

## TERMS OF REFERENCE

### 1. Assignment Information

<b>Assignment Title:</b>	Innovation Challenge Mentors – MSME Digitalization: E-commerce Digital Marketing Mentorship – (up to two Mentors)
<b>Cluster/Project:</b>	Programme and Results Unit
<b>Post level:</b>	Specialist
<b>Contract type:</b>	Individual Contractor
<b>Assignment Location:</b>	Phnom Penh, Cambodia.
<b>Assignment Duration:</b>	31 days (5 September 2022 to 25 December 2022)

### 2. Background of the Innovative Challenge Programme of the Acceleration of E-commerce and SMEs Digitalization Transformation

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 MSMEs could gain by going digital and by doing so, they could reach out to wider markets and clientele.

For this particular terms of reference, it will be focused on providing support for the Innovation Challenge awardees. Regarding the implementation status, the Innovation Challenge programme runs in two cohorts. Each cohort has a duration of 3 months, Cohort 1 (July-September 2022) and Cohort 2 (September-November 2022). During each cohort, the awardees will receive mentorship support to complete their innovation projects. This includes tailored business mentoring sessions, business-to-business webinar with the focus on cross border e-commerce, and online training on e-commerce.

To take this initiative forward, UNDP is currently seeking an E-commerce Digital Marketing Mentor to provide tailored mentorship support to the awardees on their innovation projects.

### **3. Scope of Work**

Through close coordination with UNDP's technical team and in collaboration with other Individual Consultants, the successfully selected consultant will act as an Innovation Challenge mentor to the awardees in the two cohorts of the innovation challenge exercise. The role of the Innovation Challenge mentor is designed to provide technical guidance on innovation deliverables that were set out in the awardee's proposed workplan. The scope of work areas for the Innovation Challenge mentor per cohort are the following:

1. **Meeting with matched mentee/awardee:** The mentors will be matched with awardees (group of mentees) based on what support was stated in their needs assessment form. UNDP Cambodia will then set up one-to-one introductions between the mentor and awardees, where the mentors are expected to meet with the assigned awardees twice during 1 cohort period (3 months per cohort).
2. **Conducting workshops:** In addition, to meeting with the assigned awardees, mentors will also be facilitating 2 group mentorship training sessions. These sessions will cover topics based on common awardee activities and deliverables across the cohort but are expected to be practical, where 50% of the time during the workshop is learning, and 50% of the time during the workshop would be working on what was taught during the workshop. If there is another mentor with a similar background/skillset, it is expected the mentors can co-design/ask for input on the workshop material. This is to ensure there is consistent information across what was taught to the awardees at the workshop. Any learning material will then be shared with awardees.
3. **Follow up after the workshop:** After practicalizing what they've learned during the workshop, Awardees can then follow up with their assigned mentor (if applicable to the expertise) or the workshop mentor during individual sessions or open office hours (depending on the demand).

The responsibility of the mentor includes, but is not limited to the following main activities;

1. Provide tailored mentorship support and expertise to 14 assigned awardees in total for two cohorts on a one-to-one basis and ensure awardees are kept on track for their deliverables/activities;
2. Conduct 2 workshops and provide learning and practical materials for group mentoring sessions;
3. Attend onboarding session for mentors at the start of the contract (date to be announced);
4. Keep a log of mentorship sessions using a template provided by UNDP Cambodia to submit at the end of each month
5. Attend the business showcase event; and

6. At the mentor's discretion, support the awardees by making introductions to and assisting in the acquisition of potential business linkages that may be helpful for their business;

#### 4. Deliverables

Delivery Milestones	Target Due Dates	Working Days	Review and Approvals Required
Innovation Challenge Cohort 1			International Consultant, Program Analyst, and ARR- Programme and Results Unit
Output 1: - Develop mentorship workplan correspondence to the scope of works of Cohort 1. - Draft workshop outline and materials prepared for assigned workshops for Cohort 1.	13 September 2022	8 days	
Output 2: - Led/facilitated/contributed to at 1 workshop topic for Cohort 1. - Submitted log of mentorship sessions occurring in August 2022 and September 2022 for Cohort 1.	30 September 2022	5 days	
Output 3: - Led/facilitated/contributed to at 1 workshop topic for Cohort 1. - Submitted log of mentorship sessions occurring in October 2022 for Cohort 1.	31 October 2022	5 days	
Innovation Challenge Cohort 2			
Output 4: - Develop mentorship workplan correspondence to the scope of works for Cohort 2. - Draft workshop outline and materials prepared for assigned workshops for Cohort 2.	20 September 2022	2 days	
Output 5: - Led/facilitated/contributed to at 1 workshop topic for Cohort 2. - Submitted log of mentorship sessions occurring in September 2022 and October 2022 for Cohort 2.	31 October 2022	5 days	
Output 6: - Led/facilitated/contributed to at 1 workshop topic for Cohort 2. - Submitted log of mentorship sessions occurring in November 2022 for Cohort 2.	30 November 2022	5 days	
Total working days		31 days	

#### 6. Institutional Arrangement

The mentors will be working under the direct supervision of the UNDP International Consultant for Innovation Challenge programme in close collaboration with G4eCAM project team and Programme

Analyst. The deliverables will be reviewed by the International Consultant and Programme Analyst. The deliverables are then subsequently approved by the Head of Programme Unit of UNDP based on confirmation of satisfactory outputs from the reviewers. The mentors are expected to work closely with the awardees, under the guidance of the International Consultant.

## 7. Duration of the programme

The successful consultant will commence the assignment as soon as the procurement process is completed, and the contract signed. The duration of work is expected from 5 September to 25 December 2022.

## 8. Duty Station

The duty station of the work is in Phnom Penh, where applicable activities in the cohort will happen virtually or in-person. In the case that the provincial mission would be needed, travel and accommodation costs for the consultant will be borne by UNDP Cambodia in line with UNDP travel regulations.

## 9. Selection Criteria for Innovation Challenge Mentors

<b>Education</b>	<ul style="list-style-type: none"> <li>At least a Bachelor's degree (or equivalent) with a specialization in one or more of the following; digital marketing, business administration, e-commerce, marketing strategy, or other relevant fields.</li> </ul>
<b>Competencies</b>	<ul style="list-style-type: none"> <li>Demonstrated at least 2 year of hands-on experience and experimentation in implementing a digital marketing strategy for an e-commerce business and managing the marketing budget (preferably in Cambodia), implementing pay-per-click (PPC) strategies, optimizing paid advertising campaigns across different verticals and channels, including Facebook, Instagram, Google, Tik Tok to improve return on investment.</li> <li>Has experience mentoring e-commerce businesses in Cambodia</li> <li>Has experience in content marketing from the Search Engine Optimization (SEO) side, editorial, and developing, publishing, and managing a content calendar.</li> <li>Has experience creating a digital marketing strategy (preferably in Cambodia) and understands conversion rate optimization from hands-on to experimentation management targeting all stages of the customer lifecycle on various marketing resources. (creative, front-end development)</li> <li>Has familiarity with using various digital marketing tools, such as Google Analytics, Sprout, Meta Business Suite (Meta pixel, Ads Manager), Canva, or other recommended tools.</li> <li></li> </ul>
<b>Language Requirement:</b>	Fluency in Khmer is required and some ability to use English

## 10. Criteria for Evaluation and Selection of the mentors

<b>E-commerce Digital Marketing Mentor</b>	<b>Points Obtainable</b>
<ul style="list-style-type: none"> <li>• Demonstrated at least 2 years of hands-on experience and experimentation in implementing a digital marketing strategy for an e-commerce business and managing the marketing budget (preferably in Cambodia), implementing pay-per-click (PPC) strategies, optimizing paid advertising campaigns across different verticals and channels, including Facebook, Instagram, Google, Tik Tok to improve return on investment.</li> </ul>	30
<ul style="list-style-type: none"> <li>• Has experience mentoring e-commerce businesses in Cambodia</li> </ul>	20
<ul style="list-style-type: none"> <li>• Has familiarity with using various digital marketing tools, such as Google Analytics, Sprout, Meta Business Suite (Meta pixel, Ads Manager), Canva, or other recommended tools.</li> </ul>	20
<ul style="list-style-type: none"> <li>• Has experience creating a digital marketing strategy (preferably in Cambodia) and understands conversion rate optimization from hands-on to experimentation management targeting all stages of the customer lifecycle on various marketing resources. (creative, front-end development)</li> </ul>	30
<b>Total</b>	<b>100</b>

#### 11. Payment Milestones

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

<b>N</b>	<b>Outputs/Deliveries</b>	<b>Payment Schedule</b>	<b>Payment Amount</b>
1	Upon satisfactory completion of output #1	13 September 2022	25%
2	Upon satisfactory completion of output #2 & 4	30 September 2022	25%
3	Upon satisfactory completion of output #3 & 5	31 October 2022	30%
6	Upon satisfactory completion of output #6	30 November 2022	20 %

#### 12. Approval

Signature: .....

Name: Dr Rany Pen

Title/Unit/Cluster: ARR-Programme

Date: .....