

TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	International Consultant for SME Cluster Park Stakeholder Mapping Analysis (Resident in Cambodia)
Cluster/Project:	SME Cluster Development Project
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Phnom Penh
Contract Duration:	40 (forty) working days from August to December 2019

2. Project Description

The Royal Government of Cambodia's vision is to transform and modernize Cambodia's industrial structure from a labor-intensive industry to a skill-driven industry by 2025, through connecting to regional and global value chain; integrating into regional production networks and developing interconnected production clusters along with efforts to strengthen competitiveness and enhance productivity of domestic industries; and moving toward developing a technology-driven and knowledge-based modern industry.

The Industrial Development Policy (IDP) 2015-2025 provides the framework for developing a competitive industrial sector in Cambodia with a focus in strengthening SME competitiveness and ability to reach global markets and integrate value chains. At the core of the Policy, Special Economic Zone (SEZ), industrial park and industrial clusters are recognized as key model for attracting investment, creating job and diversifying source of growth. By grouping businesses in a dedicated co-location, they can offer important efficiency and collaborative opportunities. These zones provide tailored infrastructure and business services, and they have become a successful model for large-scale job creation, transfer of skills and technology, export diversification, and industrial development led by foreign direct investment. However, they have also presented challenges including negative environmental and social impacts including: climate change, pollution, resource depletion, health and labor issues, and attendant community disruption.

The private sector in Cambodia mainly consists of micro, small and medium enterprises that generate a large share of employment and income opportunities. Often, however, their development potential remains untapped, as firms operate in isolation, are locked into uncompetitive production patterns and unable to approach dynamic business partners that could bring in new expertise and know how.

The UNDP and WorldBridge have joined hands to boost the development of a competitive private sector and contribute to poverty reduction by building sustainable linkages between small-size enterprises, their larger scale business partners and support institutions.

Linkages enhance enterprise competitiveness through the realization of economies of scale and scope and are a source of sustainability, as they increase the capacity of the economic actors to collectively react to crisis and turning points. Linkages also pave the way for broad-based and

inclusive development, where poor entrepreneurs and workers participate in economic activities on fair terms.

One of the most significant drivers for transiting towards a sustainable SME industrial park management and services remains grounded in business competitiveness. Industries operating in the park would be in a better position to take advantage of resource efficiency, value-adding and risk-mitigating measures and services available at the park level. The benefits are not just commercial but also strategic, leading to reduced exposure to risk, increased competitiveness, business development, production continuity and a better reputation with key stakeholders.

3. Scope of Work

Industrial development has been perceived as the fundamental enabler for the economic growth and poverty reduction in developing countries. Technological development and boosting job creation are major contributors to achieving an industry oriented economic growth. However, for a sustainable and resilient development, environmental and social sustainability aspects have equal importance. As such, industrial Cluster parks have emerged as a key contributor to an environmentally and socially sustainable, and economically sound industrial development.

In the UNDP-WorldBridge joint-project, a SME Cluster Park refers to putting in place serviced industrial infrastructure conducive to attracting new investments, especially in high value products, while at the same time promoting environmental sustainability. The SME Cluster Park aims at offering the business advantages of traditional industrial parks while also using resources more efficiently, improving productivity, supporting the achievement of firms' social responsibility goals, and lowering exposure to climate change risks.

The roles and responsibilities of the consultant would include the provision of technical and advisory support to clusters and business networks, building public-private partnerships and promoting dialogue among service providers and policy makers.

4. Expected Outputs and Deliverables

- **Deliverable #1:** Conduct a stakeholder's engagement analysis for respective identified clusters (agrotech-industry, bio-technology and industry 4.0 sectors) with the view to develop an understanding of the socioeconomic and institutional environment of each cluster and to detect potential leverage points for supported intervention;
- **Deliverable #2:** Identify SME members for respective clusters and run a diagnostic study with the view to formulate with cluster SME members a shared cluster performance plan;
- **Deliverable #3:** Identify for respective cluster the relevant support institutions needed for a performing cluster, i.e. business associations, BDS providers, financial services providers and public authorities.

N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required <i>(Indicate designation of person/team who will review outputs and confirm acceptance)</i>	Payment Amount
1	Upon signature of the contract and submission of the approach and tentative work plan for the assignment	5 Days	30 Aug 2019	Reviewed by Policy Analyst and approved by ARR - Policy	10%
2	A stakeholder's engagement analysis for respective identified clusters	15 Days	30 Aug 2019	Reviewed by Policy Analyst and approved by ARR - Policy	40%
3	Identify SME members for respective clusters and run a diagnostic study	15 Days	18 Oct 2019	Reviewed by Policy Analyst and approved by ARR - Policy	20%
4	Identify for respective cluster relevant support institutions needed for a performing cluster	5 Days	15 Dec 2019	Reviewed by Policy Analyst and approved by ARR - Policy	30%
Total:		40 Days			100%

5. Institutional Arrangement

The Consultant will work under the guidance of the WorldBridge responsible management and supervision of the UNDP Policy and Innovation Unit. The consultant's assignment is expected to be for a maximum of 40 working days, in Cambodia.

Should travel be needed in the conduct of this assignment DSA, air ticket and all other travel actual costs in inside country will be covered by the project in line with UNDP travel rules and regulations. The reimbursement of the associated costs will be made through F-10.

6. Duration of the Work

The assignment is for a total of 40 working days from **August to December 2019**.

7. Duty Station

The international Consultant for SME Cluster Park Stakeholder Mapping Analysis will be based in Phnom Penh.

8. Minimum Qualifications of the Individual Contractor

Education:	Master's degree, in industrial economy, economics, trade and development or related field.
Experience:	<ul style="list-style-type: none"> ▪ Minimum 15 years of practical experience in business and industry development in Cambodia; ▪ Experience in leading business associations, chamber of commerce and advising government on private sector development in Cambodia; ▪ Experience in conducting and facilitating public private dialogue in Cambodia in areas that matters to SME and industry development; ▪ Expertise and proven track record in SME technical assistance project formulation, management and monitoring; ▪ Expertise and proven track record in facilitating and conducting Public Private Partnership dialogue in Cambodia; ▪ In-depth understanding of Cambodia private sector and investment ecosystem
Competencies:	<ul style="list-style-type: none"> ▪ Innovation Outreach and Partnerships: Ability to establish and cultivate institutional alliances around new ways of working and new approaches to development. ▪ Networking Skills: Builds internal and external partnerships and alliances for the exchange of knowledge, experiences and services for mutual benefit. Builds partnerships for business development opportunities and positions UNDP as a partner of choice. ▪ Communicates with Impact: Highly effective written and oral communication skills. Communicates complex topics simply but without losing important nuance and meaning. Understands how to frame messages in a compelling way for a target audience, and articulates these messages credibly, powerfully, and with confidence. Makes a positive impact in all forms of communication. ▪ Strategic analysis and creative problem solving: Advanced analytical, problem solving skills are essential for this role. S/he is able to challenge mind-sets and think outside the box, as well as improvise in dynamic situations.

	<p>Exhibits original and innovative thinking in his/her work. Demonstrates strong development and business insight, and sees the big picture.</p> <ul style="list-style-type: none"> ▪ Knowledge and expertise: Knowledgeable of business, economic, digital economy principles, and technology trends influencing the intersection of private, public, finance and development sectors. Applies well-informed perspectives to identify new growth opportunities, address partnership dynamics, and shape innovative yet pragmatic business plans that drive tangible organizational growth and sector impact.
Language Requirement:	Fluency in written and spoken English

9. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

Technical Evaluation Criteria	Obtainable Score
Master's degree, in industrial economy, economics, trade and development or related field.	10
Minimum 15 years of practical experience in business and industry development in Cambodia.	20
Experience in leading business associations, chamber of commerce and advising government on private sector development in Cambodia.	20
Experience in conducting and facilitating Public Private Partnership dialogue in Cambodia in areas that matters to SME and industry development.	20
Expertise and proven track record in SME technical assistance project formulation, management and monitoring.	15
In-depth understanding of Cambodia private sector and investment ecosystem.	15
Total Obtainable Score:	100