

**TERM OF REFERENCE
INDIVIDUAL CONTRACT**

1. Assignment Information Summary

Assignment Title:	Assessment on entrepreneurship training packages in the context of digital economy
UNDP Practice Area:	Youth Employment
Cluster/Project:	Programme Unit/Promoting Youth Decent Employment in Cambodia
Assignment Location	Phnom Penh and possible traveling to 1-2 province(s)
Assignment Duration	20 working days in between 15 October to 20 November 2019

2. Background and Project Description

Cambodia is a vibrantly young and growing nation where two-thirds of the country's population aged under 30 years. Youth constitute about 43% of the total working age population. Moreover, the country is undergoing a rapid demographic transition, with birth rates falling, and the proportion of elderly dependents remaining relatively low. This demographic dividend can be used to further boost economic growth and bring about positive social transformation in Cambodia. Yet the country's ability to realize these benefits in the future is dependent on youth's access to decent and higher value jobs, their capacity to start and sustain their own enterprises, and their ability to adapt to rapid technological change driven by the arrival of the fourth industrial revolution.

As a part of solution to address above critical issues, UNDP formulated the Promoting Decent Youth Employment Project with three key objectives:

- 1) Contribute to the improvement of sectoral and national policies related to youth skills development and employment through policy-oriented researches and advocacy which includes an analysis of the threats and opportunities presented by Industry 4.0 for youth employment and a co-design of appropriate policy responses following the analysis;
- 2) Increase human capital for decent and better employment to support Cambodia's Industry 4.0 transition through enabling young working age Cambodians to participate in the dynamics of rising income from higher value-added manufacturing and services.
- 3) Increase young entrepreneurs' capability by equipping them with entrepreneurial skills that will allow them to start-up businesses in both rural and urban areas that are responsive to changing industry needs and coordinate efforts and leverage resources from key stakeholders including government, development partners and private sector to promote social impact investment by young entrepreneurs.

Promoting entrepreneurship development has been identified by the Royal Government of Cambodia and development partners as one of the key policies for economic diversifications and sustaining the country's economic growth. Entrepreneurship and start-ups ecosystem have recently been studied

relatively extensive and a number of training programs and support initiatives by organizations and institutions have emerged in the last 3 years, noticeably in tech-startups. These include the implementation of community based enterprise development programs, university-based entrepreneurship training courses, incubation programs, acceleration programs, networking and pitching events, and business idea competitions. Despite these interventions, the support programs, training methods, modules, and available materials are relatively fragmented and less accessible with limited focus on youth and technologies. To contribute to addressing this specific issue as well as achieving the third objective of the project which is promoting entrepreneurship development among young Cambodians, a training package or modalities on entrepreneurship skills, build on existing training package/toolkit, will be refined and developed to accommodate the need of young people inspired to start and sustain their start-ups in context of emerging digital economy.

Comprehensive understanding of the existing training packages is necessary for redesigning and advancing the new training package that is holistic and tailored to the needs of young entrepreneurs. Therefore, a quick and reliable assessment on the subjects is required.

3. Scope of Work

The overall objective of this rapid assessment is two-fold: 1) to assess the relevance and gaps of existing entrepreneurship training packages, modules and programs in preparing the young entrepreneurs to adapt and growth in the context of emerging digital economy, and 2) to identify effective approaches for designing of entrepreneurship training package and programs that are responsive to needs of youth (aspired) entrepreneurs in the context of industry 4.0. The consultant will:

- Collect information and identify the existing entrepreneurship training's curriculum and modalities provided by start-up support organizations, NGOs, private and public institutions.
- Meet and interview key entrepreneurship training providers, incubators, and accelerators for their experiences, feedback, challenges and suggestions on training package upgrading.
- Conduct interview and focus group discussions with youth and young entrepreneurs to collect their views and needs in relation to entrepreneurship support.
- Analyze the extent to which the current training package, modules, programs fit into the need of Cambodian youth, young inspired entrepreneurs, and the needs of support organisation working to promote entrepreneurial ecosystem in the emerging digital economy.
- Identify and recommend relevance and practical entrepreneurship training packages/programs in line with UNDP's approach in upgrading youth entrepreneurship for industry 4.0.
- Access potential partners for UNDP to work with in upscaling entrepreneurship training and incubation/acceleration access to young aspired entrepreneurs.
- Organize, in collaboration with UNDP's Acclab and youth project team, a consultative workshop with relevant stakeholders to collect insights and suggestions for developing training package, ways of work and approach for UNDP to increase young people's access to an upgraded entrepreneurial training and startup support.

Guiding Questions:

- What are the existing entrepreneurship training programs offered by training institutions, NGOs, incubators and accelerators and how those activities are running?
- To what extent the digital economy has been adopted in the existing entrepreneurship approach/landscape?
- To what extent the direct involving actors (youth, young inspired entrepreneurs and successful entrepreneurs) agree that these trainings have matched their needs? What would be their suggestions for young and future entrepreneurs?
- What are the recommended courses to upgrade and to develop from relevant stakeholders in the entrepreneur ecosystem?
- What are the most needed courses that should be developed resulting from all stakeholder consultation and what are the most accessible and effective format for delivering the courses materials?
- Who are the potential actors in this area of work for UNDP to work with?

The consultant shall closely engage and consult with the following involving actors:

- Young people and youth entrepreneurs including those from universities, youth startups, successful entrepreneurs.
- At least 5 recognised support organisation and networks incubators, accelerators, and providers of co-working space.
- At least 2 public institutions and 2 private training institutions/universities who are running entrepreneurial courses.
- At least 3 NGOs/International Organisation working in entrepreneurship development,
- Policy regulators from relevant ministries (MEF, MoC, MoEYS, and MPTC) who are working on entrepreneurship development and support initiatives.

4. Expected Outputs and Deliverables

The deliverables of this assignment include the following:

- Finalised assessment report (50 pages max excluding annexes) with an executive summary.
- A powerpoint presentation (for UNDP team to review and comment)
- A consultative workshop (with 15-20 participants) on assessment findings and collection of additional insights and suggestions from key stakeholders.

The service provider is expected to follow the following specific milestones and timelines:

N ^o	Deliverable Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approval Required
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1	Summary of inception report which explains how the assessment will be carried out including methodology, detail workplan and report templates.	1 days	15 Oct 2019	Youth Employment Coordinator/Program Analyst and ARR – Program
2	Submission and presentation of the first draft assessment report after consultation and field data collection.	15 days	08 Nov 2019	
3	A consultative workshop organized to present finding and collect feedback and insights from relevant stakeholders.	1 day	14 Nov 2019	
4	Finalized report incorporating comments and inputs from UNDP and outputs from the consultative workshop.	3 days	20 Nov 2019	
Total		20 working days		

5. Institutional Arrangement:

The consultant will perform under the direct supervision of the Youth Employment Coordinator in close collaboration with the Programme Analyst. The service provider shall maintain regular communication and timely submit the above deliverables to the project team and Programme Analyst. The deliverable outputs will be reviewed by UNDP team with the final approval of the UNDP's head of Programme and Results Unit based on confirmation of satisfactory outputs from the reviewers.

6. Duration of the Work:

The timeframe is for 20 working days spreading over the period from 15 October to 20 November 2019. A more detailed work plan of the assignment will be further elaborated by the selected consultant and in collaboration with UNDP focal team.

7. Duty Station:

The duty station of this assignment is in Phnom Penh and possible traveling to Battambang and Siem Reap Provinces in Cambodia (approx. 3 days for both provinces). The consultant will arrange his/her own travel during the assignment. UNDP will pay the service provider in a lump sum package.

8. Minimum Qualifications of the Individual Contractor

Education:	Master's Degree in Entrepreneurship, Social Enterprise, Business Administration, Economics, Training Curriculum Development, Development Studies or other related disciplines.
Experiences:	<ul style="list-style-type: none"> • Minimum 5 years of relevant experiences in the field of employment, entrepreneurship or economic researches; • Advanced knowledge of the business environment, youth employment, digital economy, and entrepreneurship ecosystem in Cambodia.

	<ul style="list-style-type: none"> • Strong research and networking capability with the private sector, startup community, and government agencies and ability of conduct training/workshops in English and with diverse participants. • Ability to produce quality report independently (suggest to provide samples of research reports from relevant previous assignment)
Language Requirement:	Fluency in English and Khmer

9. Evaluation Criteria:

Technical Evaluation Criteria	Obtainable Score
Master’s Degree in Entrepreneurship, Social Enterprise, Business Administration, Economics, Training Curriculum Development, Development Studies or other related disciplines.	20
Minimum 5 years of relevant experiences in the field of employment, entrepreneurship or economic researches	30
Advanced knowledge of the business environment, youth employment, digital economy, and entrepreneurship ecosystem in Cambodia.	20
Strong research and networking capability with the private sector, startup community, and government agencies and ability of conduct training/workshops in English and with diverse participants.	20
Ability to produce quality report independently	10
Total Obtainable score	100

10. Payment Milestones

N^o	Deliverable Output	Payment Schedule	Payment Amount (%)
<u>1</u>	Upon satisfactory of outputs 1 & 2	10 November 2019	70
<u>2</u>	Upon satisfactory of Output 3 & 4	25 November 2019	30

11. Approval

Signature: _____

Name: _____

Title/Unit/Cluster: _____

Date: _____