

## TERM OF REFERENCE

### Individual Contractor

#### 1. Assignment Information

<b>Assignment Title:</b>	Growing Network of Startup Mentors/Advisors <i>(National or International Consultant residence in Cambodia)</i>
<b>Cluster/Project:</b>	Promoting Decent Youth Employment in Cambodia
<b>Post Level:</b>	Junior Specialist
<b>Contract Type:</b>	Individual Consultant
<b>Duty Station:</b>	Phnom Penh)
<b>Expected Place of Travel:</b>	Phnom Penh and Provinces within Cambodia
<b>Contract Duration:</b>	80 days (expected from 01 July to 30 November 2021)

#### 2. Background of the Project

Cambodia remains a young and growing nation; people under the age of 30 represent two-thirds of its population, which continues to grow at around 1.6% per year. Youth also constitute about 43% of the total working-age population. Whether Cambodia can unleash the potential of its youth, however, is dependent on youth's access to decent and higher value jobs and their ability to start and sustain their enterprises, as well as to successfully respond to rapid technological change driven by the digital economy and industry 4.0.

Addressing these critical issues, UNDP Cambodia is implementing a project entitled "Promoting Decent Youth Employment Project in Cambodia. One of the project objectives is to 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.

#### 3. Context

Entrepreneurship development has increasingly become a critical solution to addressing rising unemployment in many economies. In particular, youth entrepreneurship is rising in importance and has the potential to transform and expand labour market. Recent examples proved that youth entrepreneurs oftentimes have shaped the future of business and work. However, to untap this opportunity and create an enabling environment for current and emerging entrepreneurs, an effective and supportive entrepreneurship ecosystem is required.

The entrepreneurial ecosystem remains underdeveloped in Cambodia. According to the IDP 2015-2025, Cambodia's entrepreneurship is mainly based in urban areas. There are signs that the entrepreneurship ecosystem has evolved significantly in the last several years in Cambodia. There are a growing number of initiatives made available by the government, development partners and the private sector to promote entrepreneurship development. However, young Cambodians still lack access to tailored entrepreneurship support and have limited access to market information, production technologies, capital, and credit markets. Technically gifted individuals are not getting the right entrepreneurship education and necessary support that are vital for them to establish and run viable business ventures.

Additionally, the presence of the digital economy and Industry 4.0 and impact of Covid-19 even puts more pressure on young entrepreneurs to timely adjust their skills, products, and services if they are to survive and continue growth.

Along with the growing number of youth startups in Cambodia, the entrepreneurial community remains weak and needs further strengthening in many areas and supporting pillars, of which the underdeveloped and unstructured startup mentoring service is demanding increased attention and solutions. Quality mentors are recognized as one of the most important pillars in a strong entrepreneurial ecosystem and new entrepreneurs are more likely to succeed when they learn from mentors who have successfully launched, built, and scaled up businesses. Nonetheless, recent analysis on the Phnom Penh entrepreneurial ecosystem shown that mentoring services and practices as well as the availability of local mentors for startups and youth entrepreneurs remain short of demand. In most cases, young entrepreneurs need to go through formal supporting programs such as Incubation and Accelerator programmes to receive coaching from mentors. Vice versa, mentors also struggle to become mentors due to limited convening platforms, capacity building support, and appropriate support framework and infrastructure to turn the interests into impact.

To lay the foundation for startup mentoring services to grow and create a lasting impact on youth entrepreneurial support system, UNDP Cambodia is seeking a consultant to provide technical and coordination support to Techo Startup's Digital Mentoring Platform and UNDP team, and to lead the effort to grow network of startup mentors and onboard these mentors to Startup Mentoring Platform. The consultant is also expected to assist the development of startup mentoring framework/guidelines and the roll out of developed mentoring guidelines/models.

#### **4. Scope of Work**

The goal of this assignment is to help expand the network of startup/business mentors on the newly built digital mentor platform of Techo Startup Center and support them in providing mentorship service to youth entrepreneurs for business and career growth. Specifically, the consultant is expected to perform the following tasks:

- a) Build and expand network of startup mentors and advisors for youth entrepreneurs,
- b) Research and develop a roadmap with clear steps, minimum criteria for connecting and onboarding startup mentors in relevant expertise/business fields, and mentor's engagement plan,
- c) In consultation with UNDP and Techo Startup Center, collect input to ensure alignment of expected results and prepare a list of proposed startups mentors and build their profiles to be onboarded into the startup mentoring platforms,
- d) Development and implement mentor's application callout which include selection criteria and outreach activities to reach out to as many mentors and ecosystem stakeholders as possible,
- e) Onboard a minimum of 50 local startup mentors (%50 women) onto the platform from at least 5 areas of expertise or business fields using the criteria and steps agreed by from UNDP and Techo Startup Center.
- f) Organize at least one orientation workshop/networking session for the onboarded local startup mentors to introduce them to the available support resources, guidelines and tools and build connectivity between mentors and the ecosystem stakeholders and youth entrepreneurs.
- g) Provide ongoing support to UNDP team, Techo Startup Center and relevant partners which

include service providers to support the development of startup mentoring guidelines, identification of mentor qualification models, the roll out of developed mentoring guideline to young entrepreneurs and mentors, and the opportunity to expand mentoring support to youth entrepreneurs starting business in provinces.

## 5. Expected Outputs and Deliverables

The individual contractor is required to meet the following expected milestones and timelines:

#	Deliverables/Outputs	Estimated Duration to Complete	Target due date (Appr.)	Review and Approval Requires
1	<b>Output 1:</b> Submission of: <ul style="list-style-type: none"> <li>Detail workplan correspondence with the scope of work including key activities indicating how the results can be achieved, stakeholders and their roles, a clear timeline and related communication plan.</li> <li>A mentor onboarding roadmap with clear steps, minimum selection criteria, profiling sample, and expertise/business sectors of mentors to be profiled, and mentor engagement plan</li> </ul>	10 days	10 July 2021	Youth Employment Coordinator, Program Analyst, and ARR- Programme and Results Unit
2	<b>Output 2:</b> Submission of: <ul style="list-style-type: none"> <li>A database of local startup mentors/profiles to be onboarded onto Startup Cambodia platform agreed by UNDP &amp; Techo Startup Center.</li> </ul>	30 days	20 August 2021	
3	<b>Output 3:</b> Submission of: <ul style="list-style-type: none"> <li>At least 50 mentors' profiles (50% women) successfully onboarded onto the Startup Cambodia Platform</li> <li>At least one networking event/ orientation session organized to support startup mentors in the platform.</li> </ul>	35 days	10 October 2021	
4	<b>Output 4:</b> Submission of <ul style="list-style-type: none"> <li>A report of onboarding process including lesson learnt, results, and recommendation for next interventions</li> </ul>	5 days	30 October 2021	
<b>Total Number of Days</b>		80 days		

## **6. Institutional Arrangements**

The consultant will be working under the direct supervision of UNDP's Youth Employment Coordinator and in technical collaboration with Techo Startup Center's startup development specialist. The deliverables will be reviewed by Youth Employment Coordinator and Programme Analyst. The deliverables are subsequently approved by the Head of Programme Unit of UNDP based on confirmation of satisfactory outputs from the reviewers.

## **7. Duration of Work**

The individual contractor is expected to work within a duration spanning between 1 July to 30 November 2021. The timeline of each deliverable output is clearly stated, yet, the flexibility could be accommodated with a subject to approval from ARR-Program.

## **8. Duty of Station**

The duty station of the consultant is based mainly in Phnom Penh, Cambodia. During the assignment period, the consultant may be asked by the project manager to travel to provinces. The Daily Substantive Allowance (DSA) and transportation cost for visits to the provinces shall be covered and arranged by and based on UNDP's policies.

## **9. Minimum Qualifications of the Individual Contractor**

<b>Education</b>	<ul style="list-style-type: none"><li>• Bachelor's degree in business administration management; specialized in strategic management, entrepreneurship, or international development with relevant work experience.</li></ul>
<b>Experiences</b>	<ul style="list-style-type: none"><li>• Minimum 3 years of experience in designing and managing project activities or coordinating entrepreneurship programs, events, and communication campaign.</li><li>• Demonstrated experience in mapping and building resource network/mentors to support youth entrepreneurs plus managing partnerships with different stakeholders, especially successful entrepreneurs, startup mentors and advisors or business incubators/accelerators.</li><li>• Experienced being a mentor to youth entrepreneurs and startups in Cambodia or abroad.</li></ul>
<b>Competencies</b>	<ul style="list-style-type: none"><li>• Knowledge of entrepreneurship ecosystem in Cambodia, especially, youth entrepreneurship and startups, mentoring services or startup support landscape;</li><li>• A highly organized person, sets priorities, produces quality outputs, meets deadlines, and manages time efficiently.</li><li>• Ability to present complex issues in a simple and clear manner.</li><li>• Ability to meet and build network with stakeholders of various backgrounds and especially successful entrepreneurs.</li><li>• Ability to think out-of-the-box and works toward creative solutions.</li><li>• Ability to draw lesson learnt and recommendation to improve of the programme;</li><li>• Works well in a team to advance the priorities of the project and UNDP programmes;</li></ul>

	<ul style="list-style-type: none"> <li>Displays cultural, gender, religion, race, nationality, age sensitivity and adaptability, and is committed to UNDP gender equality strategy, gender sensitivity and zero tolerance for sexual harassment.</li> </ul>
<b>Language Requirements</b>	<ul style="list-style-type: none"> <li>Fluency in English</li> </ul>

## 10. Criteria for Evaluation and Selection

The interested candidates shall state why they are the best suited to carry out the above assignment. This should include a brief personal profile, an outline of the consultant's strengths and expertise by highlighting the direct and relevant experiences.

<b>Technical Evaluation Criteria</b>	<b>Obtainable Score</b>
<ul style="list-style-type: none"> <li>Bachelor's degree in business administration management; specialized in strategic management, entrepreneurship, or international development with relevant work experience</li> </ul>	20
<ul style="list-style-type: none"> <li>Minimum 3 years of experience in managing project activities or coordinating entrepreneurship programs, events, communications, and building partnerships with stakeholders.</li> </ul>	20
<ul style="list-style-type: none"> <li>Demonstrated experience in mapping and building resource network/mentors to support youth entrepreneurs plus managing partnerships with different stakeholders, especially successful entrepreneurs, startup mentors and advisors or business incubators/accelerators. Experienced being a mentor to youth entrepreneurs and startups in Cambodia or abroad.</li> </ul>	20
<ul style="list-style-type: none"> <li>Knowledge of entrepreneurship ecosystem in Cambodia, especially, youth entrepreneurship and startups, mentoring services, or startup support landscape</li> </ul>	20
<ul style="list-style-type: none"> <li>Ability to meet and build network with stakeholders of various backgrounds and especially successful entrepreneurs/ecosystem stakeholders.</li> </ul>	20
<b>Total Obtainable Score:</b>	<b>100</b>

## 11. Payment Milestone

The consultant will be paid on a lump sum basis under the following installments:

<b>Deliverable</b>	<b>Target due date (Approximately)</b>	<b>Payment Percentage</b>
Upon satisfactory completion of output #1	15 July 2021	10%
Upon satisfactory completion of output #2	25 August 2021	30%
Upon satisfactory completion of output #3	15 October 2021	40%
Upon satisfactory completion of output #4	15 November 2021	20%
<b>TOTAL</b>		<b>100%</b>