

Term of Reference
Individual Contractor

1. Assignment Information

Assignment Title:	International Consultant to implement the Innovative Challenge Programme and the MSMEs Incubation Programme of the Acceleration of E-commerce and SMEs Digitalization Transformation
Cluster/Project:	Programme and Results Unit
Post Level:	International Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Phnom Penh, Cambodia
Contract Duration:	92 working days (from 01 June to 30 December 2022)

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 co-financing support from the Ministry of Commerce, Enhanced Integrated Framework (EIF) and Khmer Enterprise jointly implementing a key components of Cambodia's e-commerce acceleration project (Go4eCam) that aims to boost domestic and international opportunities for small and medium enterprises through a digital platform. Under this component, there are two initiatives: the MSMEs Incubation on Digitalisation Programme and the Innovation Challenge Programme. The Incubation programme focuses on improving the basic functionalities and capabilities of MSMEs in their entrepreneurship to uptake the e-commerce solution to sell online domestically and internationally. Meanwhile, the Innovation Challenge will offer 70 awards, with a maximum prize of up to USD 5,000 per awardee, through the Innovation Challenge modality aiming at helping those MSMEs 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.

Regarding the implementation status, the Innovation Challenge programme runs in two cohorts. Cohort 1 has completed the selection process by identifying 30 awardees, who will take three months to complete their innovation projects. During their project implementation, the awardees will receive tailored business mentoring sessions, business-to-business webinar with the focus on cross-border e-commerce, and online trainings on e-commerce. In parallel, cohort 2 is calling for application until 15th May. It is expected that the remain 40 awardees will be identified through a complete selection process by the time the contract is onboarded.

To take this initiative forward, UNDP is currently seeking an International Consultant to provide further technical support to the implementation of the Innovation Challenge programme.

3. Scope of Work

Through close coordination with UNDP's Technical/Project Coordinator, the successfully selected consultant will be leading an Innovation Challenge initiative and working alongside with a UNDP's recruited National Consultant in implementing this initiative adopting to UNDP Innovation Challenge modality, following a sequence of but not limited to the main activities as below,

1. With support from a National Consultant, lead the execution of innovative challenge following the agreed workplan, including but not limited to,
 - Update the implementation workplan for the innovation challenge of both cohort 1 and cohort 2 in close consultation with UNDP technical team
 - Develop a mentoring plan, including matching mentees-mentors, topics to be provided, and timeline. One mentee should meet with at least two different mentors on at least two priority topics based on their identified innovation project.
 - Coordinate key experts to provide mentoring to the selected awardees based on their proposed innovation projects
 - Develop a concept note for and conduct two business-to-business webinars as part of the implementation stage of the Innovation Challenge cohort 1 and cohort 2 respectively. The concept note should also include a proposed agenda, key topics/themes, national and/or international experts for each topic
 - Establish partnership building with different experts, key players in e-commerce ecosystem to provide support Innovation Challenge Awardees.
 - Review and coordinate contractual award agreements between awardees and UNDP. The contract review should carefully consider if the proposed deliverables are feasible and practically achievable.
 - Review and finalise the Due Diligence report drafted by the National Consultant
 - Work with UNDP communication team in close consultation with UNDP project team, MoC and KE to develop media contents using appropriate communication channels, including public discussions session to promote the visibility of the programme
 - Organize and coordinate the relevant activities of the programme including public presentation and online training
 - Review the selection report of Innovation Challenge cohort II (to be prepared by the National Consultant) documenting all the evaluation steps and scoring results to inform the Innovation Challenge committee to award the winners.
 - Provide regular update status of all activity progresses and challenges to UNDP

- Coordinate and monitor the implementation of mentoring sessions conducting by mentors to selected SMEs based on the signed agreement and ToR between UNDP and SMEs with regularly update to UNDP, MoC and KE teams.
- Participate and provide inputs in monthly coordination meeting between UNDP and MoC/KE and other technical meeting platforms as relevant to the programme.

2. Produce a written final report upon completion of each cohort of Innovative Challenge of the Acceleration of Ecommerce and SMEs formalization (max 10 pages), describing the methodology, key achievements, list of stakeholders involved in programme, measurements against set KPIs, and the recommendation/suggestions/lessons learned that lead to improvement for the second cohort.

4. Expected Outputs and Deliverables

#	Deliverables	Estimated Duration of works	Target due date	Review and Approval Requires
Innovation Challenge Cohort I				
1	Output 1: - Submission of the updated implementation workplan for the innovation challenge of both cohort 1 - Submission of the mentoring plan, including matching mentees-mentors, topics to be provided, and timeline. One mentee should meet with at least two different mentors on at least two priority topics based on their identified innovation project.	7 days	08 th June 2022	Project Coordinator, Program Analyst, and Head of Programme and Results Unit
2	Output 2: - Submission of the reviewed contractual award agreements between awardees and UNDP	5 days	16 th June 2022	
3	Output 3: - Successfully delivered one B2B webinar and submitted a summary webinar report (1-3 pages) describing the methodology, list of participants, post-webinar survey on participant's perceptions, recommendations for future improvements.	7 days	15 th July 2022	
4	Output 4: - Organized one Innovation Challenge showcase event of the first cohort with participation from various key stakeholders engaged in the program particularly SMEs awardees to showcase their achievements and lesson learnt resulted from Innovation Challenge intervention.	8 days	25 th August 2022	
5	Output 5: - Submission of monthly progress/monitoring reports (3) of the first cohort mentoring exercise through mentor-mentees matching and the online training. The report should include key highlights of achievement, challenges, and recommendation for improvements.	15 days	31 st August 2022	

Innovation Challenge Cohort II				
6	Output 6: - Submission of the reviewed contractual award agreements between awardees and UNDP - Submission of the reviewed and finalised the Due Diligence report drafted by the National Consultant	8 days	22 nd June 2022	Project Coordinator, Programme Analyst, and Head of Programme and Results Unit
7	Output 7: - Submission of the mentoring plan, including matching mentees-mentors, topics to be provided, and timeline. One mentee should meet with at least two different mentors on at least two priority topics based on their identified innovation project.	7 days	30 th June 2022	
8	Output 8: - Successfully delivered the B2B webinar and submitted a summary webinar report (1-3 pages) describing the methodology, list of participants, post-webinar survey on participant's perceptions, recommendations for future improvements.	7 days	28 th September 2022	
9	Output 9: -Organized the final Innovation Challenge event of the second cohort with participation from various key stakeholders engaged in the program particularly SMEs awardees to showcase their achievements and lesson learnt resulted from Innovation Challenge intervention.	8 days	20 th October 2022	
10	Output 10: - Submission of monthly progress/monitoring reports (3) of the first cohort mentoring exercise through mentor-mentees matching and the online training. The report should include key highlights of achievement, challenges, and recommendation for improvement.	15 days	30 th November 2022	
11	Output 11: -Submission of final report of the whole program process covering both cohort I and II, including methodology, stakeholders, key achievements, challenges, suggestions and recommendations for further improvement.	5 days	15 th December 2022	
	Total:	92 days		

5. Institutional Arrangements

The consultant will be working under the direct supervision of the UNDP's Technical/Project Coordinator 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 Technical/Project Coordinator, 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 84 working days over the period from 01 June to 30 December 2022.

7. Duty Station

All assignments under the Contract will be based in Cambodia, principally in 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. Qualification of Consultant

Education	<ul style="list-style-type: none"> At least Bachelor's degree in business administration, innovation and entrepreneurship, management, ecommerce, economic, or other related fields
Experiences	<ul style="list-style-type: none"> Minimum 2 years of combined working experience on entrepreneurship training programme, innovation challenge programme, digitalization, and ecommerce and other related fields. Proven experience in managing project activities and coordinating similar programmes for new start-up or SMEs, events organization, communications management, and partnerships building with entrepreneurs and stakeholders. Proven experience in providing or coordinating SMEs training and startup programme related to e-commerce SMEs Prior experience working with and coordinating with UN agencies, Government institutions, private sector or NGOs on similar assignment is an asset.
Competency	<ul style="list-style-type: none"> Analytical skills, knowledge of SMEs or private sector ecosystem Strong analytical mind and understanding of business-related requirements and constraints, with a focus on addressing them through training and capacity development measures Ability to establish and maintain partnership and to work as a team with government partners, private sector, business association, and other relevant parties/development donors Be able to communicate with different stakeholders Ability to adapt to different circumstances and to changes in internal and external environments
Language Requirements	<ul style="list-style-type: none"> Written and spoken English

Criteria for Evaluation and Selection section

Technical Evaluation Criteria	Obtainable Score
At least Bachelor's degree (or equivalent) in business administration, innovation and entrepreneurship, management, ecommerce, economic, or other related fields	20
Minimum 2 years of combined working experience on entrepreneurship training programme, innovation challenge, grant management, digitalization, and ecommerce and other related fields.	30
Proven experience in supervising or coordinating similar assignments, particularly e-commerce SMEs and small grant to private sector	30

Proven extensive networks or/and ability to establish and maintain partnership with government partners, private sector, business association, and other relevant parties/development donors	20
Total Obtainable Score:	100

9. Schedule of Payment:

Deliverable	Target due date (Approximately)	Payment by expert days
Upon satisfactory completion of output # 1	08 th June 2022	7 days
Upon satisfactory completion of output # 2	16 th June 2022	5 days
Upon satisfactory completion of output # 3	15 th July 2022	7 days
Upon satisfactory completion of output # 4	25 th August 2022	8 days
Upon satisfactory completion of output # 5	31 st August 2022	15 days
Upon satisfactory completion of output # 6	22 nd June 2022	8 days
Upon satisfactory completion of output # 7	30 th June 2022	7 days
Upon satisfactory completion of output # 8	28 th September 2022	7 days
Upon satisfactory completion of output # 9	20 th October 2022	8 days
Upon satisfactory completion of output # 10	30 th November 2022	15 days
Upon satisfactory completion of output # 11	15 th December 2022	5 days
TOTAL		92 days