



**Renewable Energy Generation and Assess INcrease Project (REGAIN)
(P181250)
Marshall Islands**

**REQUEST FOR EXPRESSIONS
OF INTEREST
Consulting Services
For
Project Management Services**

**Grant No.: E331-MH
Project Management Services – REGAIN Project**

Reference No. MH-MEC-517201-CQS

October 24, 2025

The Government of the Marshall Islands has received financing from the International Development Association (IDA) (the “Bank”) in the form of a “credit” (hereinafter called “credit”) toward the cost of the Renewable Energy Generation and Access Increase (REGAIN)

The Marshalls Energy Company (MEC) (the Client), as implementing agency of the Client, intends to apply a portion of the proceeds of this credit to eligible payments and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include provision of comprehensive project management services for the REGAIN Project: (i) Strengthen institutional coordination and capacity across MEC, KAJUR, and NEO; (ii) Ensure timely and compliant implementation of all project components; (iii) Provide strategic and operational support to MEC’s Project Implementation Unit (PIU); (iv) strategic oversight and coordination across all project stakeholders; (v) procurement management and contract administration; (vi) monitoring, reporting and compliance; (vii) safeguards management; and (viii) capacity building and knowledge transfer to MEC staff.

The selected firm will: Nominate a qualified Key Person to serve as Project Manager.

The Terms of Reference (TOR) for the procurement are attached to this request for expressions of interest.

The MEC now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The shortlisting criteria are:

Mandatory requirements

1. The Firm must satisfy the following mandatory requirements:

a) **Firm Experience:**

- Minimum 10 years of experience in monitoring, evaluation, and management of infrastructure projects in developing countries
- At least two (2) successfully completed similar consultancies in the last 10 years (2015-2025)
- ISO 9001 certification or equivalent quality management system certification

b) **Key Personnel to be Nominated:**

- **Team Leader:** Minimum 20 years in project management, engineering and project delivery
- **Project Manager (Key Person):** Minimum 10 years of practical project management experience in infrastructure delivery including energy and utility operations
- Demonstrated experience managing FIDIC or EPC contracts in the Energy Sector
- Excellent command of English language

c) **Multidisciplinary Team Availability:** Firm must confirm availability of additional specialists (as detailed in Section 6 of the TOR) to be available on call basis

Discretionary requirements

1. The Firm's ability to satisfy many or all of the following may be relevant to a successful application
 - Proven ability to deal sensitively in multi-cultural environments and build effective business relationships with clients and colleagues.
 - Proven ability to function effectively in multi-disciplinary teams within a matrix management environment.
 - Adequacy for the assignment e.g. recent experience with project management assignments, experience with project management in public sector environment, project management experience with large scale energy infrastructure, relevant training for the role, relevant specialist qualifications relating to the role)
 - Experience related to a small development state or a small island municipality .
 - Proven capacity building and institutional strengthening track record
 - Ability to rapidly mobilize team (within 30 days)
2. The successful Firm will be required to nominate a team, that demonstrates the above requirements of the Firm as part of the negotiation process. One member of the team (either as an employee or a contractor) will be nominated as the key person and will be responsible for the key person role as set out in these TORS. Subject to this requirement there is no limit to how small or large the team can be.

Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" September 2025 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest. In addition, please refer to the following specific information on conflict of interest related to this assignment:

The assignment will be carried out through Selection Based on Consultants' Qualifications (CQS) in accordance with the World Bank's Procurement Regulations for IPF Borrowers, September 2025. Firms will be evaluated based on their qualifications, experience, and approach as detailed in the subsequent Request for Proposals.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Framework Agreement arrangements described in the Procurement Regulations and to be specifically set out in the Request for Proposals.

Further information can be obtained at the address below during office hours. 0900 to 1700 hours.

Expressions of Interest (EOI) must be delivered in a written form to the address below November 27, 2025.

MEC:

Attn: Steve Wakefield
PO Box 1439
Majuro MH 96960
Republic of the Marshall Islands
Tel: 692-625-3827/3829
E-mail: swakefield@mecrmi.com

Copy: Jack Chong-Gum, jack.chonggum@mecrmi.net

EOI Submission Requirements:

Expressions of Interest should include the following information:

1. Brief description of the firm and organizational structure
2. Summary of relevant experience (maximum 10 projects, preferably in developing countries and energy sector)
3. Confirmation of mandatory requirements including:
 - Years of experience in project management
 - ISO or equivalent certifications
 - Availability of multidisciplinary team
4. CVs of proposed Team Leader and Project Manager (Key Person) - maximum 3 pages each
5. Statement confirming no conflict of interest
6. Company registration documents

Page Limit: Maximum 15 pages excluding CVs and registration documents"

Yours sincerely,

Jack Chong-Gum
CEO
Marshalls Energy Company
P O Box 1439, Majuro MH 96960
jack.chonggum@mecrmi.net

**Republic of the Marshall Islands
Marshalls Energy Company (MEC)
Terms of Reference (TOR)
Project Management Services – REGAIN Project**

Project ID: P181250

Assignment Type: International Firm (Time-Based Contract)

Duration: 12 Months (Renewable)

Location: Remote with Periodic Missions to Majuro

1. Background

The Cabinet of the Government of the Marshall Islands (GRMI) established Marshalls Energy Company (MEC) by corporate charter in 1984 to generate, supply, and commercialize electricity in Majuro Atoll as well as to purchase and sell petroleum products. The GRMI, through the MEC, is currently implementing the World Bank (WB) funded Renewable Energy Generation and Assess INcrease Project (REGAIN) (P181250) to further increase renewable energy generation, initiated through Sustainable Energy Development Project (SEDeP), and embrace new intervention areas to enhance resilience, improve electricity access in selected outer islands and strengthen institutions. The project would also enhance the capacity of key energy sector stakeholders, targeting electricity sector regulation, monitoring tools, and power utility operation.

To support the preparation and implementation of the REGAIN project, MEC is strengthening its capacity in core cross-cutting functions, including project management, financial management, environmental and social safeguards, and procurement. To this end, the MEC is seeking to engage a qualified international firm to provide comprehensive project management services, ensuring strategic oversight, coordination, and compliance with World Bank guidelines.

1.1. Implementation Arrangements

The Implementing Agency (IA) for the project is MEC. Other key stakeholders include the Ministry of Finance, Banking & Postal Services (MFBPS) as the Executing Agency, Kwajalein Atoll Joint Utilities Resources Inc. (KAJUR) and the National Energy Office (NEO).

A Project Implementation Unit (PIU) has already been established within MEC. The PIU under MEC is responsible for coordinating the project preparation and implementation of REGAIN in accordance with guidelines and regulations, as well as the annual work plans and budgets, which will detail project activities and eligible expenditures. The PIU will undertake key tasks including project planning, coordination, financial management, procurement and contract management, environmental and social risk management, construction supervision and monitoring and reporting throughout the project implementation period.

The PIU includes the Project Implementation Officer (PIO), Procurement Officer (PO), Finance Officer (FO), and Environment & Social Officer (ESO) and other key staff. The Nominated Key Person to serve as Project Manager will report to the Chief Executive Officer, MEC.

2. Objectives

The selected firm will:

- Nominate a qualified Key Person to serve as Project Manager.
- Provide strategic and operational support to MEC's Project Implementation Unit (PIU).
- Ensure timely and compliant implementation of all project components.
- Strengthen institutional coordination and capacity across MEC, KAJUR, and NEO.

3. Scope of Services

3.1. Strategic Oversight & Coordination

- Lead implementation of the Project Implementation Manual (PIM).
- Coordinate across stakeholders, consultants, and contractors.
- Maintain and update annual work plans, budgets, and disbursement schedules.
- Support the Project Steering Committee with planning and reporting tools.
- Coordinate activities across Majuro, Ebeye, Arno, Jaluit, Wotje, Rongrong, and Kili
- Ensure all solutions and processes established are sustainable and can be handed over smoothly to local MEC.

3.2. Project Management

- Establish appropriate systems and tools to facilitate effective project set-up including implementation scheduling and tracking of ongoing and future contractual obligations for goods and services, using active means of measuring and detecting performance on time, cost and quality.
- Establish a milestone-based procedure whereby contract performance is measured and linked to the attainment of results on contracted project milestones, with progress payments justified by verifiable milestone attainment.
- Undertake periodic monitoring and review of the project progress linked to results on milestone attainment, reporting performance on scope, time and cost management, establish data-driven risk management and monitoring systems that include recommended controls.
- Develop systems and standards for project documentation control and reporting at the various stages of development, implementation and post-implementation period, ensuring that all project and contract implementation lessons and experiences are well documented for capitalization and adaptation in future projects.
- Lead the development of standards and procedures for the integration of safety and environmental protection at the development and implementation of energy projects.
- Review the functional features and capabilities of the Projects Module and propose enhancements for integration to ensure further optimization of systems and procedures for improved performance on earned value.
- Review the organizational arrangements of REGAIN with respect to project and program management and advise on any necessary improvements to ensure ongoing effectiveness.

3.3. Procurement Management

- Review existing contract templates to ensure effectiveness of terms and conditions, including risk-sharing mechanisms and project phasing that increase possibilities for projects to be delivered to realize intended objectives.
- Establish and document systems, procedures and processes for effective management of contract implementation, enquiries, claims, issues, disputes, variations and risks between contractors and MEC.
- Advise and propose strategies to enforce compliance of equipment manufacturers, EPC contractors, and other project players to adhere to the stipulated project quality, budget and time in line with agreements reached with the government and or with MEC.
- Prepare technical specifications, Terms of Reference (TORs), and procurement documentation for all project activities including consulting services, goods, and works.
- Establish standardized templates and quality assurance processes to ensure compliance with World Bank procurement requirements and optimize implementation timelines.
- Provide advice and support to MEC on opportunities to improve project procurement outcomes, efficiency and value for money.
- Establish and document systems, procedures and processes for effective management of contracts including monitoring of timely payments and compliance with contract obligations.

3.4. Capacity Building

- Develop and implement a mentorship and skills development and transfer programme on project management and contract management to MEC staff during the contract.
- Review Job Descriptions of Staff charged with Project management responsibilities and ensure that they are comprehensive and transparent regarding the expected deliverables.
- Advise on available external options for training and development of the Project Management Staff of MEC and KAJUR, to enhance internal skills and competence in Project Management.
- Advice on available external options for training and development of Contract Management Staff of MEC for enhancing internal skills and competence in managing different types of contract arrangements with consultants, contractors, suppliers and manufacturers.

3.5. Safeguards & Compliance

- Ensure enforcement and compliance of safety and environmental protection standards and procedures by contractors, consultants, suppliers and manufacturers of goods and services in the critical path of project completion.
- Monitor implementation of Environmental and Social Management Plans.
- Ensure compliance with grievance mechanisms and labor procedures.
- Liaise with safeguards specialists and CIU for reporting and corrective actions.

3.6. Monitoring, Reporting & Communication

- Prepare monthly, semi-annual, and annual progress reports.
- Prepare ICR, project completion report, annual work plan and budget, and other reports as required by the MEC CEO and the World Bank.
- Maintain dashboards for KPIs, procurement, disbursement, and safeguards.
- Provide weekly briefs to the MEC CEO and updates to the World Bank task team.
- Coordinate workshops, missions, and stakeholder engagement.

4. Key Performance Indicators (KPIs)

Indicator	Target
Timely execution of work plans	≥ 90%
Procurement milestones achieved	≥ 90%
Disbursement targets met	≥ 90%
Safeguards compliance	100%
Timely reporting and documentation	100%

5. Firm Experience

General Experience: The successful firm, in general, must have at least ten (10) years of experience in the monitoring, evaluation, and management of projects or Programs of infrastructure projects of this nature and magnitude in developing countries.

Specific Experience: The successful firm must demonstrate its experience establishing systems to measure impact and translate outcomes into quantifiable improvements for continuous model calibration. of at least two successfully completed consultancies in the last ten (10) years (2015-2025)

6. Project Team Composition:

The consulting firm shall be able to deploy the following key experts to carry out or facilitate recommended actions:

Team Leader – Having a minimum professional experience of 20 years in Project Management, Engineering and project delivery.

Project Manager - Having a minimum of at least 20 years of practical project management experience in infrastructure delivery including energy and utility operations .

- Demonstrated experience in project management and expertise in managing FIDIC or EPC contracts in the Energy Sector, at a Senior management position excellent negotiation, financial management, and team management
- Knowledge of international safety and environmental protection standards and specifications
- Excellent command of the English language.
- Proven ability to review, develop and implement procurement guidelines and operating processes.
- Proven Experience in project risk management for energy infrastructure projects. □ Demonstrated capacity building and institutional strengthening.

Furthermore, the consulting firm shall confirm availability of **additional multidisciplinary team** personnel with expertise in technical, financial, and safeguards to be available on call basis, as per the minimum requirements listed in the Table below in such a way that the project's objective is achieved without delays or deficiencies.

Position	Years of Experience
Principal Project Engineer	20 years
Principal Sustainability Specialist	20 years
Principal Asset Management Specialist	20 years
Principal Financial Specialist	20 years
Principal Procurement Specialist	20 years
Principal Inventory Specialist	20 years
Principal Technology Specialist	20 years
Principal Data Scientist	20 years
Lead Engineer	10 years
Lead Sustainability Specialist	10 years
Lead Asset Management Specialist	10 years
Lead Financial Specialist	10 years
Lead Procurement Specialist	10 years
Lead Inventory Specialist	10 years
Lead Technology Specialist	10 years
Lead Data Scientist	10 years
Senior Engineer	7 years
Senior Sustainability Analyst	7 years
Senior Asset Management Analyst	7 years
Senior Financial Analyst	7 years
Senior Procurement Analyst	7 years
Senior Inventory Analyst	7 years
Senior Technology Analyst	7 years
Senior Data Scientist	7 years
Engineer	3 years
Sustainability Analyst	3 years
Asset Management Analyst	3 years
Financial Analyst	3 years
Procurement Analyst	3 years
Inventory Analyst	3 years
Technology Analyst	3 years
Data Scientist	3 years
Assistant Engineer	< 3 years

Travel & Resourcing

- Continuous in-country presence. Minimum on site presence expectation □ The firm must provide remote support infrastructure.
- Travel reimbursed in accordance with MEC policy, capped time billing for travel.

7. Deliverables

Deliverable	Frequency
Updated PIM and Annual Work Plan	Annual
Monthly Progress Reports	Monthly
Semi-Annual Implementation Reports	April & October
Financial Forecasts and Disbursement Plans	Quarterly
Completion Report	End of Contract

8. Technical Questionnaire

Within the technical proposal, please address the following questions and requests for documentation.

No.	Requirements	Vendor Response
1	Multi-Industry Experience Provide a detailed case study of a single project (preferably in a developing country) that showcases your experience in project start-up, including stakeholder engagement and risk management especially in an Energy Project.	
2	Risk Assessment Expertise Describe your firm's experience in assessing and understanding project risk in an Energy project. Share any relevant experiences or references where you developed risk profiles for similar projects.	
3	Commercial Assessment	

	Provide an example of a commercial assessment you have developed for a WB-funded project (or similarly structured development initiative)	
4	Technology Capabilities Demonstrate your firm's tools or approaches for integrating technology solutions during project setup, focusing on how these mitigate or minimize project risks.	

5	CVs of Proposed Personnel Include resumes for key experts and specialists, highlighting relevant experience, qualifications, and past performance on similar engagements. Refer to Section 6 for personnel requirements. (The additional Multidisciplinary team will be not subject to evaluation)	
6	ISO or Equivalent Certifications Confirm your firm is certified to applicable ISO standards or equivalent quality and management systems (such as ISO 9001).	
7	Key Requirements for Project Setup Outline the critical steps, processes, or frameworks your firm implements during project initiation to ensure successful delivery.	
8	Sample Project Plan Provide an example of a project plan your company has developed, showcasing timelines, resource planning, and risk controls.	
9	Risk Mitigation Strategies In your experience, where do projects typically go wrong during setup, and how do you mitigate these risks?	
10	Operational Infrastructure Lifecycle Management Communicate your view on what is required for effective operational infrastructure lifecycle management, from design to decommissioning.	
11	Training & Development Programs Provide evidence of experience in training and capacity-building for client teams or local stakeholders.	
12	Independence & Objectivity Explain how you will maintain independence and objectivity in the project setup phase to avoid conflicts of interest.	

13	Rapid Mobilization Confirm if you can make available a multidisciplinary team within 10 days to the Marshall Islands and describe how you will source and organize personnel to meet this requirement.		
----	--	--	--

9. Proposal Submission Requirements

Interested firms/ joint ventures are invited to submit proposals detailing:

1. Technical Approach & Methodology

- Understanding of the TOR, approach to risk analysis, method for implementing recommended actions.

2. Technical Questionnaire

- Address the questions and requests for documentation in the Technical Questionnaire in Section 8.

3. Work Plan & Timeline ○ Proposed schedule for completing the tasks and deliverables.

4. Team Composition & CVs

- Qualifications, roles, and responsibilities of key personnel in accordance with Section 6.

5. Relevant Experience

- Past performance on similar projects, highlighting outcomes and lessons learned. Previous experience with projects in developing countries and successful completion is preferred.

6. Financial Proposal ○ Rates for disciplines listed as per the format provided in the RFP.

10.Submission Format, Deadline and Contact Information

Proposals must be submitted in two separate parts:

1. Technical Proposal (as per Section 9)

2. Financial Proposal (as per Section 9)

Submission Deadline: [Insert Date]

Contact Person: [Contact Name]

Email Address: [Insert Email]

Physical Address (if required): [Insert Address]

All clarifications or inquiries regarding this TOR must be submitted in writing to the contact person above at least [X days] prior to the submission deadline.

11. Evaluation Criteria

Proposals will be evaluated based on a combination of:

1. Technical Proposal (70%):

- Technical Quality & Feasibility (25%)
- Relevant Experience & Staffing (20%)
- Innovation & Alignment with MEC Objectives (25%)

2. Commercial Proposal (30%):

- Cost Competitiveness & Value for Money (30%)