

Terms of Reference (TOR)

Title	Individual National Consultant – Project Operations Manual (POM) Support
Contractual arrangement	Local recruitment
Expected start date	February 2, 2026
Contract duration	1 year (with possibility of extension)
Employment type	Part-time
Level of input	Up to 75 days
Project sponsor	Financed by the World Bank’s Grant Facility for Project Preparation under the Cambodia Sustainable Energy Transition (CSET)
Hiring Organization	Ministry of Mines and Energy (MME)

1. Project Context

Cambodia’s energy sector has expanded rapidly over the past two decades, driven by strong economic growth, urbanization, and rising industrial demand. The country has achieved near-universal electrification, diversified its energy mix, and made significant investments in generation and transmission infrastructure. Yet, demand continues to grow faster than supply, resulting in high costs, inefficiencies, and dependence on imported fuels. To address these challenges and enhance competitiveness, the Royal Government of Cambodia adopted the National Energy Efficiency Policy (NEEP) 2022–2030, which sets clear targets to reduce energy intensity, improve industrial performance, and promote efficient technologies across key sectors including industry, transport, and buildings. NEEP provides the strategic framework for ensuring that future energy development supports sustainable growth, energy security, and climate resilience.

The industrial sector, a key growth driver, is highly energy-intensive and inefficient, while the power system faces rising demand, high costs, and dependence on imports. Outdated equipment, limited energy management, aging infrastructure, and grid constraints further undermine competitiveness and hinder the integration of renewable energy, underscoring the urgent need for efficiency improvements and system modernization.

The Ministry of Mines and Energy (MME) of the Kingdom of Cambodia has been working with the World Bank to prepare Cambodia Sustainable Energy Transition (CSET) project, supporting the country’s priorities of strengthening the grid and advancing energy efficiency through an integrated approach that improves demand-side energy efficiency—especially in industry and residential cooking—while modernizing power infrastructure to accommodate more renewable energy uptake. For energy efficiency, the proposed project will focus on investing in industrial energy efficiency, promotion of efficient and clean cooking – both are supported by targeted capacity building, safeguards and monitoring and verification of progress.

2. Objectives

As part of project preparation, the Ministry of Mines and Energy (MME) is expected to deliver a range of technical studies, safeguard instruments, and operational documents required by the World Bank to advance the proposed Project. These include preparation of environmental and social frameworks, procurement and financial reporting documentation, and sector-specific technical inputs.

To meet these requirements, MME wishes to engage **one (01) national individual consultant** to support the ministry in preparation of technical inputs, analysis and coordination as part of the project preparation exercise to meet the World Bank–compliant documentation.

3. Scope of work

Upon commencement of the assignment, the consultant shall inter alia:

a. Update of Project Operations Manual (POM)

- Lead the review and updating of the Project Operations Manual (POM) to align with Royal Government of Cambodia’s Standard Operating Procedures (RGC SOPs), World Bank requirements, and the overall CSET project structure as well as input received from MEF, MISTI, the policy bank and participating financial intermediary (PFI)
- Integrate fiduciary, safeguards, procurement, financial management, and disbursement procedures consistent with applicable World Bank policies.
- Coordinate with MME PMU, EDC PMU, policy banks, PFIs, and other stakeholders to ensure consistency of procedures across project components.

b. Stakeholder Consultation and Procedure Finalization

- Organize and facilitate consultations with relevant ministries, the policy bank, PFIs, and development partners to review and validate POM content.
- Support the PMU in agreeing on detailed workflow and procedures for the industrial energy efficiency (EE) loan application process, eligibility screening, approval steps, and overall credit line implementation.
- Document comments received during consultations and ensure they are appropriately incorporated into subsequent POM revisions.

c. Integration of POM into Management Information System (MIS) (To be Developed)

- Provide inputs to ensure POM processes, reporting lines, data flows, and monitoring requirements are reflected and operationalized in the Project’s MIS.
- Work closely with the PMU and IT/MIS developers to ensure alignment between operational procedures and digital reporting tools.

d. Support to PMU and Coordination with World Bank Team

- Work closely with the MME PMU, World Bank specialists, and other consultants to ensure the POM meets all required standards and is delivered **no later than March 2026**.
- Prepare meeting notes, consolidated inputs, and progress updates on POM development for PMU leadership and the World Bank.
- Provide technical support to PMU on operational, procedural, and institutional matters relevant to CSET implementation.

e. Other PMU Support Tasks

- Provide support on related PMU duties as assigned by the Project Director or Project Manager.
- Contribute to reviews of TORs, operational templates, and guidance notes linked to POM implementation.
- Assist in building PMU capacity on operational procedures and compliance with RGC and World Bank requirements.

4. Expected Outputs

The consultant shall deliver, inter alia:

1. Updated draft POM aligned with RGC SOPs, World Bank policies, and CSET project structure.
2. Consolidated documentation from stakeholder consultations, including meeting minutes, comments matrix, and agreed procedures for EE loan application and credit line implementation.
3. Finalized POM submitted by March 2026, incorporating all required institutional, fiduciary, safeguards, procurement, FM, and implementation procedures.
4. Inputs and process flows integrated into the MIS, ensuring alignment between digital systems and operational procedures.
5. Periodic progress updates for MME PMU and the World Bank, including bimonthly summaries of activities and key issues.
6. Supporting documents such as TORs, workflows, templates, and operational guidance notes as requested by the PMU.
7. Other deliverables as assigned by the Project Director or Project Manager.

5. Work Supervision

The consultant will work under the Project Director and Project Manager of the MME Project Management Unit (PMU). The consultant will also be with members of the PMU and related World Bank specialists and international consultants, to ensure that project deliverables meet the necessary technical standards, safeguard requirements, and institutional objectives.

6. Contract Term and Location of the Assignment

The Assignment will be completed within 12 months from the date of contract effectiveness, also subject to the grant timeline. Consultants may propose an appropriate payment modality—lump sum, monthly payments, or milestone-based—for consideration and approval by the PMU Director. The fee should cover all consultant costs, including travel within Phnom Penh, and activities outlined in the TOR (excluding conference organization costs).

The Consultant will review the ToR at the beginning and during the undertaking of the Consultancy and if it considers the content or structure should be changed to improve the output in anyway propose this to Project Director for its consideration.

The General Department of Energy will provide office space for the Consultant within MME premises. The consultant will provide his own computer(s) and materials. MME will undertake copying of any documents during the study and documents for distribution at meetings etc as requested by the Consultant.

7. Consultant Profile

Education

- Advanced degree in public policy, economics, business administration, banking, engineering, energy, or another relevant field.

Experience

- Minimum 5 years of relevant professional experience, preferably in project operations, public sector project management, or donor-financed project implementation.
- Demonstrated experience preparing or updating Project Operations Manual, or similar implementation documents for government or development partners.

- Prior working experience in Cambodia is required; experience working with MME or other line ministries is an advantage.
- Familiarity with World Bank operational policies, fiduciary requirements, and safeguards frameworks.
- Experience coordinating with government agencies, development partners, and financial institutions.

Technical Competencies

- Strong understanding of institutional arrangements, workflow design, and operational processes.
- Ability to translate procedures into user-friendly guidance and templates.
- Knowledge of POM development, data flow design or experience providing inputs to digital systems development is an advantage.
- Excellent organizational, analytical, and communication skills in both English and Khmer.
- Ability to work independently while coordinating diplomatically with government officials and development partners.

Other Considerations

- Women are strongly encouraged to apply.
- Part-time engagement is expected, with flexibility to join meetings, missions, and stakeholder consultations as required.

8. Guidelines for applying:

A CV and cover letter including the consultant's monthly fee, and starting date should be submitted to below contact, stating the title: "Application for IC MME: Individual National Consultant-Project Operations Manual (POM) Support :Your Name"

Mrs. Nov Rathtana

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