

**Country: Independent State of Papua New Guinea (PNG)**

**Name of Project: PNG – National Access and Transformation Project  
(NEAT)**

### **Terms of Reference**

**For Individual Consultant to Assist in the Development of Terms  
of Reference for and Selection of Employer's Project Manager  
(EPM) (Owner's Engineer -- OE)**

**Type of Contract:** *Individual Consultant – Time-Based*

**Location:** *Port Moresby, Papua New Guinea (with remote work options as necessary)*

**Expected Duration:** *8-month period*

**Reports To:** *NEAT Project Director, PNG Power Limited*

**Contract No.:** *PPL-NEAT-xxxx CS- INDV*

**Contract Name:** *Contract for Development of Employer's Project Manager (Owner's Engineer Terms of Reference) and Assistance with Selection*

## **TERMS OF REFERENCE AND SCOPE OF SERVICES**

### **1. BACKGROUND**

The Government of the Independent State of Papua New Guinea (GoPNG) has received World Bank finance for a new energy project, to be implemented by PNG Power Limited (PPL). It is agreed that the new project, to be known as the PNG National Energy Access and Transformation Project (PNG-NEAT). The project has four main components. Component 1 is solely implemented by PPL. Component 2 is Implemented by the National Energy Authority (NEA). Component 3 and 4 will be implemented by both PPL and NEA but in a split arrangement where each agency implements its scope of the components independently. The main project components will involve:

#### **Component 1. Rehabilitation, reliability enhancement of PPL infrastructure, and on-grid electrification**

Component 1, to be implemented by PPL, consists of three subcomponents:

- 1.1: Rehabilitation and modernization of distribution networks Subcomponent
- 1.2: Grid densification and expansion for household connections
- 1.3: Pilot Public-Private Partnership (PPP) in PPL mini-grid clean energy modernization

#### **Component 2: Renewable energy micro-grids and rural energy market development.**

Component 2, to be implemented by the National Energy Authority (NEA), consists of three subcomponents:

- 1.1: Rehabilitation and modernization of distribution networks Subcomponent
- 1.2: Grid densification and expansion for household connections
- 1.3: Pilot Public-Private Partnership (PPP) in PPL mini-grid clean energy modernization

#### **Component 3. Energy Sector Institutional Development**

Component 3 consist of two sub-components:

- 3.1 NEA Institutional Development (to be implemented by NEA)
- 3.2 PPL Institutional Development (to be implemented by PPL). This subcomponent includes the following elements (the list is indicative):

For a full description of project components, please refer to the Project Appraisal Document of the World Bank <https://documents1.worldbank.org/curated/en/099082024140036078/pdf/BOSIB-6d1369c0-620b-45f6-bfa7-a84f0a92dfe3.pdf>

#### **Component 4. Project Management**

Component 4 also consist of two subcomponents:

- 3.1 NEA Project Management (to be implemented by NEA)
- 3.2 PPL Project Management (to be implemented by PPL). This subcomponent will finance project management activities for the project components implemented by

PPL (components 1, 3.2, and 4.2), including management, coordination, monitoring, and evaluation. It will, inter alia, cover the costs of an Employer's Project Manager (EPM)/Owner's Engineer (OE) and other eligible costs of the PPL's Project Implementation Unit (PIU) (eligible incremental operating costs, external consultants, equipment and material needed for effective project management, etc.).

## **2. OBJECTIVE OF THE ASSIGNMENT**

The objective of the assignment is to support PNG Power Limited in the development of a comprehensive, clear, and World Bank-compliant ToR and support PPL in the selection of the Employer's Project Manager (Owner's Engineer), who will oversee the implementation of the NEAT Project's PPL components

## **3. SCOPE OF SERVICES**

The Individual Consultant shall work under the direction of the NEAT Project Manager The scope of work includes:

### **a. Review and Understanding of NEAT Project**

- Review the NEAT Project documentation Project Appraisal Document (PAD), the Project Implementation Manual (PIM) and the Environment & Social (E&S) Frameworks, Project Procurement Strategy for Development – (PPSD), etc
- Understand the overall scope of NEAT Components 1, 3.2, and 4.2, and the planned implementation modality.
- Review current and planned technical assistance and implementation structures within PPL and the NEAT PMU.

### **b. Define the EPM Role and Responsibilities**

- Develop a comprehensive and clear definition of the scope of services, duties, and responsibilities of the EPM, including its function as:
  - Owner's Engineer
  - Project Implementation Support (PIS)
  - Contract Management Support
  - Technical Advisory and Quality Assurance Agent

### **c. Identify Skill Requirements**

- Develop a staffing plan and skill requirement matrix for the EPM, including:
  - Team composition (team leader, electrical engineer, civil engineer, E&S specialists, etc.)
  - Minimum academic qualifications
  - Professional experience (years, sectors, regional/international exposure)
  - Key competencies and certifications

### **d. Procurement and Contractual Inputs**

- Propose contract type (time-based or lump-sum)

- include preparing resource (staff-months) and cost estimate US\$) for the EPM/OE assignment
- Recommend the duration and expected level of effort
- Develop evaluation criteria for selection of the EPM (technical/financial ratio, scoring methodology)
- Draft standard output-based deliverables schedule with milestones

e. Coordination and Review

- Coordinate with PNG Power, and relevant stakeholders to ensure alignment.
- Present draft versions and incorporate feedback.
- Deliver a final, high-quality documents in editable format as per the schedule of deliverables.

#### 4. DELIVERABLE

Deliverable	Description	Timeline
Draft EPM ToR	First full draft of the Employer's Project Manager ToR document, with full structure	Week 2
Consultation meeting/finalization of draft ToR	Presentation and discussion of draft with PPL	Week 3
Revised EPM ToR	Final version of the ToR with revisions based on comments from financier (if any)	Week 4
Prepare draft EOI	Supporting inputs for procurement (evaluation criteria, qualifications, etc.)	Week 4
Prepare evaluation report for the EOI	Provide support during the evaluation of EOI received and preparation of the evaluation report	3 weeks after deadline for EoIs
Prepare draft RFP	Support in the inputs for the development of the RFP	1 week after receiving World Bank no-objection for the evaluation report for the EOI
Prepare technical evaluation report for the proposals received	Support in the evaluation of the proposals received and prepare evaluation report	3 weeks after deadline for submissions of proposals
Prepare combined technical and financial evaluation report	Support in the evaluation of the financial proposal and preparation of the combined evaluation report	1 week after the financial proposals are opened
Negotiations and draft Contract	Support in contract negotiation and draft contract	2 weeks after receiving World Bank no-objection for the combined evaluation report
Preparation of the final Contract	Support PPL PIU in finalizing the Contract	1 weeks after receiving World Bank no-objection for the draft initialed contract

## 5. CONSULTANT'S QUALIFICATIONS AND EXPERIENCE

The selected consultant must meet the following criteria:

Requirement	Description
Education	Minimum of bachelor's degree in Electrical Engineering, Civil Engineering, Project Management, or related field. Having a Master's degree in either of these fields would be an advantage.
General Experience	At least 10 years of relevant professional experience in power utility infrastructure projects; experience developing ToRs for multilateral development bank projects.
Specific Expertise	Demonstrated experience in Owner's Engineer assignments, project management, FIDIC-based EPC contracts, and procurement processes
International Exposure	Prior assignments in developing country contexts, preferably in the Pacific or Southeast Asia
Language	Excellent written and spoken English

## 6. INSTITUTIONAL AND REPORTING ARRANGEMENTS

- The Consultant will report to the Project Manager of the NEAT Project at PNG Power.
- PNG Power will provide access to all necessary documentation, coordination with stakeholders, and coordination of meetings.
- The consultant generally would work remotely however should be prepared to travel to Port Moresby if requested.

## 7. INPUTS PROVIDED BY PNG POWER

- Project-related documentation (NEAT PAD, PPSD, safeguards instruments, etc.)
- Access to key staff and stakeholders
- Office space and communication logistics, if required during in-country missions

## 8. DURATION AND PAYMENT

- The contract is expected to be implemented over 8 months, with an estimated [e.g., 30–45 days of input], depending on the Consultant's work plan.
- The contract will be time-based, and payments will be made upon submission and approval of deliverables in accordance with the agreed payment schedule.

## 9. CONFIDENTIALITY AND INTELLECTUAL PROPERTY

- All deliverables, documents, and outputs produced under this assignment shall remain the property of PNG Power Limited.
- The Consultant shall treat all information obtained during the assignment as confidential and shall not disclose any part without written consent from PPL.

## **10. ANNEXES**

- Annex 1: Project Appraisal Document