

TERM OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	Partnership and Knowledge Management Specialist (International Consultant with residence Cambodia)
Cluster/Project:	Promoting Decent Youth Employment in Cambodia
Post Level:	Junior Specialist
Contract Type:	Individual Consultant
Duty Station:	Phnom Penh
Expected Place of Travel:	Phnom Penh and Provinces within Cambodia
Contract Duration:	120 days (expected from 02 January 2022 to 30 June 2022)

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.

To address these critical issues and support Cambodia to promote skill development and employment for young Cambodians, UNDP is implementing a project on Promoting 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.

3. Context

Building on recent results, the Project to Promote Decent Youth Employment in Cambodia has recently rolled out several more initiatives intending to expedite positive impact on Cambodia's workforce upskilling efforts in transition to the digital economy. The interventions are also proposed to further inject innovation to UNDP's ongoing support that has the potential to scale up and contribute to the broader objectives of developing a skilled workforce, youth's digital entrepreneurship, increasing the country's competitiveness, and decent employment for all. These initiatives include:

1. ***Digital Upskilling for Young Women and Marginalized Youth*** - The programme aims to pilot a digital training programme that offers youth participants, that is also customized to address the specific challenges and interests of young women and youth with disabilities,

with digital and employment skills currently needed by domestic employers. A rapid assessment of data from recent studies and employers' surveys are used to identify skills needed and identify in-demand skills and modules for the programme.

2. **Identify and Formulate Mentoring Program/Models (digital platform) for Youth Entrepreneurs, Startups and Small and Medium Enterprises (SMEs)**- Learning from recent experiences in designing and running a business incubation programme for youths and women entrepreneurs, the project has identified the lack of a local and accessible network of mentors and advisors for youth entrepreneurs and startups as an entrepreneurial ecosystem pillar that needs strengthening. While mentors in Cambodia are less likely to be women, people with disabilities may find it difficult to gain physical access to certain services. In addition, individuals who are not tech-savvy and have difficulties with using English may find it challenging to locate and benefit from available resources. The mentoring program/models are expected to be adopted by the government agency responsible for promoting the entrepreneurship ecosystem, local incubators/accelerators, and Employer Associations.
3. **Development of Skills Framework for the ICT Sector**- This initiative aims to kick-start the development of an ICT skills framework for Cambodia's workforce. Ideally, the Skills Framework is owned by the relevant government agencies (The Ministry of Labour and Vocational Training/The National Employment Agency) and developed in collaboration with employers, unions, professional bodies. It provides up-to-date information on employment, career pathways, occupations, job roles, existing and emerging skills, as well as relevant education and training programmes within the sector. This initiative is an entry point into skills framework development and has the potential to be replicated to develop skills frameworks for other sectors.
4. **Development of e-Recognition of Prior Learning System**- There is a huge potential for RPL in Cambodia as 64% of the workforce is in informal sectors and many of these informally skilled workers have spent years at their jobs. The project is helping the Directorate General of Technical and Vocational Training to increase access to and promote the implementation of RPL in Cambodia through developing a national digital RPL system, expanding the pool of qualified skills and qualification assessors in industrial sectors with high potential for RPL, and implementing pilot RPLs with workers key sectors.

To ensure sufficient capacity to support the implementation of these interventions, UNDP Cambodia is seeking an international consultant to provide technical and partnership coordination support to the UNDP team and relevant partners, and to execute the planned activities aiming to realize the above objectives.

4. Scope of Work

The consultant is expected to take lead in implementing the project activities outlined in the terms of reference and assist the project manager on other tasks including the arrangement of project evaluation, drafting project quarterly and completion reports, including documenting lessons learned, good practices, and challenges, and organizing relevant events. Specifically, the consultant is expected to undertake the following tasks in close coordination with the UNDP team:

Task 1: Provision of the Customized Digital Skills Training and Work Placement Model for Youths

- Conduct regular progress and technical meetings with the selected service provider regarding the progress and result of the training programme.

- Coordinate, review the service provider's deliverables, and provide technical input to the service provider in identifying and testing workplace models based on data available and agreed plan to reach a defined target.
- Review and make an appropriate inform consent to UNDP team on sustainability and transferability plan of training curriculum including strategic engagement with TVETs or development of an open-source knowledge hub of the training programme.
- Coordinate with the service provider to ensure that a graduation ceremony is organized with the participation of project stakeholders, youths, government agencies, and the donor representative.

Task 2: Development and Launch of the ICT Occupational Profile

- Conduct regular progress and technical meetings with the service provider, NEA, and international consultant to ensure the draft ICT Occupational Framework/Profiles and relevant template are consulted and adopted by NEA.
- Provide technical support to the NEA team to disseminate the newly developed framework, including the development of a landing page on the NEA website (or a separate website) to host occupational profiles and in a view of hosting occupation profiles of other sectors and organizing launching and dissemination workshops to target users.

Task 3: Development and Pilot of Digital Recognition of Prior Learning System

- Coordinate the selected service provider to ensure that E-RPL System development is guided by TVET experts and input from concerned stakeholders.
- Coordinate with TVET/ILO technical team to ensure that technical capacity and arrangement of technical aspects for the first RPL assessment are well in place: selection of occupation /competencies packages, guidelines, assessors, training to TVET institutions, assessment).
- The launching event is organized for the newly developed system and the result of pilot e-RPL.

Task 4: Startup Mentors Programme

- Monitor and provide inputs to the service provider tasked to expand the network of startup mentors for youth entrepreneurs by onboarding at least 25 more local startup mentors (50% women) onto the Startup Cambodia Platform and organize onboarding orientation in partnership with Techo Startup Center (TSC).
- Coordinate closely with the selected service provider through regular technical meetings to ensure that mentoring guidelines/toolkit, mentors training, identification of mentor qualification models, dissemination of developed mentoring guidelines, and mentoring support to youth entrepreneurs are carried out per agreed workplan during the first half of 2022.
- Work with TSC on building two additional features (1. setting engagement metrics; 2. tracking these metrics for measuring results to engage startups and mentors and prepare transition materials and documents for TSC to continue the engagement with mentors onboarded onto the platform.
- Host at least 3 bi-monthly startup mentor calls, manage the startup mentor community built through Telegram, and coordinate with Regional Youth Team for relevant support and sharing of lessons learned.
- Work with the service provider to document results and impact stories.

Task 5: Provide management support to the UNDP Project Manager

- Track project results and relevant data and draft project quarterly report and result & evidence-based completion report.
- Support Project Manager and team to organize at least three project-related events, including the final project board.
Provide support in final project evaluation exercise including providing the list of relevant documents from above initiatives, list of relevant stakeholders, and facilitating the

connection between project evaluator and project partners/beneficiaries as needed. the Draft press release and talking points/speeches for the above-related events where UNDP Representative is engaged.

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	Output 1: <ul style="list-style-type: none"> Detail workplan correspondence with the scope of work including key activities/timeline. IC's (Jan 2022) activities report with supporting documents (based on the agreed detail workplan, including but not limited to the following: <ul style="list-style-type: none"> Brief activities minutes of technical / progress meetings/mentor calls with partners and service providers Progress update and input provided to ensure work placement model and sustainability plan is agreed and rolled out by STEP. 	20 days	30 Jan 2022	Youth Employment Coordinator, Program Analyst, and ARR-Programme and Results Unit
2	Output 2: <ul style="list-style-type: none"> IC's (Feb 2022) activities report with supporting documents (based on the agreed detail workplan, including but not limited to the following: <ul style="list-style-type: none"> Status update and inputs provided to draft e-RPL system development and TVET RPL assessment operational plan shared by TVET. Status update and input provided to ensure that the developed 75 ICT Occupational profiles are consulted with stakeholders and NEA Brief activities minutes of all technical / progress meetings/mentor calls with partners and service providers 	20 days	28 Feb 2022	
3	Output 3: <ul style="list-style-type: none"> IC's (Mar 2022) activities report with supporting documents (based on the agreed detail workplan, including but not limited to the following: <ul style="list-style-type: none"> Review and technical inputs provided to deliverables, activity completion report and case studies delivered by Impact Hub concerning startup mentoring initiative. 	20 days	31 Mar 2022	

	<ul style="list-style-type: none"> - Technical input provided to TSC on improving features of Mentor Platform and transition materials and documents prepared for TSC - Review and inputs provided to dissemination plan of occupational profiles (website/disseminate workshops) submitted by NEA. - Brief activities minutes of all technical / progress meetings with partners and service providers 			
	Output 4: <ul style="list-style-type: none"> • IC's (April 2022) activities report with supporting documents (based on the agreed detail workplan, including but not limited to the following: <ul style="list-style-type: none"> - Technical input provided to dissemination/launching plan of occupational profiles (website/disseminate/launching workshops) - Brief activities minutes of all technical / progress meetings with partners and service providers - Review and technical input provided to deliverables, training progress and status of internship/ Work Placement, and sustainability plan implementation submitted by STEP IT Academy. - A project quarterly report. 	20 days	30 Apr 2022	
	Output5: <ul style="list-style-type: none"> • IC's (May 2022) activities report with supporting documents (based on the agreed detail workplan, including but not limited to the following: <ul style="list-style-type: none"> - Brief activities minutes of all technical / progress meetings with partners and service providers - Coordination support and technical input provided to the e-RPL pilot assessment process and completion report drafted by TVET. - Coordination support and technical input were provided to STEP IT Academy and UNDP in organizing a graduation event for the training programme. 	20 days	25 May 2022	
4	Output 6: <ul style="list-style-type: none"> • Draft a quarterly report and project completion report and relevant case studies and photos • Final Board organized (presentation prepared and delivered). 	20 days	20 Jun 2022	

	<ul style="list-style-type: none"> • Provided coordination support to the project evaluation exercise – list of stakeholders & doc. provided and connections with project partners/beneficiaries arranged. 			
Total Number of Days		120 days		

6. Institutional Arrangements

The consultant will be working under the direct supervision of UNDP's Project Coordinator and Programme Analyst. The deliverables will be reviewed by the Project Coordinator and Programme Analyst. Upon confirmation of satisfactory outputs from the reviewers, the payment request will be submitted to the Head of Unit for approval.

7. Duration of Work

The individual contractor is expected to work within a duration spanning between 1 January to 30 June 2022.

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 the project and based on UNDP's policies.

9. Minimum Qualifications of the Individual Contractor

Education	<ul style="list-style-type: none"> • Bachelor's degree in business administration or business management; specialized in strategic management, entrepreneurship, international development, or other related fields.
Experiences	<ul style="list-style-type: none"> • Minimum 3 years of experience working in development projects or for the private sector in Cambodia and other countries. • Solid experiences in planning, providing strategic advice, implementing and coordinating specific tasks/initiatives related to youth skill training activities, start-up, entrepreneurship programs, and communication campaigns. • Demonstrated experience in coordinating with various groups of stakeholders and building resource networks/mentors to support youth entrepreneurs plus managing partnerships with different stakeholders, especially successful entrepreneurs, startup mentors, and advisors or business incubators/accelerators. • Demonstrated experience in data collection, drafting knowledge products or project reports, and collecting stakeholder feedback.
Competencies	<ul style="list-style-type: none"> • Knowledge of skill development interventions/systems, relevant policies, and digital skills landscape in Cambodia. • Knowledge of entrepreneurship ecosystem in Cambodia, especially, youth entrepreneurship and startups, mentoring services, or startup support landscape. • A highly organized person, sets priorities, produces quality outputs, meets deadlines, and manages time efficiently. • Ability to present complex issues simply and clearly.

	<ul style="list-style-type: none"> • Ability to meet and build networks with stakeholders of various backgrounds and especially successful entrepreneurs. • Ability to think out-of-the-box and works toward creative solutions. • Ability to coordinate with stakeholders of various backgrounds • Ability to deploy digital tools in executing project activities • Ability to draft knowledge products and project documents. • Works well in a team to advance the priorities of the project and UNDP programmes; • 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.
Language Requirements	<ul style="list-style-type: none"> • Fluency in English

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.

Technical Evaluation Criteria	Obtainable Score
<ul style="list-style-type: none"> • Bachelor's degree in business administration or business management; specialized in strategic management, entrepreneurship, international development, or other related fields. 	20
<ul style="list-style-type: none"> • Minimum 3 years of experience working in development projects or for the private sector in Cambodia and other countries. Experiences working with UNDP and other UN agencies are desirable. • Solid experiences in planning, providing strategic advice, implementing and coordinating specific tasks/initiatives related to youth skill training activities, start-up, entrepreneurship programs, and communication campaigns. 	30
<ul style="list-style-type: none"> • Demonstrated experience in coordinating with various groups of stakeholders and building resource networks/mentors to support youth entrepreneurs plus managing partnerships with different stakeholders, especially successful entrepreneurs, startup mentors, and advisors or business incubators/accelerators. • Demonstrated experience in data collection, drafting knowledge products or project reports, and collecting stakeholder feedback. 	20
<ul style="list-style-type: none"> • Knowledge of skill development interventions/systems, relevant policies, and digital skills landscape in Cambodia. Knowledge of entrepreneurship ecosystem in Cambodia, especially, youth entrepreneurship and startups, mentoring services, or startup support landscape 	30
Total Obtainable Score:	100

11. Payment Milestone

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

Deliverable	Target due date (Approximately)	Payment Percentage
Upon satisfactory completion of output #1	30 Jan 2022	20%
Upon satisfactory completion of output #2	28 Feb 2022	20%
Upon satisfactory completion of output #3	31 Mar 2022	20%
Upon satisfactory completion of output #4	30 Apr 2022	20%
Upon satisfactory completion of output #5	25 May 2022	10%
Upon satisfactory completion of output #6	20 Jun 2022	10%
TOTAL		100%