

**National Committee for Sub-National Democratic Development
Secretariat (NCDDS)
Terms of Reference (ToR)
Social Standards and Risk Management Consultant
Sustainable Climate-Resilient Accelerated Local Economic Development
(SCALED) Project**

Position : Social Standards and Risk Management Consultant
Duty Station : NCDD Secretariat, Phnom Penh, Cambodia
Contract Duration : 60 working days, over the period 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). NCDDDS seeks to recruit a qualified Social Standards and Risk Management Consultant to review and identify gaps and required updates in the existing social provisions in current government subnational planning and implementation manuals (e.g., Commune/Sangkat PIM), and to prepare the social risk aspects of the required ESF instruments for SCALED in accordance with the WB ESF. The documents 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 E&S requirements will be progressively defined as project preparation advances, in close coordination between NCDDDS, line ministries/agencies, and the World Bank Task Team.

The Social Standards and Risk Management Consultant is expected to work closely with the Environment Standards and Risk Management Consultant who is being recruited separately to cover the environmental aspects of the required ESF instruments. 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 social provisions in current subnational Commune/Sangkat Project Implementation Manuals (C/S PIM) and District Implementation Manuals (DIMs) to identify gaps and required updates;
- (ii) Prepare required social instruments interactively as project scope and design information become available;
- (iii) Plan, lead and document outcomes of stakeholder consultations on the social instruments during the project preparation phase; and
- (iv) Along with the Environment Standards and Risk Management Consultant, develop the capacity of NCDDDS staff and subnational implementing entities to understand, apply and manage the social instruments prepared under this assignment, ensure readiness for implementation.

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 social instruments adaptable to the changes in the project scope.

3. Scope of Work

3.1. Review of Existing Social Provisions

- Review the social provisions of the existing C/S PIM and DIMs (to be confirmed with NCDDDS) – including social risk screening, community engagement, land acquisition/resettlement procedures, grievance redress mechanisms, stakeholder engagement practices, labor arrangements and management, and social and gender inclusion and GBV/SEA-SH provisions – to identify gaps, inconsistencies, and required updates;
- Structure the review as a gap analysis to directly guide preparation of the SEP, RPF (if relevant), and social sections of the ESMF, not as a standalone report;
- Conduct a short field validation visit to 2-3 communes/districts to ground-truth current social practice, understand implementation capacity, and gather inputs relevant to the preparation of E&S instruments. The mission should be coordinated where possible with the

Environmental Standards and Risk Management Consultant; Spatial and Socioeconomic Data Analyst Consultant, Climate Change Consultant; and Senior Local Planning and Governance Consultant to share logistics and technical support.

3.2. Preparation of Social Risk Management Instruments¹

- The consultant will prepare the required social instruments in close coordination with the NCDDS project team under the guidance of the WB Team. The instruments will be developed iteratively-first drafts will be prepared based on available project information, updated as project design is refined, and revised following stakeholder consultations. The anticipated social instruments include, but not limited to:
- **Environmental and Social Management Framework (ESMF):** Work with Environmental Standards and Risk Management Consultant to prepare the project's ESMF. The Social Standards and Risk Management Consultant's responsibility is not limited to preparing and integrating the social sections, including stakeholder engagement, labor management procedures, social inclusion, GBV/SEA-SH risk mitigation, grievance redress, and land acquisition/resettlement provisions, as applicable, to ensure that the ESMF is a single, internally consistent instrument, by using country system with gap-filling measures to meet WB ESF requirements;
- **Environmental and Social Commitment Plan (ESCP):** Work with Environmental Standards and Risk Management Consultant and NCDDS Task Team to prepare ESCP with up-to-date template in consultation with the WB E&S Specialists;
- **Stakeholder Engagement Plan (SEP):** A plan covering stakeholder identification, engagement methods, consultation activities during both project preparation and implementation, information disclosure requirements, and the project-level Grievance Redress Mechanism (GRM);
- Support NCDDS on the **assessment and design** of the GRM, identify existing grievance mechanisms and gaps, and proposing how the GRM can be strengthened and integrated into project implementation. This will be done in close collaboration with the project's E&S PPU officer.
- **Labor Management Procedures (LMP):** To be prepared if ESS2 (Labor and Working Conditions) is confirmed as applicable by the WB Task Team;
- **Resettlement Policy Framework (RPF):** Based on a list of potential infrastructure investment under SCALED, conduct necessary due diligence and confirm whether an RPF is required for SCALED, in consultation with the WB E&S Specialists;
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- Coordinate field assessments with the Spatial and Socioeconomic Data Analyst Consultant, Climate Change Consultant, and Senior Local Planning and Governance Consultant to share logistics and avoid duplicating travel to the same districts; and
- Coordinate ESF-required stakeholder consultations with Component D structured consultations, rather than organizing separate standalone events.

3.3: Stakeholder Consultations

The Social Standards and Risk Management Consultant will coordinate closely with NCDDS, as well as the Environmental Standards and Risk Management Consultant and Senior Project Management Consultant to:

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.

- Develop a brief **consultation plan** for the preparation phase to guide consultations on the draft E&S instruments. The plan should identify relevant stakeholder groups, appropriate engagement methods, key topics for consultation, and a consultation schedule aligned with key preparation milestones (preparation and disclosure);
- Preparing **consultation materials** in accessible formats, including Khmer-language summaries of key project information and E&S instruments, for use in consultation events;
- Supporting NCDDS in **facilitating consultation events** at commune and district levels, including consultations required for the ESMF and SEP;
- **Documenting consultation outcomes**, including attendance, key issues raised, responses provided, and incorporate feedback into the E&S instruments; and
- Coordinating the timing of E&S consultations with other project preparation events (e.g., field assessments, community meetings) to minimize burden on local stakeholders and maximize efficiency.

3.4 Capacity building for NCDDS and Subnational Staff

The Social Standards and Risk Management Consultant will coordinate closely with Environmental Standards and Risk Management Consultant and Senior Capacity Development Consultant to:

- **Develop user-friendly training materials** on the ESF instruments to help guide/facilitate training to NCDDS staff and subnational staff in target areas;
- **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;
- **Application of ESCP and SEP:** Explain the key commitments under the ESCP and SEP to NCDDS, including roles, timelines, stakeholder engagement activities, reporting requirements, and how these commitments will be followed during implementation; and
- Provide practical guidance on how to establish and operate the project GRM, including grievance uptake, recording, referral, resolution, feedback to complainants, and reporting.

4. Expected Deliverables

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

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 NCDDS.

The Consultant will be required to travel to selected communes/districts for field validation, coordinated with the Environmental Standards and Risk Management Consultant, Climate Change

Consultant, Spatial and Socioeconomic Data Analyst Consultant, and 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 preparation, in coordination with the World Bank Task Team's E&S risk management focal points. For technical implementation, the consultant will closely collaborate and maintain regular coordination with:

- Relevant technical departments of NCDDDS;
- The Environmental Standards and Risk Management Consultant, for coordination of the integrated ESMF;
- The Climate Change Consultant, Spatial and Socioeconomic Data Analyst Consultant, and Senior Local Planning and Governance Consultants, 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 Senior 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 Social Science, Social Development, Sociology, Anthropology, or a related field.

Professional Experience

- Minimum 8 years of relevant professional experience in social safeguards or social development for investment projects, preferably with World Bank ESF or equivalent frameworks;
- Demonstrated experience preparing social or E&S instruments including ESMF, ESCP, Stakeholder Engagement Plans (SEPs), Resettlement Policy Frameworks (RPFs), IPPF/IPP, LMP, or equivalent social management instruments for World Bank or other multilateral development partner-financed projects;
- Experience with Cambodia's subnational governance and land/resettlement context is highly desirable;

- Experience conducting stakeholder engagement consistent with requirements of WB ESF.

Skills and Competencies

- Strong technical knowledge of World Bank ESF social requirements and disclosure procedures;
- Excellent analytical and report-writing skills;
- Ability to translate a gap analysis directly into practical social management instruments;
- Ability to work iteratively and responsively in a dynamic preparation environment where project scope is progressively defined;
- Ability to work collaboratively with a co-consultant (Environmental Standards and Risk Management Consultant) responsible for the environmental components of the ESMF;
- Strong interpersonal and facilitation skills, with the ability to engage effectively with government counterparts, WB staff, and diverse subnational stakeholders; and
- 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;
- Ensure that all outputs are original and of professional quality, and reflective of actual consultations and field findings; and
- Apply a do-no-harm approach, respectful, inclusive, and culturally sensitive manner in all stakeholder consultations.

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 Environmental Standards and Risk Management Consultant, Spatial and Socioeconomic Data Analyst Consultant, Climate Change Consultant, Senior Local Planning and Governance Consultant, and Senior Capacity Development Consultant where feasible;
- Facilitate the stakeholder consultations and capacity building on ES instruments;
- 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.