

# Terms of Reference (TOR)

<b>Title</b>	Individual National Consultant – FM Support and Capacity Building
<b>Contractual arrangement</b>	Local recruitment
<b>Expected start date</b>	February 2, 2026
<b>Contract duration</b>	1 year (with possibility of extension)
<b>Employment type</b>	Part-time
<b>Level of input</b>	Up to 75 days
<b>Project sponsor</b>	Financed by the World Bank's Grant Facility for Project Preparation under the Cambodia Sustainable Energy Transition (CSET)
<b>Hiring Organization</b>	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 Outdated equipment, limited energy management, aging infrastructure, and grid constraints further undermine competitiveness and hinder the integration of renewable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. Financial Management Gap Analysis and Readiness Support**

- Conduct a FM gap analysis for MME's PMU in preparation for the CSET project's effectiveness, covering FM readiness actions, FM manual internal controls, contract management and documentation practices, accounting system and procedures, and compliance with World Bank FM requirements.
- Review and advise on the process for opening and managing the Designated Account (DA), including banking arrangements, authorization protocols, and fund flow mechanisms.
- Assess current FM capacity and provide recommendations to ensure readiness for Interim unaudited Financial Reports (IFRs), external audits, and internal audit procedures once the loan becomes effective.

#### **b. Preparation of FM Inputs for MIS and POM**

- Provide technical inputs to the design of the forthcoming the computerized Accounting system- Project's Financial Management Information System (PFMIS) to ensure alignment with World Bank FM reporting, disbursement tracking, and audit requirements.
- Draft the project FM manual including the accounting templates for MME and provide training/ orientation to the project team and FM team.
- Contribute to the Project Operations Manual (POM) by drafting summary FM-related sections, including budgeting, record-keeping, internal control procedures, reporting lines, disbursement arrangements, and coordination mechanisms with policy banks and PFIs under the credit line.
- Ensure that FM procedures in the POM reflect best practices and enable MME to adequately supervise credit line implementation.

#### **c. Development of FM Tools, Templates, and Procedures**

- Prepare or refine templates/ forms and tools for use by the MME PMU, including:
  - Withdrawal applications for fund/grant and templates
  - Disbursement/payment requests
  - Bills of claim and supporting documentation
  - Budget monitoring tools and financial controls
  - Management accounting report
  - Contract management register and monitoring
  - Templates for IFRs and audit support
- Develop simple FM guidance notes or FM checklists and templates of FM work plan for PMU staff to standardize FM processes and ensure consistency with World Bank fiduciary requirements.

#### **d. FM Capacity Building, Readiness and Training**

- Deliver targeted FM training for MME PMU staff on World Bank FM policies, project accounting, budget, internal controls, fund flow, disbursement, contract management, reporting, cash and bank management, documentation standards, and audit readiness.

- Recommend fit-for-purpose accounting software for MME, taking into account reporting requirements, affordability, and scalability.
- Provide on-the-job coaching to strengthen day-to-day FM practices, including maintenance of financial records and preparation for review missions.

#### e. Coordination, Reporting, and Other Tasks

- Coordinate closely with MME PMU, EDC FM staff, policy banks, and World Bank FM specialists to ensure consistency and alignment of FM arrangements across relevant entities.
- Prepare concise progress updates, meeting minutes, and FM-related documentation as required by the Project Director or Project Manager.
- Support any other FM-related tasks assigned by the Project Director or Project Manager to ensure full readiness for project implementation.

### 4. Expected Outputs

- FM Gap and recommendations and DA opening arrangements.
- FM Readiness Action Plan covering readiness plans for FM manual, Accounting system, IFRs, audits, internal controls, and disbursement procedures.
- FM inputs to the PFMIS design to ensure proper financial reporting and tracking.
- FM sections of the Project Operations Manual (POM), including budgeting, accounting, fund flows, and supervision of the credit line.
- Standardized FM tools and templates (withdrawal applications, disbursement/payment requests, bills of claim, contract management register and monitoring, IFR templates, budget tracking tools).
- FM training materials and delivery of capacity-building sessions for MME PMU.
- Recommendation on suitable accounting software for MME.
- Other FM-related outputs 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

- The consultant should have an advanced degree in accounting, finance, business administration, public financial management, or a related field, with at least 5 years of relevant experience in financial management for development partner-financed projects, with good understanding of the Government's standard operating procedures (SOP) for all externally financed projects and programs.

### Experience

- Prior working experience in Cambodia is essential.
- Demonstrated experience working with the Government of Cambodia; experience with MME, EDC, MEF, or energy-sector PMUs is an advantage.
- Proven experience preparing or reviewing World Bank FM documents, including IFRs, FM sections of POMs, DA arrangements, disbursement procedures, and audit requirements.
- Familiarity with World Bank FM policies, PFMIS/MIS structures, and donor-driven financial reporting standards is highly desirable.
- Experience conducting FM gap analyses, developing FM tools/templates, and advising on accounting systems or software selection.
- Experience supporting PMUs on FM readiness, audit preparation, and documentation compliance in line with development partner requirements.
- Background in energy, infrastructure, or credit-line/financial intermediary operations is an added benefit.

### Technical Competencies

- Strong understanding of financial reporting, budgeting, disbursement mechanisms, internal controls, and audit processes aligned with World Bank requirements.
- Ability to prepare FM tools and templates, including withdrawal applications, payment requests, bills of claim, IFR formats, and expenditure tracking tools.
- Competence in drafting FM-related inputs for PFMIS and operational manuals.
- Proven ability to design and deliver FM training sessions and provide hands-on support to strengthen PMU capacity.
- Excellent analytical, organizational, and coordination skills relevant to the scope of work.
- Ability to work independently and diplomatically with government officials, financial institutions, and development partners.
- Fluency in Khmer and English, with strong writing and communication skills in both languages.

### 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 tile: "Application for IC MME: Individual National Consultant – FM Support and Capacity Building -Your Name"

### Mrs. Nov Rathtana

Position: Official, Department of Cooperation and ASEAN Affairs,  
General Department of General Affairs, Ministry of Mines and Energy  
#1, Preah Norodom Blvd, Sangkat Wat Phnom, Khan Daun Penh, Phnom Penh  
E-mail: [rathtanananov@gmail.com](mailto:rathtanananov@gmail.com)

**Copy:**

**H.E. Chhe Lidin**

Position: Under Secretary of State and Project Director

Ministry of Mines and Energy

#1, Preah Norodom Blvd, Sangkat Wat Phnom, Khan Daun Penh, Phnom Penh

E-mail: [chhe.lidin@gmail.com](mailto:chhe.lidin@gmail.com)

**H.E. Heng Kunleang**

Position: Director General and Project Manager

General Department of Energy

Ministry of Mines and Energy

#1, Preah Norodom Blvd, Sangkat Wat Phnom, Khan Daun Penh, Phnom Penh

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