

National Committee for Sub-National Democratic Development Secretariat (NCDDS)

Terms of Reference (ToR)

Environmental Standards and Risk Management Consultant Sustainable Climate-Resilient Accelerated Local Economic Development (SCALED) Project

Position	: Environmental Standards and Risk Management Consultant
Duty Station	: NCDD Secretariat, Phnom Penh, Cambodia
Contract Duration	: 60 working days, from November 2026 to April 2027
Market Approach	: National (Short-Term Individual Consultancy)
Expected Start Date	: November 2026
Contract Type	: Lump-sum contract
Grant Number	: E748-KH

1. Background

The 10-Year National Programs on Sub-National Democratic Development, Phase 2 (NP2, 2021-2030), was designed to implement key decentralization and deconcentration policies, specifically the Law on the Management of the Capital, Provincial, Municipal, District and Khan Administrations (2008), Law on the Management of the Commune/Sangkat Administrations (2001). The NP2 aims at enhancing the delivery of public services and local development with mainstreaming of gender equality, social equity and inclusiveness and climate change adaptation through establishing the structures and governance systems of sub-national administrations to be modern, autonomous, efficient, transparent, and accountable in providing public services and local development. NP2 is implemented under leadership and management of the National Committee for Sub-National Democratic Development (NCDD) with assistance of NCDD Secretariat (NCDDS) for day-to-day management and implantation of the program.

The Royal Government of Cambodia (RGC), through NCDDS, is preparing the Sustainable Climate-Resilient Accelerated Local Economic Development (SCALED) Project to support implementation of the 10-Year National Program for Sub-National Democratic Development Phase 2 (NP2, 2021-2030). The project is expected to be implemented over a five-year period (2027-2031) with an indicative budget of US\$80–100 million, primarily financed by the World Bank (WB) with other anticipated development partners and RGC.

The proposed Project Development Objective (PDO) focuses on three interrelated dimensions:

1. Strengthening subnational administrations' resilience systems and capacities;
2. Delivery of local economic and climate-resilient infrastructure; and
3. Promoting citizen participation, social accountability, and inclusive service delivery.

The project consists of four components:

- Component 1: Local Resilience Systems Strengthening;
- Component 2: Local Resilience and Economic Investments;
- Component 3: Innovation and Learning; and
- Component 4: Coordination, Policy, and Implementation Support.

SCALED must comply with the World Bank's Environmental and Social Framework (ESF). NCDDS seeks to recruit a qualified Environmental Standards and Risk Management Consultant to review and identify gaps and required updates in the existing environmental provisions in current government subnational planning and implementation manuals (e.g., Commune/Sangkat PIM), and to prepare the environmental risk aspects of the required ESF instruments for SCALED project in accordance with the WB ESF. The ESF instruments prepared should be proportionate to project risks with acceptable quality ready for disclosure and appraisal.

The SCALED project is currently in its preparation phase, supported by a Grant Facility for Project Preparations (GFPP). At this stage, the full project scope and design, and environmental and social risk classification have not yet been finalized. Project design and environmental and social (E&S) requirements will be progressively defined as project preparation advances, in close coordination between NCDDS, line ministries/agencies, and the World Bank Task Team.

The Environmental Standards Risk Management Consultant is expected to work closely with the Social Standards Risk Management Consultant who is being recruited separately to cover the social aspects of the required ESF instruments, which includes the Stakeholder Engagement Plan (SEP), Environmental and Social Commitment Plan (ESCP), and if relevant, the Resettlement Policy Framework (RPF). The two consultants are expected to jointly produce the required ESF instruments for SCALED.

2. Objective of the Assignment

The objectives of this consultancy are to:

- (i) Review existing environmental provisions in current subnational Commune/Sangkat Project Implementation Manuals (C/S PIM) and District Implementation Manuals (DIMs) to identify gaps and required updates; and
- (ii) Prepare the environmental aspects of the required World Bank ESF instruments for SCALED, principally the environmental sections of the Environmental and Social Management Framework (ESMF), including environmental screening procedures and Environmental Codes of Practice (ECOPs), in close coordination with the Social Standards and Risk Management Consultant, who is responsible for the social components of the ESMF, the SEP, ESCP, and the RPF if relevant.

It is noted that the final list of required ESF instruments will be confirmed by the WB Task Team following project risks classification. The consultant is expected to remain flexible and responsive to revision of ES instruments adaptable to the changes in the project scope.

3. Scope of Work

3.1. Review of Existing Environmental Provisions

- Review the environmental provisions of the existing C/S PIM and DIMs (to be confirmed with NCDDS) to identify specific gaps, inconsistencies, and required updates;
- Structure the review as a gap analysis to directly guide preparation of the environmental sections of the ESMF, not as a standalone report;
- Conduct a short field validation visit to 2-3 communes/districts to ground-truth current environmental practice, coordinated where possible with the Social Standards and Risk Management Consultant, Spatial and Socioeconomic Data Analyst Consultant, and Senior Local Planning and Governance Consultant to share logistics.

3.2. Preparation of Environmental Risk Management Instruments¹

- Work with Social Standards Risk Management Consultant to prepare the ESMF including environmental screening procedures, mitigation measures, and ECOPs by using country system with gap-filling measures to meet the World Bank ESF requirements;
- Work with the Social Standards Risk Management Consultant to ensure that E&S aspects are well incorporated into the ESMF;
- Work with Social Standards and Risk Management Consultant to prepare the ESCP using up-to-date template in consultation with the WB E&S Specialists²;
- Coordinate field assessments with the Spatial and Socioeconomic Data Analyst Consultant, and/or Senior Local Planning and Governance Consultant to share logistics and avoid duplicating travel to the same districts;
- Coordinate ESF-required environmental consultations with other consultations, rather than organizing separate standalone events.

3.3. Preparation of Training Materials

- Develop user-friendly training materials on the ESF instruments, in collaboration with the Social Standards and Risk Management Consultant and Senior Capacity Development Consultant, to help guide/facilitate trainings to NCDDS staff and subnational staff in target areas;
- Along with Social Standards and Risk Management Consultant, provide orientation to NCDDS and relevant subnational staff on the project E&S instruments, including what each instrument is, why it is required, and how it will be applied during project implementation.

4. Expected Deliverables

No.	Deliverable	Indicative Timeline	Payment Schedule
1	Environment gap analysis review report (C/S PIM and DIM)	First half of November 2026	20% upon acceptance of the review report
2	First draft of Environmental instruments	December 2026	30% upon acceptance of the first draft of Environmental instruments
3	stakeholder consultations on draft Environmental instruments	January 2027	N/A
4	Final Environmental Framework instruments incorporating consultation feedback, for disclosure prior to Negotiations	March 2027	30% upon acceptance of the final Environmental instruments
5	Capacity building for NCDDS and Subnational Staff on project ES instruments and GRM	April 2027	20% upon acceptance of the Capacity building conducted

¹ For WB produced an Overview Assessment Update from 2018 of the use of E&S country systems. The OA was done in 2025 along with a set of simplified E&S templates for use on projects rated as ‘moderate’ risk. The OA and, simplified templates for ESMF, ESCOP, etc. are available through the World Bank E&S specialists

² For WB financed projects rated as ‘moderate’ risk, simplified templates for ESMF, ESCOP, etc. are available through the World Bank E&S specialists.

5. Duration of the Assignment

The assignment is expected to be conducted over a period of approximately 60 working days between November 2026 and April 2027, with levels of effort to be determined by NCDDDS.

The Consultant will be required to travel to selected communes/districts for field validation, coordinated with the Social Standards and Risk Management Consultant, Spatial and Socioeconomic Data Analyst Consultant, Senior Local Planning and Governance Consultant travel where possible.

6. Payments

The payment will be made on the basis of lump sums to be determined based on qualifications, deliverable outputs, and contract negotiation.

7. Reporting and Supervision

The Consultant will report directly to the Project Director and/or designated Project Manager of SCALED project preparation, in coordination with the World Bank Task Team's environment and social focal points. For technical implementation, the consultant will closely collaborate and maintain regular coordination with:

- Relevant technical departments of NCDDDS;
- The Social Standards and Risk Management Consultant, for coordination of the integrated ESMF;
- The Spatial and Socioeconomic Data Analyst Consultant and Senior Local Planning and Governance Consultant, for coordination of field visits;
- World Bank technical teams, for review and no-objection on ESF instruments.

The Consultant shall coordinate the planning and scheduling of any consultations with DM/CS councils and subnational staff with the Project Management Consultant and other consultants engaged in SCALED preparation, with a view to combining or sequencing consultation activities where possible to avoid duplicative engagement or consultation fatigue among subnational stakeholders. NCDDDS will support this coordination, including through a shared consultation calendar where feasible.

All deliverables shall be submitted in English and disclosed in Khmer as required under World Bank ESF disclosure requirements.

The Consultant is expected to:

- Participate in regular preparation meetings with the NCDDDS project team and the World Bank Task Team, as required;
- Provide brief written progress updates to NCDDDS upon request.
- Respond in a timely manner to review comments and requests for revisions from NCDDDS and the World Bank Task Team.

8. Required Qualifications and Experience

Education

- Advanced university degree (master's degree or higher preferred) in Environmental Science, Environmental Management, or a related field.

Professional Experience

- Minimum 8 years of relevant professional experience in environmental safeguards, preferably with World Bank ESF or equivalent frameworks;
- Demonstrated experience preparing Environmental and Social Management Frameworks (ESMFs) or equivalent environmental management instruments for World Bank or other multilateral development partner-financed projects;
- Experience with Cambodia's subnational governance and environmental management context is highly desirable;
- Experience conducting environmental consultations consistent with requirements of the WB ESF.

Skills and Competencies

- Strong technical knowledge of World Bank ESF environmental requirements and disclosure procedures;
- Excellent analytical and report-writing skills;
- Ability to translate a gap analysis directly into practical environmental management instruments;
- Ability to work collaboratively with a co-consultant (Social Standards and Risk Management Consultant,) responsible for the social components of the ESMF;
- Fluency in English and Khmer (written and spoken) is required.

9. Selection Method

The Consultant will be selected in accordance with the applicable procurement and consultant selection procedures of the World Bank and the Royal Government of Cambodia.

10. Ethical Considerations and Confidentiality

The Consultant shall:

- Maintain strict confidentiality of all project related information and documents;
- Comply with applicable government and donor policies, including World Bank ESF requirements;
- Avoid conflicts of interest during the assignment; and
- Ensure that all outputs are original and of professional quality.

11. Administrative Support

NCDDS will:

- Facilitate access to relevant documents, including the existing C/S PIM and DIMs, and stakeholders;
- Coordinate field visits with relevant subnational administrations, including joint logistics with the Social Standards and Risk Management Consultant, Spatial and Socioeconomic Data Analyst Consultant Climate Consultant and Senior Local Planning and Governance Consultant, where feasible;
- Provide available project information and background materials; and
- Review and provide feedback on deliverables in a timely manner and support the disclosure process for project ESF instruments.