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

Terms of Reference (ToR)

Senior Project Management Consultant

Sustainable Climate-Resilient Accelerated Local Economic Development (SCALED) Project

Position	: **Senior Project Management Consultant**
Duty Station	: NCDD Secretariat, Phnom Penh, Cambodia
Contract Duration	: 12 months (subject to satisfactory annual performance review with 3 months of probation)
Market Approach	: National (Individual Consultancy)
Expected Start Date	: November 2026
Contract Type	: Time-based contract, Long-term
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 policy, 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 implementation 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 indicative financing of US$80-100 million and financed by the World Bank and other development partners.

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.

The Project Document and Project Implementation Manual (PIM) are the primary integration products of the entire GFPP-financed preparatory phase, bringing together the outputs of all preparatory activities into a single set of operational instruments. The SCALED Stocktake Report found that Cambodia's decentralization, climate, and public financial management reforms have tended to remain fragmented and "projectized" — advanced through parallel, donor-driven consultancy outputs rather than integrated into a single, coherent, government-owned program design. Each SCALED preparatory activity individually builds on and tests Stocktake findings within its own scope — climate hazard and vulnerability evidence, climate mainstreaming, planning guidelines, fund flow and PFM arrangements, financial management, procurement, and safeguards — but only the Project Document and PIM bring these individually Stocktake-grounded outputs together into one coherent design. NCDDS seeks to recruit a qualified Project Management Consultant, to lead the drafting of these documents and to ensure this integration does not itself reproduce the fragmentation the Stocktake identified.

Beyond drafting these documents, the Project Management Consultant is expected to function as an embedded, day-to-day project management counterpart to NCDDS throughout the preparatory phase, and to work in close, ongoing coordination with all consultants engaged in SCALED project preparation — spanning subnational planning and governance, climate risk evidence and mainstreaming, local economic development, fund flow and public financial management, financial management systems, procurement, and safeguards — to ensure that the project's overall management design is coherent and internally consistent from planning through to project fund flow.

2. Duties and Responsibilities

The Senior Project Management Consultant is responsible for preparing: (i) a complete Draft Project Document, structured around the agreed component architecture; (ii) a Draft Project Implementation Manual (PIM) providing operational guidance on all aspects of project implementation, integrating inputs from all upstream preparatory activities; and (iii) the project's Results Framework (Log Frame), including PDO-level and intermediate results indicators, baselines, targets, and data sources.

The Consultant shall treat the SCALED Stocktake Report as a shared, cross-cutting reference point: where individual SCALED preparatory activities have tested, validated, or refined specific Stocktake findings within their own scope, the Consultant is responsible for reconciling those outputs and integrating them into a single, internally consistent Project Document and PIM — resolving any inconsistencies between consultants' outputs before finalization, rather than passing fragmented inputs through unchanged. The Consultant will discuss any inconsistencies with the relevant consultants as well as with the NCDDS project team to ensure alignment and consistency with the Project Development Objectives and Theory of Change.

2.1. Post Supervision

The Senior Project Management Consultant is under the direct supervision of the Project Director and designated Project Manager of NCDDS and works in close coordination with the World Bank Task Team. The Consultant is expected to work day-to-day with NCDDS project management, providing continuous, hands-on coordination and support rather than periodic reporting.

2.2. Responsibilities

a. Day-to-Day Project Management Support to NCDDS

- Serve as an embedded, day-to-day project management counterpart to NCDDS leadership throughout project preparation, providing continuous rather than periodic coordination, problem-solving, and technical support;
- Track preparation milestones, deliverables, and dependencies across all Component A, B, and C consultants, and flag risks, delays, or gaps to NCDDS management in real time;
- Confirm that each Component consultant's outputs remain grounded in, and consistent with, the relevant findings of the SCALED Stocktake Report, and flag to NCDDS management any material inconsistencies between consultants' outputs, or between an output and the Stocktake evidence base, for resolution;
- Participate in selected field visits of the above Component consultants and workshops
- Support NCDDS in coordinating the overall implementation of project preparation workplan and budget and the sequencing of upstream inputs required for the Project Document, PIM, and Results Framework.
- Contribute to monthly progress reports and help troubleshoot any delays.

b. PIM Structure and Coordination

- Prepare an indicative PIM chapter structure and agree it with the SCALED preparation management team and with the World Bank Task Team;
- Identify the specific inputs required from each upstream activity, existing assessments, and the SCALED Stocktake Report and its design questions (A-4 planning guidelines, A-5 fund flow decisions, C-1/C-2 E&S instruments, C-3 procurement arrangements, C-4/C-5 financial management and auditing procedures, etc.) and establish a schedule for their integration.

c. Development of the Project Results Framework (Log Frame)

- Develop the project's Results Framework/Log Frame aligned with the PDO and component architecture, including outcome and output indicators, baselines, targets, and means of verification;
- Coordinate with component leads and technical consultants to ensure indicators are realistic, measurable, and consistent with data already being generated by upstream activities (e.g., LED functional mapping and climate vulnerability classification);
- Align the Results Framework with the monitoring and evaluation arrangements described in the PIM, and agreed final indicators, baselines, and targets with the World Bank Task Team.

d. Drafting of the Project Document

- Draft a Project Document (akin to a Project Appraisal Document but framed as the government's program document) focused on project objectives, implementation

arrangements, and activities to be funded, structured around the agreed component architecture.

- Ensure the Project Document presents a complete and coherent overall project management and implementation flow, including fund flow arrangements agreed in close coordination with the Local Planning Governance Consultant and SNA Fiscal Consultant — including their alignment with the MEF Standard Operating Procedures (SOP) for Development Partner funds — so that institutional, financial, and results-monitoring arrangements are consistent throughout the document.

e. Development of the Project Implementation Manual

- Draft the PIM providing operational guidance on component procedures, financial management arrangements, procurement guidelines, revised planning guidelines, environmental and social management procedures, and the monitoring and evaluation framework;
- Integrate chapter drafts from upstream activities as they become available, beginning after the Technical Design Review confirms the component architecture.
- Coordinate and consolidate technical inputs from national and international consultants to strengthen the draft PIM and ensure its quality and consistency;
- Present the Draft PIM at the Final Implementation Readiness Workshop and incorporate feedback into the final version.

f. Ensuring Design Coherence Across SCALED Preparation

- Maintain a master tracking matrix of which SCALED preparatory activity is responsible for testing, validating, and operationalizing each relevant SCALED Stocktake Report finding and design question, and use it to confirm that no finding is addressed twice or left unaddressed across the Project Document and PIM;
- Reconcile inconsistencies between individual consultants' outputs before they are locked into the Project Document or PIM — for example, differing fund flow assumptions between the SNA Fiscal Consultant's design brief and the Financial Management Consultant's manual chapter, or differing treatment of the climate function between the Climate Risk Geographic Consultant's evidence base and the Climate Change Consultant's mainstreaming framework;
- Confirm that the final Project Document and PIM route project management, financing, and monitoring functions through NCDDS's existing institutional and government-system arrangements — consistent with the Stocktake's central finding that Cambodia's decentralization reforms have tended to remain fragmented and donor-driven — rather than creating new, parallel, SCALED-specific structures.

2.3. Reporting and Communication

The Consultant will report directly to the Project Director and/or designated Project Manager of SCALED preparation, in close coordination with the World Bank Task Team. The Consultant is expected to work day-to-day with NCDDS project management – providing continuous, hands-on coordination/support rather than periodic reporting – and to maintain close working relationships with all Component A, B, and C consultants, including on fund flow and financial management arrangements, to ensure a coherent overall project management design.

For technical implementation, the consultant will closely collaborate and maintain regular coordination with:

- Relevant technical departments of NCDDS;
- The Spatial and Socioeconomic Data Analyst Consultant and Climate Change Consultant (Activity A-2), whose hazard/vulnerability evidence, climate mainstreaming framework, and PIM climate chapter must be reflected consistently in the Project Document and PIM;
- The Senior Local Planning and Governance Consultant (Activity A-4), who leads revision of district and commune planning guidelines;
- The Senior LED Consultant (Activity A-1), whose economic opportunity mapping and investment prioritization approach must be reflected in the Project Document;
- The SNA Fiscal Consultant (Activity A-5), whose fund flow and performance incentive recommendation is the basis for the Project Document's fund flow arrangements;
- The Senior Financial Management Consultant and Senior Procurement Consultant (Activities C-3/C-4/C-5), whose manuals and procedures form the corresponding PIM chapters;
- The Environmental Standard and Risk Management Consultants and the Social Standard and Risk Management Consultant (Activities C-1/C-2), whose instruments form the PIM's environmental and social management procedures;
- The Senior Capacity Development Consultant, whose training materials must align with the finalized tools and procedures described in the PIM;
- All other consultants engaged in SCALED project preparation, whose outputs must be integrated into the PIM and Project Document;
- World Bank technical teams.

The Consultant shall coordinate the planning and scheduling of consultations, validation workshops, and technical meetings involving DM/CS councils, subnational staff, and other stakeholders with relevant consultants engaged in SCALED preparation to align activities, avoid duplication, and minimize consultation fatigue among stakeholders. NCDDS will support this coordination, including through a shared consultation calendar where feasible.

All deliverables should be submitted in English. The final PIM should also be made available in Khmer.

The Consultant is expected to:

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

3. Required Qualifications, Skills and Competencies

3.1. Education

- Advanced university degree (master's degree or higher preferred) in Public Administration, Development Studies, Project Management, Economics, or a related field.

3.2. Professional Experience

- Minimum 10 years of relevant professional experience in project management and preparation of operational manuals for donor-funded development projects;
- Demonstrated experience drafting Project Implementation Manuals or equivalent operational instruments for World Bank or other multilateral development partner-financed projects consistent with Government PIMs;
- Experience integrating technical inputs from multiple specialist teams into a single coherent operational document, including reconciling findings from Stocktake or diagnostic assessments across multiple technical areas;
- Experience with Cambodian government project implementation arrangements is highly desirable;
- Demonstrated experience developing Results Frameworks/Log Frames (PDO and intermediate results indicators, baselines, targets, and M&E arrangements) for World Bank or other multilateral development partner-financed projects;
- Familiarity with project fund flow and financial management arrangements for decentralized or sub-national government programs is highly desirable;

3.3. Skills and Competencies

- Excellent project management, coordination, and technical writing skills;
- Strong ability to synthesize inputs from diverse technical specialists into an integrated product;
- Ability to work effectively with government agencies and development partners;
- Fluency in English and Khmer (written and spoken) language is required.