Term of Reference
Individual Contractor

1. Assignment Information

<table>
<thead>
<tr>
<th>Assignment Title:</th>
<th>National Consultant to implement the Innovative Challenge of the Acceleration of E-commerce and SMEs Formalization (Open for National with residence in Cambodia)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster/Project:</td>
<td>Programme and Result Unit</td>
</tr>
<tr>
<td>Post Level:</td>
<td>National Specialist</td>
</tr>
<tr>
<td>Contract Type:</td>
<td>Individual Contractor (IC)</td>
</tr>
<tr>
<td>Duty Station:</td>
<td>Phnom Penh, Cambodia</td>
</tr>
<tr>
<td>Contract Duration:</td>
<td>60 working days (from 27 April to 30 Sep 2021),</td>
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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.

In this context, UNDP in collaboration with the Ministry of Commerce through a cost-sharing mechanism under the Go4eCAM Project, a project jointly financed by the Enhanced Integrated Framework and the Royal Government of Cambodia, is aiming to provide financial support to SMEs to help their promising business ideas move from ideas to concepts, or from concepts to businesses, through the small grant program. 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.

To take this initiative forward, UNDP is currently seeking individual consultant to support the program design and implementation for a period of 6 months, 27 April to 30 September 2021.

3. Scope of Work
The successfully selected consultant will be taking role in developing and implementing this innovative challenge program adopting to UNDP Innovation Challenge modality, following a sequence of but not limited to the main activities as below,

1. Support the design of the small grant program using innovation challenge modality
   - Support the establishment of the programme committee (eligible/appraisal committees), in consultation with UNDP and MoC, to provide overall oversight and strategic guidance throughout the process involving high-level stakeholders from UNDP, MoC, private sector, development partners, other relevant government ministries, and business associations.
   - Develop the ToR of the innovative challenge, in consultation with UNDP and MoC
   - Develop detailed workplan of the SGP (from start to the completion, including capacity building plan and stakeholder’s engagement plan)
   - Work with UNDP communication team in close consultation with MoC to develop media campaign for the launch of the innovative challenge using appropriate communication channels including public discussions session, which optimally reaches the targeted audience.

2. Support the execution of innovative challenge following the agreed workplan including, for instance,
   - Coordinate and organize the SGP committee meetings regularly to inform the committee about progress, any issue/challenges and seek for technical guidance and support.
   - Support on partnership building with different experts, key players in e-commerce ecosystem to provide support SGP Awardees.
   - Organize and coordinate the relevant activities of the program (including application recruitment and selection, appraisal and grant award, committees pitching and public presentation),
   - Prepare a selection report documenting all the evaluation steps and scoring results to inform the SGP committee to award the winners.
   - Organize series of follow-up sessions with the Awardees and coordinate with other experts as necessary to provide coaching supports to SMEs Awardees.
   - Provide regular update status of all activity progresses and challenges to UNDP
   - Monitor the progress of innovation challenges fund implementation by SMEs based on the signed agreement and ToR with regularly update to UNDP and MoC teams.

3. Produce a written final report upon finalization of the first cohort of Innovative Challenge of the Acceleration of Ecommerce and SMEs formalization (max 10 pages), describing the methodology, key achievement, list of stakeholders involved in program, measurement against set KPIs, and the recommendation/suggestions/lessons learned that lead to improvement for the second cohort.

4. Expected Outputs and Deliverables

<table>
<thead>
<tr>
<th>#</th>
<th>Deliverables</th>
<th>Estimated Duration of works</th>
<th>Target due date</th>
<th>Review and Approval Requires</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Output 1:</td>
<td>3 days</td>
<td>5th May 2021</td>
<td>Private Sector Project Manager,</td>
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<tr>
<td>Output</td>
<td>Description</td>
<td>Duration</td>
<td>Date</td>
<td></td>
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| 2 | **Output 2:**  
- Governance arrangement of SGP including key responsibilities of relevant groups (advisory committee, evaluation panels)  
- SGP committee established and members identified and agreed to join the committee  
- ToR of the innovation challenge  
- Detailed workplan of the SGP (from start to the completion, including capacity building plan and stakeholder’s engagement plan)  
- Media campaign design and roll-out for the launch of the innovative challenge using appropriate communication channels | 7 days | 15<sup>th</sup> May 2021 |
| 3 | **Output 3:**  
- Completion of application recruitment and selection up to 30 SMEs business as grantees (could be multiple rounds of evaluation based on the actual design of innovation challenges). | 10 days | 30<sup>th</sup> May 2021 |
| 4 | **Output 4:**  
- Kick-off introduction to the selected cohort.  
- Coordinating process of innovation challenge agreement between UNDP and Awardees | 10 days | 15<sup>th</sup> Jun 2021 |
| 5 | **Output 5:**  
- Training, mentoring, and coaching to the selected cohort group  
- Monitoring the progress of innovation challenge implementation of selected awardees individual or group as appropriate. | 10 days | 20<sup>th</sup> Aug 2021 |
| 6 | **Output 6:**  
- Facilitating and coordinating between awardees and key experts in ecommerce and business sectors to run public pitching, and business showcase to committees and donors at least one event per month. | 10 days | 30<sup>th</sup> Aug 2021 |
| 7 | **Output 7:**  
- Organizing the final SGP event with participation from various key stakeholders engaged in the program particularly SMEs awardees to showcase their achievements and lesson learnt resulted from SGP intervention. | 5 days | 10<sup>th</sup> Sep 2021 |
| 8 | **Output 8:**  
- Submission of final report of the program, including methodology, stakeholders, key | 5 days | 20<sup>th</sup> Sep 2021 |
5. **Institutional Arrangements**

The consultant will be working under the direct supervision of the UNDP’s Private Sector Project Manager and will also be working closely with 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 Private Sector Project Manager, 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 60 working days over the period from April to Sep 2021.

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**

<table>
<thead>
<tr>
<th>Education</th>
<th>• Master’s degree in business administration, management, ecommerce, economic, or other related fields</th>
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| Experiences | • Minimum 4 years of combined working experience with the private sector, and non-profit organizations including the other consultancy work related to training program, innovation challenge program, digitalization, and ecommerce  
• 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.  
• 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 | • 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
• English and Khmer

Criteria for Evaluation and Selection section

<table>
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<tr>
<th>Technical Evaluation Criteria</th>
<th>Obtainable Score</th>
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<tbody>
<tr>
<td>Master’s degree (or equivalent) in business administration, management, ecommerce, economic, or other related fields</td>
<td>20</td>
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<tr>
<td>Minimum 4 years of combined working experience with the private sector, and non-profit organizations including the other consultancy work related to training program, innovation challenge program, digitalization, and ecommerce</td>
<td>30</td>
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<tr>
<td>In-depth understanding of Cambodia’s e-commerce environment, business rule and regulation, and other business-related requirements and constraints with focus on addressing them through training and mentoring.</td>
<td>20</td>
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<tr>
<td>Proven experience in supervising similar assignments, particularly e-commerce SMEs</td>
<td>20</td>
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<tr>
<td>Proven extensive network with government partners, private sector, business association, and other relevant parties/development donors</td>
<td>10</td>
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Total Obtainable Score: 100

9. Schedule of Payment:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Target due date (Approximately)</th>
<th>Payment Percentage</th>
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<tbody>
<tr>
<td>Upon satisfactory completion of output #1</td>
<td>5th May 2021</td>
<td>10%</td>
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<tr>
<td>Upon satisfactory completion of output #2</td>
<td>15th May 2021</td>
<td>10%</td>
</tr>
<tr>
<td>Upon satisfactory completion of output #3 &amp; 4</td>
<td>15th June 2021</td>
<td>30%</td>
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<tr>
<td>Upon satisfactory completion of output #5 &amp; 6</td>
<td>30th August 2021</td>
<td>30%</td>
</tr>
<tr>
<td>Upon satisfactory completion of output #7 &amp; 8</td>
<td>20th September 2021</td>
<td>20%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
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