sophistication and requirements. The fourth impact is increased demand in other sectors of the economy, caused by

¹ IMF Article IV 2017.

² www.data.worldbank.org

³ In 2015, Exxon Mobil made a significant oil discovery offshore, which is estimated to produce an output of 100,00 barrels per day.

⁴ ExxonMobil and the Guyana government announced a further major oil discovery (sixth) in the Ranger -1 well and a seventh discovery in the Pacora -1 well.

⁵ IDB. 2015. Servicios intensivos en conocimiento en la industria del petróleo en Colombia. Gallego, Jaramillo,

the first three, such as increased demand for infrastructure, communications, recruitment, housing, medical, and lodging and food services, among others.

- 2.6 Since the oil discoveries, foreign companies, related to oil and gas, have been setting up operations in Guyana and out-competing local businesses, Small and Medium Enterprises (SMEs). There are already initiatives in progress to provide training and to build the capacity of SMEs, in Guyana, to integrate them into the upstream part of the oil value chain. However, to facilitate a broader range of investment, and a more diversified, sustainable economy, beyond oil and gas, in the long term, a more strategic approach to private sector development is required.
- 2.7 Considering the expected impact on the Oil and Gas sector, institutions and governance are critical aspects of development as they provide the framework for economic actors to operate. In the absence of strong institutions and governance, there is a high probability that the economy's potential for structural reform and transformation may not be realized and that the expected oil wealth may not result in benefits to the majority of the population. Guyana continues to face important institutional and regulatory challenges hindering development and private sector investment. Guyana lags countries in the region on government effectiveness and regulatory quality as identified by the World Bank's World Governance Indicators. In 2019, Guyana's had a percentile rank of 37.5 (0-100) on the 'government effectiveness' indicator',⁶ a declining trend after having reached a high of 53 in 2011. Guyana's percentile rank in 2019 was slightly lower than the LAC average of 44 and well below the CCB average of 57. Guyana's low positioning extends to other important indicators of governance such as 'rule of law',⁷ 'regulatory quality',⁸ and 'control of corruption'. In this regard, areas such as environmental management, local content program, information disclosure and accountability requirements need to be addressed as well.⁹
- 2.8 As indigenous people comprise around 10% of the country's population and reside mostly in the interior, the Economic strategy must tackle entrenched disparities and further the advancement of indigenous peoples' rights and development. On the other hand, while women have overtaken men in educational attainment, economic opportunities remain skewed against women. In Guyana, the share of the population over 25 with at least some secondary varies significantly by gender and it is significantly higher for women than for men, reaching 71 percent for women versus 56 percent for men in 2019. Yet, for women, higher schooling has not translated into higher levels of labor force participation which as was 43.9 percent for women in 2020 compared to 68.4 percent for men, suggesting women face important challenges to enter the labor force. Thus, the Economic Strategy must contemplate women inclusion in economic activities, skills training and promotion of women entrepreneurship.¹⁰

⁶ The 'government effectiveness indicator' reflects perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies.

⁷ 'Rule of law' reflects perceptions of the extent to which agents have confidence in and abide by the rules of society, contracts, property rights, the police, courts, as well as crime and violence.

⁸ Reflects perceptions of the ability of the government to formulate and implement sound policies and regulations that permit and promote private sector development.

⁹ Guyana CDC update.

¹⁰ Ibid.

- 2.9 Guyana's scores on the perception of corruption and governance have been improving over the last years, after the country has taken steps to strengthen its legal and regulatory framework. In addition, Guyana has taken measures to improve its transparency and integrity, mostly focused on the framework for managing of natural resources. However, challenges regarding integrity risk management remain and efforts need to be intensified and incorporated into the Economic Development Strategy.
- 2.10 The Government of Guyana has been carrying out actions to support economic diversification and productivity, value added and export readiness. The government has initiated actions to build capacity at several levels to prepare for the expected spill-offs from oil production, including managing of public spending by creating a long-term strategy and building administrative capacity. In this regard, the government is taking actions to strengthen the capacity of the Ministry of Finance by creating a dedicated unit in charge of developing an economic strategy under the oil and gas impacts on the country, including actions for economic diversification and promotion of strategic projects with private sector participation under a sustainable social and environmental framework and incorporating aspects of transparency, rule of law, diversity and gender. In this regard, the Ministry of Finance requested financial and technical support for the creation and implementation of the Medium-Term Economic Development Strategy.
- 2.11 **Strategic Alignment.** The TC is aligned with the Second Update to the Institutional Strategy (UIS) 2020-2023 (AB-3190-2) by addressing the development challenge of Productivity and Innovation, as it supports Guyanese firms to engage into new, more productive economic activities; and the cross-cutting area of Institutional Capacity and Rule of Law, by supporting the government efforts to strengthen the institutional capacity of the Ministry of Finance while providing assistance for the development of an economic development unit that will promote diversification of the economy through: (i) the identification of growth poles, that will encourage the increased development of businesses, particularly national SMEs, and (ii) the identification and promotion of possible large scale infrastructure projects that could be implemented in partnership with the private sector and, therefore, provide opportunities for significant foreign direct investment. The TC is aligned with the IDB Group Country Strategy with Guyana 2017-2021 (GN-2905), focusing on the areas of natural resource management, sustainable energy, private sector development and public sector management, and the strategic objective of "support the business climate by fostering access to finance and the institutional framework for Public-Private Partnerships (PPPs)". Lastly, the TC is consistent with the objectives of the Ordinary Capital Strategic Development Program for Countries (CTY) (GN-2819-1) of "strengthening the capacity of public agencies in small and vulnerable countries to design, plan and assess public policies"; "supporting projects addressing the specific needs of small and vulnerable countries"; and "expanding access to intraregional experiences and advance the exchange of cooperative know-how".

III. Description of components and budget

- 3.1 **Component 1. Economic Diversification Policy Mid-Term Development Strategy (US\$296,764).** The objective of this component is to conduct analyses, develop and implement recommendations to facilitate diversification in the medium and long term, such as promotion of value chains and clusters for local firms. This component will: (i) support the design of a policy on economic diversification and promotion of Guyanese firms and individuals in the economy by contracting two individual consultants under a

competitive method (IICQ)¹¹ with experience on economic diversification strategies and promotion of integration of local business in value chains. These consultants will also engage, in coordination with the lead economic advisor, with stakeholders including the Private Sector Commission, the Guyana Manufacturers Association, Guyana Women's Chamber of Commerce, the Guyana Oil and Gas Commission, Go-Invest, the Fair Trade Commission as well as academia, civil society, indigenous communities, and vulnerable groups, to identify and select on potential growth poles and sectors for sustainable economic diversification; technical exchanges and training on best practices on developing economic diversification strategies under an oil and gas context; (ii) the design of two key pilot project -that can have a scaling up or replication effect on economic diversification- by contracting two individual consultancies under a competitive method (IICQ) to design two individual projects to support MSMEs diversification and access the new local markets created by the economic growth; (iii) finance two individual consultants under a competitive method (IICQ) to support the implementation of pilot projects in areas such as commercial strategies, acquiring required standards and certifications or implementing required COVID protocols; and (iv) finance goods and services acquisitions for consultations and training activities. Anticipated outputs include: (i) an economic diversification policy for Guyana; (ii) broad-based nationwide public consultations to generate support from civil society groups, the donor community, political entities, and the public; (iii) training workshops for key government stakeholders; and (iv) the design and implementation of two pilot projects that support SMEs diversification.

- 3.2 Component 2. Creating Investment Opportunities for Private Sector (US\$369,000).** The objective of this component is to strengthen the institutional capacity of the government to promote PPPs in strategic projects. This component will support: (i) the development of a PPPs strategy for Guyana, including proposed legal and regulatory, environmental and social recommendations; dialogue with local and foreign investors on the needs for creating a more enabling environment for strategic private sector investment into large infrastructure initiatives such as the deep-water harbor, the Georgetown to Letham road, the national gas power plant, the hydro-electric dam, national bridges; technical study visits and training to build capacity on structuring successful PPP, by contracting an individual consultant through a competitive method (IICQ) with experience in developing legal and regulatory frameworks for PPPs; (ii) two individual consultants contracted through a competitive method (IICQ) with proven experience in design and implementation of PPPs, to support the design and implementation of two pilot PPPs projects in areas such as assessing the risks involved in a PPP and defining mitigation measures, including integrity, social and environmental risks, by contracting two individual consultants; and (iii) goods and works to carry out consultations to involve communities in the decision process of potential projects. Priority will be given to projects that have a positive impact on climate change and environmental sustainability.¹² The component will benefit from the advice and guidance of the IDB's PPPs Single Window unit. The outputs of this component include: (i) study on PPP best practices and proposed legal and regulatory framework for Guyana, including integrity, social and environmental aspects, with Identification of specific PPPs opportunities; (ii) strategic government stakeholders trained, including training of professionals, institutions, and personnel

¹¹ International Individual Consultant Based on Qualifications

¹² This will be aligned to the new Environmental and Social Policy Framework, with special consideration of the exclusion list on fossil fuels and stranded assets. In addition, high risk pilot projects would not be considered.

from the Ministry of Finance's unit in environmental and social capacity; (iii) two pilot PPPs projects designed; and (iv) the design and implementation of two pilot projects. Consultations with stakeholders, including local and indigenous communities, will be critical to validate findings and obtain inputs into the development of recommendations and action plans.

- 3.3 **Component 3. Strengthening the Technical Capacity of the Government of Guyana to lead Economic Transformation in Guyana for the development of an Economic Strategy (US\$693,000).** This component will contribute to the strengthening of a unit in the Ministry of Finance to support the design, development, and implementation of a Medium-Term Economic Development Strategy for Guyana, as the office in charge of leading the development and implementation of the technical activities of the TC. The unit will be spearheaded by a Lead Economic Development Advisor, who will be responsible for leading technical work related to the Economic Development Strategy, its diffusion, consultation, monitoring and evaluation. The Lead Economic Development Advisor will be contracted through a competitive method (IICQ) and must have proven experience of carrying out Economic Development Strategies in countries with a similar context as Guyana, as well as knowledge of the Guyanese context. Also, the unit will be comprised by a Monitoring and Evaluation (M&E) specialist –to be contracted through a competitive method (IICQ)– who will design and oversee a M&E system to promote informed decision making for the development of the strategy, including identification and monitoring of social and environmental impacts. This component will also finance an individual consultant contracted through a competitive method (IICQ) to carry out; the development of a M&E system including data mining and design of M&E systems; the necessary computer hardware and software for the efficient functioning of the unit, and the development of annual reports. The anticipated outputs will include: (i) the design and implementation of the economic strategy that includes the economic diversification policy –which incorporates the country's commitments in international forums regarding climate change, biodiversity, environmental sustainability and social inclusion, in particular of indigenous communities and woman, as well as the measures to improve transparency and the rule of law– and the PPPs strategy, including the selection and development of pilot projects; and (ii) the design and implementation of a M&E system that will allow for informed decision making on the policies, strategies and pilot projects developed and environmental and social indicators.
- 3.4 **Component 4. Awareness and Diffusion (US\$170,000).** This component will focus on raising awareness and diffusion of opportunities for economic diversification and PPP among different stakeholders. Activities will include: (i) organizing a forum for Infrastructure Opportunities and targeted investor workshops to assist in structuring specific PPPs projects identified under Component 3; (ii) developing of a Stakeholder Engagement Plan to guide public consultation and awareness building through strategic communications in a sociocultural appropriate language to communities; and (iii) developing consultations to communities regarding the impact of possible projects and policies, investors, stakeholders, and the public. Consultation events will incorporate consultations with indigenous communities to discuss the findings and agree on next steps towards implementation of the specific PPP investment plans, economic diversification plans, general coordination, and monitoring and reporting activities. The outputs of this component include (i) a Guyana Forum with at least 20 firms interested in investing in large infrastructure development; (ii) at least 2 specific infrastructure workshops with investors to facilitate each investment; (iii) a Stakeholder Engagement Plan and (iv) two public consultations and a communications campaign.

- 3.5 The total amount of the TC is US\$1,817,764 to be funded by the Ordinary Capital Strategic Development Program for Countries (CTY) (GN-2819-1). Other costs cover financial and procurement support for the Unit as well as administrative support.

Indicative Budget (US\$)

Activity/Component	Description	IDB/ CTY	Total Funding
Component 1	Economic Diversification Policy Mid-Term Development Strategy	296,764	296,764
Component 2	Creating Investment Opportunities for Private Sector	369,000	369,000
Component 3	Strengthening the technical capacity of the Government of Guyana to lead economic transformation in Guyana for the development of an Economic Strategy	693,000	693,000
Component 4	Awareness and Diffusion	170,000	170,000
Other Costs	Financial and Procurement support	108,000	108,000
	Administrative support	81,000	81,000
	Contingencies	100,000	100,000
TOTAL		1,817,764	1,817,764

IV. Executing agency and execution structure

- 4.1 **Executing Agency.** The executing agency will be the Cooperative Republic of Guyana, through its Ministry of Finance. In particular, the Project Implementation Unit within the Ministry of Finance will carry out the execution of the project, with the support of the IDB Country Office in Guyana, the Country Representative, and the Project Team Leader. The Ministry of Finance has been the Executing Agency of several IDB financed TC over the years. Being the central institution responsible for the public financial management in Guyana and a mandatory authorized representative on all Bank-financed programs, the Ministry through its Project Cycle Management Department (PCMD) has extensive experience accelerating progress on various multilateral financed projects including those from IDB. Its Office of the Budget has taken responsibility for the most recently executed Technical Cooperation's ATN/OC-14815-GY and ATN/OC-15939-GY. The PCMD is staffed with experienced expenditure analysts who also support the Multilateral Financial Institutions Department (MFID) that works together with the Bank to advance execution. Additionally, the Ministry of Finance is the Executing Agency for X CCF Contingent Loan - COVID-19 for US\$22 million. In a context of cross-cutting responsibilities, the Ministry is crucial to facilitating and ensuring cross-sectoral responses and an effective policy implementation from a whole-of-government perspective. Through a subsidiary and constructive approach, it supports and oversees the line ministries responsible for the delivery of top government priorities. Given the Bank's ongoing experience working with Ministry, the Project Team considers there is an adequate capacity to undertake the scope of this TC while keeping with the mitigation measures proposed as the implementation of activities related to the Strengthening the Technical Capacity of the Government of Guyana considered under Component 3. As part of its supervision

activities, the Project Team will provide technical support to the Ministry to ensure efficient execution of the activities, including revision of terms of reference, shortlisted consultants and technical outputs from consultancies. The Country Representative will provide a non-objection to the contracting of the main consultancies.

- 4.2 **Execution Structure.** The Ministry of Finance is creating an Economic Development Unit, which will be the office in charge of leading the development and implementation of the technical activities of the present TC. The unit will be spearheaded by a Lead Economic Development Advisor, who will be responsible for unit and will steer the technical work and activities of the present TC; a Monitoring and Evaluation (M&E) specialist who will design and oversee a monitoring and evaluation system to promote informed decision making and financial and procurement support. The Lead Economic Advisor will be responsible for the production and coordination of the deliverables of this TC, including the analysis and review of current materials, consultation with stakeholders, awareness, and capacity building activities. The lead economic advisor will also assist the Ministry of Finance with the execution of the program, jointly with a financial specialist and a procurement specialist hired for this purpose. The financial and procurement specialists will carry out their functions according to Bank policies.
- 4.3 **Conditions prior to the first disbursement.** The first disbursement of the resources of the contribution shall be subject to the fulfilment by the Beneficiary, directly or through the Executing Agency and to the satisfaction of the Bank, of the following conditions: (a) there is an effective financial reporting system and internal control structure as referred in Article 13 of the General Conditions of the TC Agreement; and (b) the Lead Economic Advisor, financial specialist, and procurement specialist, have been contracted to assist the Executing Agency.
- 4.4 **Retroactive Financing.** The Bank may finance retroactively eligible expenses consisting of individual consulting services to strengthen the capacity of the Ministry of Finance to undertake institutional strengthening of the unit incurred by the Beneficiary prior to the date of TC approval up to a sum equivalent to 20% of the proposed grant amount, provided they satisfy requirements substantially like those established in the TC Agreement. These expenses must have been incurred on or after the date of authorization of registration of the program in the Bank's system, and no expenditure incurred more than 18 months prior to the TC approval date should be included.
- 4.5 **Procurement.** All contracts will be carried out in accordance with Bank policies for Procurement of Goods and Works and Non-Consulting Services Financed by IDB (GN-2349-15) and Policies of the Selection and Contracting of Consultants Financed by the IDB (GN-2350-15) and procedures. Individual consultants will be hired under a competitive process (IICQ) and will require the non-objection of the Country Representative.
- 4.6 **Supervision and Monitoring Arrangements.** The TC will be supervised by the Project Team Leader with the support of the Country Office and the Country Representative. The TC will be monitored and evaluated according to the requirements of the Bank and through the Results Matrix. The Project Team will carry out supervision missions at least once per year, with video conferences held every two months. There will be a midterm evaluation 18 months after project approval or when 50% of the resources have been disbursed; and a final evaluation that will be carried out at least three months before the close of the project or when 90% of the resources have been disbursed. The Project Team Leader in coordination with the IDB Country

Office in Guyana, will supervise and monitor the procurement processes and will provide technical support to the Ministry of Finance regarding the supervision of the quality of the technical outputs. The semiannual progress report will provide information about the procurement processes (ex-ante), and the concurrence of financial audited statements.

- 4.7 **Sustainability.** It is expected that the Economic Strategy Unit that is currently being developed and strengthened through the present TC will be absorbed into the Office of the Vice president.

V. Major issues

- 5.1 Three main risks were identified. First, the project requires strong coordination effort by the Ministry of Finance with relevant stakeholders for the effective implementation of PPPs activities. This risk will be mitigated with the assistance of the Lead Economic Advisor who will be responsible for liaising with relevant actors and responsible for the coordination of all the outputs. Second, the need to strengthen private sector in Guyana to be able to participate the Oil and Gas industry developments while seeking economic diversification. This risk will be mitigated by consultations and communications with the sector as well as developing pilots with demonstrative effects. Third, foreign investors may be cautious about investing in large infrastructure projects without a legal and regulatory framework governing such investment. This will be mitigated by structuring each investment on a specific, case by case basis and by identifying potential gaps in the regulatory framework as part of this consultancy. Given this TC supports a road map for Guyana to reduce dependency on oil and gas, there are no envisioned risks of contradiction with the new sustainability guidelines.

VI. Environmental and Social Strategy

- 6.1 Given the nature of the program, there are no associated environmental or social risks. Based on the Environment and Safeguards Compliance Policy (OP-703) this operation is classified as “C” (see [Safeguard Policy Filter Report](#) and the [Safeguard Screening Form](#)). The risk of potential PPP projects related to fossil fuels and stranded assets will be mitigated by excluding them from the potential pilots to be supported. The risk of having any implications with Guyana’s international commitments on climate change, environmental sustainability and transition to sustainable energy will be mitigated by incorporating them as part of the Economic Development Strategy.

Required Annexes:

[Request from the Client - GY-T1177](#)

[Results Matrix - GY-T1177](#)

[Terms of Reference - GY-T1177](#)

[Procurement Plan - GY-T1177](#)