

Annex: TOR for Firm to Support the Capacity Development Programme as Part of Implementation of Cambodia COVID-19 Response, Unlocking Cambodian Women's Potential through Fiscal Space Creation

Location: Phnom Penh, Cambodia

Duration of Contract: August - December 2021, up to 60 working days

A. Background and Project Description

The United Nations Capital Development Fund (UNCDF) makes public and private finance work for the poor in the world's 47 least developed countries. With its capital mandate and instruments, UNCDF offers "last mile" finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development.

UNCDF's financing models work through three channels: inclusive digital economies, connecting individuals, households, and small businesses with financial eco-systems that catalyze participation in the local economy, and provide tools to climb out of poverty and manage financial lives; local development finance, that capacitates localities through fiscal decentralization, innovative municipal finance, and structured project finance to drive local economic expansion and sustainable development; and investment finance, that provides catalytic financial structuring, de-risking, and capital deployment to drive SDG impact and domestic resource mobilization. By strengthening how finance works for poor people at the household, small enterprise, and local infrastructure levels, UNCDF contributes to Sustainable Development Goal-SDG 1 on eradicating poverty and SDG 17 on the means of implementation. By identifying those market segments where innovative financing models can have transformational impact in helping to reach the last mile and address exclusion and inequalities of access, UNCDF contributes to a broad diversity of SDGs.

UNCDF are currently implementing a project "*Cambodia COVID-19 Response, Unlocking Cambodian Women's Potential through Fiscal Space Creation*" under the UN Multi Partner Trust Fund (MPTF) Fund that is seeking to "Reduce human, economic and social suffering caused by the COVID-19 pandemic in the most vulnerable countries, and ensure an effective, inclusive and sustainable recovery"¹. The project is seeking to achieve the following set of outcomes:

Outcome 1: Innovative Fiscal Policy and Financial Instruments Designed to Increase Fiscal Space

Outcome 2: S/MSMEs (esp. Women led) using labor intensive low skilled manufacturing processes have access to sustainable and affordable domestic finance through easy access part guaranteed credit that minimizes personal collateral requirements for debt

UNCDF, as one of the Implementing Partners of the joint project, is responsible for the following activities envisaged under outcome 2:

Activity 2.1: Rapidly roll out a pilot to learn from the experiences of the first batch of approved credit guarantees and to address the urgent needs of the economic crisis

Activity 2.5: Raise awareness on accessing financing and employment opportunities, targeting female economic migrants, in the targeted three provinces. This will use positive human stories of women beneficiaries impacted by the programme's support and encourage the utilization of the provincial job searching centers, job seeker registration and skills matching with selected women owned M/SMEs benefiting from CGS

To implement the activities, UNCDF has engaged Credit Guarantee Corporation of Cambodia (CGCC) through the signed MoU dated 8 April 2021 and the signed Letter of Agreement (LoA) dated 19 April 2021.

Credit Guarantee Corporation of Cambodia (CGCC) is a state-owned enterprise, established under the Ministry of Economy and Finance of Cambodia, to provide credit guarantees on loans disbursed to businesses to improve financial inclusion and

¹ Terms of Reference for the UN COVID-19 Response and Recovery Multi-Partner Trust Fund (<http://mptf.undp.org/factsheet/fund/COV00>)

support SMEs development. As a newly established company, human resource is key to CGCC's success. At this early stage of development, CGCC is in need of capacity building for its staff in various areas to keep up with the challenging and fast-evolving environment. For instance, several months after CGCC's launch, we can see that lack of understanding from the PFIs and borrowers is one of the main challenges in rolling out CGCC's Scheme. CGCC's staff should be able to bridge this knowledge gap and raise the awareness of its stakeholders so that the credit guarantee schemes can be optimally utilized. Moreover, CGCC will remain here in the long-term to support SMEs development. To ensure sustainability, CGCC needs a long-term comprehensive organizational development strategic plan which acts as a blueprint for continuous professional development of CGCC including compliance with international best practices for the success of credit guarantee schemes, i.e. World Bank 16 principles for CGS. Based on this context, CGCC is in need of the following consultant services.

UNCDF is seeking to engage a consulting firm to provide capacity building to our national counterpart, CGCC as well as to consolidate a synthesis report of this capacity building programme that could be used for replication for the future engagement/ capacity building of national counterparts.

B. Objective of the assignment

The main objective of the assignment has two folds:

1. To provide a professional certified capacity-building program to the senior management and staff of CGCC in various areas to perform their duties effectively and to be prepared for market needs, new technologies, management trends, economic challenges, managing risk associated to the businesses and industries, credit risk scoring, etc
2. To provide a synthesis organizational development report drawing from capacity building programme provided to CGCC

C. Scope

The awarded company will make available a team of consultants who will specifically work with the CGCC, UNCDF in partnership with the UNDP country team to provide technical advisory support in the following areas:

1. capacity-building program to the staff of CGCC, including but not limited to:
 - 1.1 Conduct a rapid training needs assessment to identify gaps in the capacity of CGCC staff benchmarking with those of peer institutions in other countries in the regions
 - 1.2 Develop short and medium-term HRD plans for CGCC staff at all levels to keep up with the fast-evolving financial sector technology, management trends, credit market development.
 - 1.3 Design strategic approach for implementing the above HRD plan
 - 1.4 Organize and deliver certified HRD / training programs (in-person and online) including training courses, workshops, and seminars for CGCC staff in various areas including, but not limited to, risk management, credit guarantee operation, credit risk scoring, and business analysis
 - 1.5 Identify and facilitate management training courses for CGCC staff to be certified in the various skills and knowledge, particularly in areas of accounting and finance, human resource management, risk management, credit guarantee, and business development, etc.
 - 1.6 Prepare training materials for all training programs
 - 1.7 Formulate the final report on the outcomes of the training program
2. Synthesis report drawing from capacity building programme provided to CGCC. The synthesis report is to include:
 - 2.1 Recommendations for human development at management and technical levels.
 - 2.2 Recommendations for professional competency certification for CGCC
 - 2.3 Identification of suitable training providers for certified competency development

D. Approach and Methodology

The approach and methodology for this consultant can include, but not limited to the followings:

1. Review of existing documents, reports and findings, interview, etc to identify gaps and training needs;

2. Delivery of modular time bound certified online training
3. Organization and delivery of face-to-face training seminars, on the request of CGCC
4. Development of medium to long-term comprehensive organizational development strategic plan

E. Deliverables and Schedule of Payment

The research firm will make available a team of consultants who will deliver the followings:

Deliverable	Disbursement	Deliverable Due Date
Deliverable 1: Submission and approval of capacity development plan & organizational development plan	30%	31 August 2021
Deliverable 2: Submission of training materials and completion of capacity building programme (in-person and online) conducted	50%	31 November 2021
Deliverable 3: Submission and approval of synthesis report	20%	15 December 2021
	100%	

F. Provision of Monitoring and Progress Control

The best quality of services delivered will be required to the contractor by UNCDF on the dates stated in the previous section. If UNCDF is not 100% satisfied with the one deliverable, it has the option of terminate the contract.

G. Governance and Accountability

The consulting firm will make available a team of consultants who will work under the supervision of the UNCDF Regional Technical Advisor (RTA) and in consultation with Chief Executive Coordinator of CGCC and CGCC focal point.

The RTA, in consultation with Chief Executive Coordinator of CGCC, will provide overall direction and guidance of the consultancy and approve key outputs and deliverables.

Payment against specified deliverables will be paid upon: (i) submission of Certificate of Payment form (ii) review, approval, acceptance of output for each deliverable and (iii) authorization of payment disbursement from Regional Technical Advisor based in Bangkok.

H. Facilities to be Provided by UNCDF

UNCDF will not provide any facilities or equipment.

I. Expected duration of the Assignment

The assignment is based on a fix sum arrangement but is expected to deliver at minimum 60 person days of inputs within 6 months from the start date. At the completion each deliverable, the contractor will be required to submit a Certificate of Completion of Work for approval of payment by both CGCC and the UNCDF Regional Technical Advisor. It is expected that UNCDF may need 1 to 2 weeks to provide comments and approve/accept outputs.

Expected starting date: 2 August 2021

Expected end date: 15 December 2021

J. Professional Qualifications of Successful Contractors and its Key Personnel

The consulting firm must make available a team of consultants that have a broad set of suitable competencies and technical capacities that include but not limited to (i) risk management (ii) business credit assessments and (iii) management

The composition of the core team at a minimum must consist of the following key members:

- a) A Team leader/ coordinator

Professional experience

- At least 5 years of experience in HRD solutions
- Exhibit an understanding of HRD

Education:

- Master's degree in HRM/OD or MBA, specific HRM qualifications will be considered more appropriate

Language:

- Fluency in English is mandatory. Good command of local language is a plus.

Competencies and skills:

- Proven ability to develop HRD solutions
- Ability to conduct needs assessment
- Ability to manage HRD solutions (online and in person delivery)

b) Trainer – Online Training

Professional experience

- At least 2 years of experience in online training systems development
- Exhibit an understanding of financial sector related training
- Proven Experience working with the management and oversight of on-line training

Education:

- At least a Master's degree in IT and or HRD

Language:

- Fluency in English is mandatory. Good command of local language is a plus.

Competencies and skills:

- A core understanding of financial sector training
- Ability to manage and deliver on-line training

c) Trainer – In person Management Training

Professional experience

- At least 2 years of experience in delivering management training for senior professionals
- Exhibit an understanding of financial sector related training
- Proven professional experience in organising and delivering person to person training events

Education:

- At least a Master's degree in HRD / OD or an MBA

Language:

- Fluency in English is mandatory. Good command of local language is a plus.

Competencies and skills:

- A core understanding of financial sector training
- Ability to generate training reports and conduct training analysis

K. Selection Criteria for the Institution

The selection process will follow a cumulative scoring of 70% technical and 30% financial. The minimum passing score of the technical proposal shall be 70%. Technical proposals will be evaluated based on the following criteria and corresponding points. Only firms that obtained minimum technical score of 70 points will be included in the financial evaluation.

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Proven project and working experience with at least one of the following development organizations in the region; (i) UN agency, (ii) any multilateral development bank, (iii) a bilateral development partner from a UN member state (iv) an international or regional research institute specialising in strategic planning and finance or (v) has a proven track record of similar work with the ASEAN member state government or ASEAN.	100
1.2	Proven experience in providing trainings to one of the following organization: (i) UN agency, (ii) any multilateral development bank, (iii) a bilateral development partner from a UN member state (iv) national government, state-owned entity	100
1.3	Working and training experience in the ASEAN region will be considered as an asset;	50
1.4	Able to work within a multi-stakeholder environment and promote collaborations;	50
Total Section 1		300

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	Review of existing documents, reports and findings, interview, etc to identify gaps and training needs	120
2.2	Development, design and organization of capacity development plan	160
2.3	Quality assurance for the training provided	120
Total Section 2		400

Section 3. Management Structure and Key Personnel		Points obtainable
3.1	Composition and structure of the team proposed. Does the team has sufficient technical expertise to complete the tasks? Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?	100
3.2	Qualifications of key personnel proposed	
3.2 a	Team Leader/ coordinator	100
	- General Experience	
	- Specific Experience relevant to the assignment	
	- Required education	
	- Language Qualifications	
3.2 b	Trainer(s)	100
	- General Experience	
	- Specific Experience relevant to the assignment	

	- Required Education		
	- Language Qualifications		
Total Section 3			300