

Term of Reference

Individual Contractor

1. Assignment Information

Assignment Title:	National Consultant to implement the Innovative Challenge of the Acceleration of E-commerce and SMEs Formalization (Open for National with residence in Cambodia)
Cluster/Project:	Programme and Result Unit
Post Level:	National Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Phnom Penh, Cambodia
Contract Duration:	42 working days (mid of April to 30 September 2022)

2. Project Background

The Royal Government of Cambodia has undertaken a series of broad-based reforms aimed at strengthening and diversifying the productive sector base and achieving economic/trade-related competitiveness growth. These strategic objectives are enshrined in the national development agenda, articulated by the Rectangular Strategy IV, the National Strategy Development Plan (2019-2023), the Cambodia Trade Integration Strategy Update (2019-2023), and the Cambodia e-commerce strategy which has been launched in November 2020. A common thread running through these policy instruments is the recognition of E-commerce as a driver of private sector growth, both from a domestic-market and international trade perspective.

The potential for e-commerce development is significant in Cambodia, promising to diversify the economy, provide new jobs, and increase financial inclusion, as well as contributing to improved lives and livelihoods. Cambodia has considerable advantages that could be leveraged to create ICT jobs and benefit the national economy. Yet E-commerce is relatively undeveloped compared to Cambodia's neighbors and has not yet contributed to export diversification despite its potential in particular for agricultural commodities, handicrafts, and garments.

Some important considerations have been noticeably constrained the future growth in this sector, though. SMEs, in general, face a lot of challenges ranging from the lack of proper status, high transaction costs, to uncertainty related to incentives and regulations, and particularly e-commerce firms, IT start-ups and other segments in newly emerging areas. Remarkably, access to finance is reportedly the most burdensome and challenging for SMEs to find in the formal lending sector.

UNDP Cambodia in a strategic partnership with the Ministry of Commerce and Khmer Enterprise is currently implementing the component II of the Cambodia's e-commerce acceleration project (Go4eCAM). The component II, with a focus on Skills and Entrepreneurship for E-commerce (SME eBiznest), is co-financed by UNDP Cambodia, the Enhanced Integrated Framework (EIF) and the Ministry of Economy and Finance (MEF). One of the key initiatives under the Component II is the Innovation Challenge, which is designed as a platform to provide micro, small and medium enterprises (MSMEs) in Cambodia with the opportunity to challenge their innovative solutions for the award amounting to US\$4,000 to support their moving part or whole of their business operations online, and/or entering into a cross-border e-commerce through dedicated e-marketplaces, including Ministry of Commerce's "CambodiaTrade.com" or others. The focus of the small grant modality will be on helping those SMEs with no and little access to formal lending and to demonstrate the benefits the SMEs could gain by going digital and by doing so, they could reach out to wider markets and clientele.

The Innovation Challenge is carried out in two cohorts, with a total 70 awardees to be awarded. Cohort 1 has just recently selected 30 awardees. To take the cohort 2 forward, UNDP is currently seeking an

individual consultant to support the program implementation, which leads by an International Consultant, for a period of 6 months, mid of April to 30 September 2022.

3. Scope of Work

The successfully selected consultant will be taking a role in supporting an International Consultant and UNDP project team in implementing the innovative challenge programme, including but not limited to the following activities:

1. Selection process of Innovation Challenge Cohort 2:

- Perform application screening (longlist and shortlist), in close coordination with UNDP project team
- Coordinate and organize pitching assessment, where the Selection Committee evaluate the roughly 50 shortlist applications
- Coordinate the meeting of the Advisory Committee
- Documentation and submission of the minutes from a) meeting of the Selection Committee, b) meeting of the Advisory Committee, and prepare the Innovation Challenge selection report consolidating the whole application and selection process
- Perform due diligence of at least top 45 promising applicant MSMEs for cohort 2
- Draft contracts for the 40 selected applicants
- 2. Collaborate with the international consultant in planning and coordination of the application support workshops aiming to receive high quality, feasible innovation project applications.

3. Support on coordination of the Innovation Challenge implementation stage:

- Support the coordination and organisation of the kick-off meeting with successful candidates for cohort 2. Consolidate minutes of the kick-off meeting, which captures key discussions and decisions (including validation of inputs and feedback from the project partners)
- Support coordination and monitoring of on-going mentoring, including matchmaking, and trainings during the implementation stage of cohort 2.
- Support on partnership building with different experts, key players in e-commerce ecosystem to provide support the innovation challenge awardees.
- Develop summary reports of the mentoring and training, which covers the overview of the implementation, table of mentor-mentee match-making and key contents discussed, etc.
- Support the coordination and arrangement of the demo day and consolidate a summary minute of the event.
- Coordinate regular monthly progress update with the project partners
- Monitor the progress of innovation challenges implementation by SMEs based on the signed agreement and ToR with regularly update to UNDP and the project partners
- Compile at least three case studies of Innovation Challenge awardees of Cohort 2. The three selected case studies should consider the diversification of gender of the business owner, provincial businesses, and the e-commerce projects. The case studies should illustrate (a) key achievements made in the awardees' businesses through utilising the awards, mentorship and networking; (b) where applicable, include an increase in sales through domestic and/or cross-border e-commerce (c) what's next for the business in their digital transition plan.

4. Expected Outputs and Deliverables

#	Deliverables	Estimated Duration of works	Target due date	Review and Approval Requires
1	Output 1: <ul style="list-style-type: none"> At least one orientation workshop is organized to raise high number and quality of project applications. Submission of the longlisted and shortlisted applications A pitching session is organized. Submission of the minutes of a) meeting of the Selection Committee, and b) meeting of the Advisory Committee 	7 days	30 th April 2022	Private Sector Project Manager, Program Analyst, and Head of Programme and Results Unit
2	Output 2: <ul style="list-style-type: none"> Submission of selection report of the whole application and selection process Completed drafts of due diligence of at least top 45 promising applicant MSMEs for cohort 2 Drafted contracts for the selected 40 applicants 	5 days	16 th May 2022	
3	Output 3: <ul style="list-style-type: none"> Kick-off meeting is organized with successful candidates of cohort 2 Submission of the kick-off meeting minute, which captures key discussions and decisions (including validation of inputs and feedback from the project partners) 	4 days	30 th May 2022	
4	Output 4: <ul style="list-style-type: none"> Monitored and coordinated the 40 awardees in preparation and submission of their deliverables for their first payment milestone Reviewed deliverables submitted by the 40 awardees against those in the contract agreements for the first payment milestone Organised a monthly meeting to update progress and discuss key issues with the project partners, with submission of the meeting minutes 	7 days	07 th July 2022	
5	Output 5: <ul style="list-style-type: none"> Monitored and coordinated the 40 awardees in preparation and submission of their deliverables for their second payment milestone Reviewed deliverables submitted by the 40 awardees against those in the contract agreements for the second payment milestone Organised a monthly meeting to update progress and discuss key issues with the 	7 days	08 th August 2022	

	project partners, with submission of the meeting minutes			
6	Output 6: <ul style="list-style-type: none"> Monitored and coordinated the 40 awardees in preparation and submission of their deliverables for their final payment milestone Reviewed deliverables submitted by the 40 awardees against those in the contract agreements for the final payment milestone Organised a monthly meeting to update progress and discuss key issues with the project partners, with submission of the meeting minutes 	7 days	05 th September 2022	
7	Output 7: <ul style="list-style-type: none"> The demo day is organized and a summary minute of the event submitted. Submission of at least three case studies of Innovation Challenge awardees of Cohort 2 	5 days	15 th September 2022	
	Total:	42 days		

5. Institutional Arrangements

The consultant will be working under the direct supervision of the UNDP's Technical Coordinator and will also be working closely with an International Consultant and UNDP Programme Analyst. The consultant will be reporting on a regular basis, verbally or written communication, throughout the assignment. The deliverables will be reviewed by the Technical Coordinator, Programme Analyst, and subsequently approved by the Head of Programme Unit of UNDP based on confirmation of satisfactory outputs from the reviewers.

6. Duration of Work

The successful consultant will commence the assignment as soon as the procurement process is completed, and the contract is signed. The duration of the work is estimated at 42 working days over the period from mid-April to 30 September 2022

7. Duty Station

All assignments under the Contract will be based supported in Cambodia, principally Phnom Penh. The consultant may work from home or find alternative working location at his/her own arrangement and expense. In case any mission would be needed, travel and accommodations costs for the consultant will be borne by UNDP in line with UNDP travel regulations.

8. Minimum Qualifications of the Individual Contractor

Education	<ul style="list-style-type: none"> Master's degree in business administration, entrepreneurship, management, ecommerce, economic, or other related fields
Experiences	<ul style="list-style-type: none"> Minimum 4 years of combined working experience with the private sector, and non-profit organizations including the other consultancy work related to small grant for MSMEs, business mentoring and mentorship matchmaking, output based procurement for MSMEs,

	<p>innovation challenge programme, digitalization, and ecommerce</p> <ul style="list-style-type: none"> • Proven experience in managing project activities and coordinating similar programs for new start-up or SMEs, events organization, communications management, and partnerships building with entrepreneurs and stakeholders donors in the areas of private sector development, MSMEs development, e-commerce, digital entrepreneurship, trade and exports • Experience in supervising similar assignments, particularly e-commerce SMEs • Proven experience in providing training and startup programme related to e-commerce SMEs • Prior experience consulting for UNDP Cambodia is an asset. • Experience working in the e-commerce sector, digital trade or government coordination are preferable.
Competencies	<ul style="list-style-type: none"> • Analytical skills, knowledge of e-commerce environment or ecosystem • In-depth understanding of Cambodia's digital / e-commerce environment, business rule and regulation in Cambodia • Proven extensive network with government partners, private sector, business association, and other relevant parties/development donors • Strong analytical mind and understanding of business-related requirements and constraints, with a focus on addressing them through training and capacity development measures
Language Requirements	<ul style="list-style-type: none"> • English and Khmer

9. Criteria for Evaluation and Selection section

Technical Evaluation Criteria	Obtainable Score
Master's degree (or equivalent) in business administration, entrepreneurship, management, ecommerce, economic, or other related fields	20
Minimum 4 years of combined working experience with the private sector, and non-profit organizations including the other consultancy work related to small grant for MSMEs, business mentoring and mentorship matchmaking, output based procurement for MSMEs, communication management, innovation challenge programme, digitalization, and ecommerce	20
In-depth understanding of Cambodia's e-commerce ecosystem, e-commerce related rules and regulations, and other business-related requirements and constraints with focus on addressing them through training and mentoring.	20
Proven experience in implementing similar assignments, particularly e-commerce MSMEs, small grant programme, business mentoring and mentorship matchmaking, output based procurement for MSMEs, communications management	20
Proven extensive networks with government partners, private sector, business associations, and other relevant parties/development donors in the areas of private sector development, MSMEs development, e-commerce, digital entrepreneurship, trade and exports, business mentoring and mentorship matchmaking, among others.	20
Total Obtainable Score:	100

10. Schedule of Payment:

Deliverable	Target due date (Approximately)	Payment Percentage
Upon satisfactory completion of output # 1 & 2	16th May 2022	25%
Upon satisfactory completion of output # 3 & 4	07th July 2022	25%
Upon satisfactory completion of output # 5	08th August 2022	20%
Upon satisfactory completion of output # 6 & 7	15th September 2022	30%
TOTAL		100%