

## Call for Expression of Interest (Terms of Reference)

### Consultant for Feasibility Study on Small and Mid-Size Community-Led Development Projects in Guinea

**Application deadline:** October 16, 2025

**Starting date:** as soon as possible

**Language requirements:** French and English required

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**Role of the consultant:** Working under the direction of the Head of CAO's Dispute Resolution, and in collaboration with the CAO lead Specialist, international and local NGOs and community representatives, the consultant(s) will serve as (a) technical expert(s) supporting a project-affected community in Northeastern Guinea in elaborating a sustainable development plan to restore their income levels and achieve their development objectives following their resettlement for an industrial mining operation. This artisanal mining community has recently secured financial means from the mining company to invest in small and mid-size development projects. Through a participatory process facilitated by an expert, they have so far identified a range of small and mid-size development projects to improve their livelihoods and living conditions. The local association of resettled people (ARMA) will be responsible for implementing the identified projects.

The consultant(s) will:

1. On the basis of a mission in Guinea, and in close collaboration with ARMA, conduct a feasibility analysis of technical, financial, economic and institutional issues fundamental

in the planning of a range of projects and businesses identified by the community, building on an existing initial feasibility analysis and community development plan prepared by another expert;

2. Clearly identify and outline the small and medium size development projects that demonstrate potential for financial profitability and revenue generation;
3. Work with ARMA's operational team to prepare the documents needed to launch projects (budgets, schedules, implementing partners, etc.);
4. Develop and propose a business plan and governance structure for the community projects that are deemed feasible, which ensures an equitable distribution of benefits to the community.

**Timeline:** The consultant is expected to start the work as soon as possible and deliver the stated outcomes within six (6) months of the contract date, but no later than March 31, 2026.

### **Duties & Responsibilities**

- On the basis of their field mission, the consultant will review and build upon the existing feasibility analysis of technical, financial, economic, and institutional factors relevant to the planning and implementation of small and mid-scale projects and businesses for the target community in Guinea. (A range of projects are already identified through the facilitation and initial feasibility analysis of an expert, and the consultant will conduct a deeper analysis for the selected projects among this list. These may include agricultural and pastoral projects, mineral transportation, a bakery and public transport, projects among others.) The feasibility analysis should at least include the following:
  - The resource needs for each proposed project, including infrastructure, equipment, and human capital.
  - Community-level strengths and gaps that may affect project implementation and propose strategies to address them (training, accompaniments, etc.).
  - Financial analyses, including cost estimates, funding requirements, and potential revenue streams.
  - A market assessment of the proposed products and services.
  - The economic impact of proposed projects on the community, including job creation, income generation, and long-term sustainability.
- Analyze the institutional landscape, including local governance structures, regulatory frameworks, and potential partnerships.
- Collaborate with local, national and international, economic, technical, financial, and institutional specialists to validate assumptions and methodologies.
- Analyze governance models and project structures for the equitable distribution of benefits and risks among affected households, ensuring that all community members have fair access to opportunities and are protected from disproportionate risks.
- Engage with community stakeholders during the mission in Guinea, to understand their perspectives, needs, and expectations regarding benefit and risk sharing. Synthesize

feedback and insights from stakeholders to inform the process (including a description of methods used to elicit the community's views).

- ❑ Develop recommendations for transparent and inclusive benefit-sharing arrangements and propose monitoring mechanisms to track outcomes.
- ❑ Explore and assess innovative approaches for leveraging existing community funds to generate additional income streams for affected households.
- ❑ Analyze the feasibility and potential impact of supplementary livelihood activities or investments that can be supported by the available resources.
- ❑ Provide actionable recommendations for maximizing the income-generating potential of the funds, while ensuring alignment with community priorities and sustainable development principles.
- ❑ Ensure that all proposed projects comply with relevant legal, environmental, and social standards.
- ❑ Prepare clear, concise, and well-structured reports summarizing findings, analyses, and recommendations for each project or business opportunity.
- ❑ Present feasibility analysis results to CAO, the community, NGOs, and relevant stakeholders.
- ❑ Provide actionable recommendations to support decision-making and the successful implementation of selected projects.
- ❑ Design a plan to monitor the effectiveness of income restoration activities (including remunerative activities for each family, types of issues met, individual satisfaction, etc.).
- ❑ Contribute to the development of tools, templates, and guidelines to support ongoing feasibility assessments and project planning.
- ❑ All deliverables must be written in both English and French.

### **Selection Criteria**

- ❑ Advanced degree (master's or equivalent experience) in relevant disciplines such as social sciences, economics, statistics, development studies, or a closely related field.
- ❑ At least 10 years of demonstrable experience in designing, implementing, and evaluating livelihood restoration projects & programs and/or community development initiatives, and/or managing community development funds, with a proven track record of delivering tangible results.
- ❑ Significant experience in working with communities, small and mid-size businesses or development initiatives in West Africa, and excellent understanding of the socio-economic landscape of the region.
- ❑ Minimum of 10 years of hands-on experience conducting research, designing and administering surveys, and performing rigorous data analysis for large-scale social development projects.

- ❑ Exceptional listening skills and demonstrated ability to facilitate group discussions, workshops, and community consultations. Advanced presentation skills, with experience conveying complex information to diverse audiences.
- ❑ Ability to work effectively in various developing country settings and multicultural environments, fostering strong working relationships with both local stakeholders and international teams.
- ❑ Strong communication and interpersonal skills, with a demonstrated ability to engage constructively with a wide range of stakeholders—including those with limited literacy—and to build consensus among groups with differing interests.
- ❑ Excellent organizational skills, with a history of managing multiple tasks and priorities efficiently. Demonstrated project management experience, including planning, execution, monitoring, and reporting.
- ❑ Ability to work independently with minimal supervision, exercise sound judgment, and proactively seek guidance from senior team members when appropriate.
- ❑ Strong analytical and problem-solving abilities, with a focus on delivering practical, result-oriented solutions in complex and dynamic environments.
- ❑ Full professional fluency in both English and French (spoken and written) is required.

### **Expressions of interest**

Interested candidates should submit an Expression of Interest, including a summary of relevant experience and qualifications, a preliminary proposal of the approach to implementing the scope, an estimated budget (including daily rates, materials, field mission , etc.), and a summary CV (where applicable, attach CVs of all the experts/specialists that plan to participate in the team).

### **Governance**

The expert will report directly to the CAO mediation team, who will ensure the parties are regularly informed about the consultancy work. The parties will ultimately evaluate the quality and applicability of the evaluation’s recommendations.

Submit application documents to: [CAO@worldbankgroup.org](mailto:CAO@worldbankgroup.org)

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