



Terms of Reference

For NGO Contract

“Human Resource Development Service Provider”

to operate in Siem Reap Province and Phnom Penh Municipality

I- BACKGROUND

The agriculture sector is central to the livelihoods of most Cambodians as 80 percent of the total population live in the rural areas. In 2011, Cambodia's poor people who lived under US\$1.15 per day were about 3 million and the near-poor who lived under US\$2.3 per day were about 8.1 million, with about 90 percent of them living in rural areas. The majority or 66 percent of the rural population depends on agriculture for their livelihood, however more than 10 percent are landless and a large share of the rural population cultivates less than 0.5 ha which on average provides for less than half of the basic nutritional needs for a typical rural family. Two thirds of the country's rural households still face seasonal food shortages each year.

Poor rural households are constrained by lack of human, financial and social capital, in particular access to finance and to markets. Despite the growth in the formal financial sector in Cambodia, the poor are still forced to take loans at usurious rates to fulfill basic consumption needs, many are becoming over-indebted, handicapped by low financial literacy. A combination of not being able to achieve economies of scale by producing as a group, lack of technical know-how, limited access to agricultural extension services, lack of market information, and poor infrastructure (e.g., roads and markets) inhibit the ability of the poor to successfully participate in key value chains. Despite the productivity improvements and some limited capturing of market opportunities by some small farms in recent years, the productivity of most small, traditional farms has remained low. The poor also lack voice and institutions that can empower them. This lack of voice and sense of powerlessness perpetuates a belief among the poor that their situation is unchangeable, causing some to spiral into inaction or social vices. Together, these constraints create a vicious cycle of sustained poverty, i.e., inadequate incomes to meet consumption needs and indebtedness to private moneylenders.

While agriculture-dependent livelihoods still constitute the majority of self-employment in rural areas, wage employment (particularly through migration to neighboring Thailand) provides important income supplements especially for poor households. Wage employment is often associated with smoother and more stable income and consumption patterns for the household, given higher predictability of income. However, to reap the potential benefits of wage employment locally, workers require information about the labor market and

opportunities for employment as well as better, employable skills and knowledge that are tailored to meet labor market demand. Enterprise surveys indicate a sizable skills gap among the workforce, predominantly for skilled labor, but also for mid- and low-skilled workers. Soft skills, and basic cognitive skills, are often cited to be lacking among low-skilled workers. Drop-out rates, particularly for the rural poor, remain high. A significant number of students do not complete the required Grade 9 education that enables them to pursue formal educational opportunities, technical vocational education training included.

To address the needs of rural and urban poor in Siem Reap Province and Phnom Penh Municipality, the Royal Government of Cambodia (RGC) through the Ministry of Economy and Finance obtained US\$20.17 million in credit financing from the World Bank to fund the Livelihood Enhancement and Association of the Poor (LEAP) Project. The 5- year project began on May 26, 2017 and has a closing date of November 30, 2022.

The project development objective (PDO) of the project is to improve access of poor and vulnerable households in selected communities to financial services, opportunities for generating income, and small-scale infrastructure, and to provide immediate and effective response in case of an eligible crisis or emergency. This would be achieved through the: (a) establishment of self-help groups (SHGs), savings and credit groups, producer groups, agricultural cooperatives and other peoples groups/organizations; (b) provision of capacity building and training to beneficiaries to improve their income generation opportunities; (c) establishment of private sector linkages to improve and expand market opportunities; and (d) identification and provision of community-based social and economic infrastructure to help improve livelihood and economic productivity of the poor.

The project is divided into four components. These are:

- **Component 1: Improving Livelihoods for Rural Poor and Vulnerable Households (Siem Reap)**
 - Sub-Component 1.1: Building and Strengthening Institutions of the Rural Poor
 - Sub-Component 1.2: Enhancing Skills and Employment Opportunities for the Rural Poor
 - Sub-Component 1.3: Improving Basic Services and Community Infrastructure
- **Component 2: Improving Livelihoods for Urban Poor and Vulnerable Households (Phnom Penh)**
 - Sub-Component 2.1: Enhancing Skills and Employment Opportunities for the Urban Poor
 - Sub-Component 2.2: Improving Basic Services and Community Infrastructure
- **Component 3: Project Management, Coordination, and Monitoring & Evaluation**

Components 1.2 and 2.1 would both deliver roughly the same set of interventions, largely facilitated through this contract, in the mainly rural setting of Siem Reap as well as the urban setting of Phnom Penh. The components would include investments in the development of beneficiary skills (particularly unemployed youth and women from poor households) and the ability to obtain new or improved employment. Activities would include: (a) local labor market surveys and training provider assessments; (b) beneficiary selection; (c) employability training and career counseling; (d) voucher provision and skills training; (e) job placement and employment support, including to engage in partnership with the employers who provide specialized training.

The key beneficiaries of the project would be approximately 20,000 ID Poor and vulnerable households in the target 47 communes in Siem Reap Province and 13 Sangkats in Phnom Penh Capital, respectively. At least 2,100 individuals (Phnom Penh: 750 individual and Siem Reap: 1,350 individuals) are expected to benefit from skills development under the project.

The organizational structure of the project involves government implementing agencies overseen by a Project Coordination Office (PCO) located in the Ministry of Interior (MOI), and two Sub-Management Teams (SMTs) are Sub-Management Team1 (SMT1) located at Siem Reap Provincial Administration and Sub-Management Team2 (SMT2) located at Phnom Penh Capital Hall, supported by District/Khan and Commune/Sangkat level facilitators. The Ministry of Labor and Vocational Training (MoLVT) will also support the delivery of these activities, including their participation in the Project Steering Committee.

A. Consultancy Objective

The services of a Human Resource Development Service Provider are required to:

- (a) Build the capacity of individuals from poor households to get new and better jobs
- (b) Facilitate training and job placement by training providers

B. Responsibilities and Expected Outputs of HRDSP

Human Resource Development Service Provider (HRDSP) - a single NGO will be contracted to work in both Siem Reap and Phnom Penh. The HRDSP will manage an in-take, training placement, and counselling service aimed at placing interested individual job seekers in relevant and potential related jobs. The HRDSP will also provide support to participants (i.e. through vouchers and potentially stipends to cover related costs) to access career guide development workshop and technical and vocational education and training (TVET) that would improve their livelihood of being hired locally.

The HRDSP will be responsible for directly implementing Sub-components 1.2 and 2.1, including

- (1) Local labour market assessments and information gathering, outreach and marketing to attract and verify eligible individual candidates
- (2) Design and delivery of induction and planning workshops (referred to Task 4), individual case management
- (3) Preparation of training packages (i.e. enrolment in courses by training providers and related support to facilitate training completion and job acquisition) for each participant based on their Skills Development Plans (SDPs)
- (4) Administration of vouchers to training providers

The HRDSP, in collaboration with the SMT-1, SMT-2 and PCO Teams, shall ensure that skills training and capacity building inputs provided to the individual local job seekers match the demand for their work, through following tasks:

Task 1: Assess and monitor local labour market opportunities – In the first quarter of implementation, an initial assessment of potential employment and employer training opportunities would be undertaken within the vicinity of target communes/sangkats. The assessment would draw upon existing, recent labour market assessments, review job opportunities list by employment agencies, and assess the availability of employer-provided

training and overall employer demand for specific occupations and/or technical skills in target communes/sangkats. This rapid assessment would be undertaken as the first activity by a contracted HRDSP to provide a basis for focusing training on a more narrow set of skills that are in highest demand in and around the target communities. The information gathered in these assessments would be updated regularly through information gathering and networking with employment centers, training providers and employers. HRDSP will develop database management system for skill development along with procedures for collecting information.

***Output 1:** An initial labour market and training provider assessment identifying job opportunities, training providers and employer training opportunities in and near target communities conducted and it's comprehensive report produced*

***Output 2:** Result of labour market and training provider assessment dissemination.*

***Output 3:** Procedures for collecting job vacancy data, skills development, training provider services produced and database system for constantly updating the information developed.*

Task 2: Outreach and marketing campaign to attract and verify eligible individual candidate in the project areas – HRDSP will prepare marketing materials aimed at attracting the target beneficiaries to make use of the support offered. In collaboration with the SMT-1, SMT-2 and PCO Teams and C/S Councils, the HRDSP will use the materials and various events and promotional opportunities to attract eligible individual candidate in each targeted communes/sangkat to apply for support. An eligible individual is any person, male or female, who is of legal age, a certified resident of the LEAP targeted communes/sangkats, and possesses a potential to be trained for the locally hired positions with potential employers. In undertaking this outreach effort, the consultancy shall work closely with local leaders and maximize the existing data from ID Poor and census, and village/commune profiles.

***Output 4:** Marketing materials developed and used to attract target, eligible beneficiaries to sign-up for support provided by the project.*

***Output 5:** All individual candidate profiles who have applied for support and verification of their eligibility according to the most recent ID Poor I and II, and other pertinent developed.*

Task 3: Develop a process, procedures and capacity to support clients. This task will primarily entail developing a methodology for serving clients. This would include outreach, the process from when the client walks in the door seeking the service, service provision, and exiting the program. This process begins when the client walks in the door, sits with a counselor, is interviewed, and provides basic information to allow the HRDSP to start building a profile to determine how to support the client. The HRDSP can then triage to determine if, given the clients' career goals, the client should be directed toward the jobs vacancy database or toward the "preparation" stream. If the first, there will need to be a process for coaching the client to search for an appropriate job, "interview" for the job, etc. If the second stream, the HRDSP will need to assess the type of support needed such technical skills, socio-behavioral support, basic academic skills, non-skill-related issues (i.e. childcare, disability, etc).

***Output 6:** Procedures and associated materials for client intake and case management developed.*

***Output 7:** Training for HRDSP team members and counterpart staff on procedures (i.e. counsellors/case managers, trainers, etc) conducted.*

Task 4: Conduct induction workshops and the development of individual “Skills Development Plans” (SDPs) –This task entails the review and consolidation of the training curriculum, schedule, modules, and materials. Training would include identifying reasons for having trouble getting a job, describing current job search methods, learning to identify job skills, etc. – so that those who complete the induction have done some of the reflection that will prepare them to begin the program. It is tentatively estimated that induction workshops will run for two days each, and induction workshops would be organized in Phnom Penh and Siem Reap Province respectively. All costs of the workshops will be paid directly by the SMT-1 and SMT-2, so the HRDSP is only responsible for the preparation and delivery of the workshops.

The HRDSP will work closely with the SMT-1, SMT-2 and PCO Teams, in particular the District/Khan and Commune/Sangkat Facilitators, particularly to undertake the following:

- (a) Disseminate information in the commune and sangkat and invite enrolees
- (b) Selection of the enrolees
- (c) Monitoring and supporting beneficiary participation

***Output 8:** Curriculum, training/workshop schedule, modules, materials (based on Career Development and SDP package), and SDP of each participant reviewed and consolidated.*

***Output 9:** Delivery of induction workshops*

Task 5: Facilitate access of eligible beneficiaries to training courses – This task provides eligible individuals with access to training in the courses identified in the database of in-demand local hire jobs, skills and service contracts. The HRDSP will facilitate enrolment in identified courses with specialized institutions and other training providers identified through ongoing monitoring of training opportunities, including new training providers and specialized training provided by employers. Payment will be via vouchers provided to the beneficiaries for presentation to the training providers. Specific responsibilities of the HRDSP include the following:

- (a) Identify, assist in negotiation and signing agreements with training providers specifying mechanisms for enrolling eligible individuals, paying for their tuition and agreed expenses via vouchers, services to be provided by the training provider, including placement services, etc.
- (b) Monitor training courses and ensure quality of delivery
- (c) Provide vouchers to beneficiaries for agreed training course costs to be redeemed to for payment by the SMT-1 and SMT-2.

***Output 10:** Agreements with training providers negotiated and signed.*

***Output 11:** Report on enrolment, participation and completion of training by beneficiaries produced.*

Task 6: Provide Placement and Trainee Follow-up Support Services – In additional to the placement services to be provided by training providers as a part of their training services packages, the HRDSP will support individuals who either do not choose to undertake training, or who have not yet secured employment after they have completed their courses. Assistance to be provided includes:

- (i) Referrals, job matching and placement
- (ii) Technical assistance in preparing resumes and preparing for interviews
- (iii) Facilitation of support for follow-up training and technical support

Output 12: Procedures and materials for the delivery of Job placement support services produced.

Output 13: beneficiary progress monitored and reported after exiting from project support to assess job acquisition and retention and to provide feedback on service quality

C. Reporting, monitoring, coordination and review

The HRDSP would be based in either Siem Reap and/or Phnom Penh, responsible for covering the full geographic area of the LEAP project, and report to SMT-1, SMT-2 and PCO through each of their respective HRD Specialists, the following reports:

1. Inception Report
2. Quarterly Progress Reports (including indicative plans for the next quarter)
3. Annual Summary Report
4. Final Completion Report

D. Evaluation of Proposals

Organizations submitting proposals for this contract will be evaluated on the basis of their ability to fulfill the following criteria:

1. Required to be a non-government organization; development agency; foundation; research, consultancy & training organization; or any other agency registered as a non-profit in Cambodia or abroad.
2. Experience operating in Cambodia or another Southeast Asian country for at least 5 years in Technical and Vocational Education and Training (TVET);
3. Experience delivering or facilitating technical or specialized job training and placement support services;
4. Experience providing support services to poor households in Cambodia;
5. Experience managing at least one relevant contract/project with an international organization (i.e. UN agencies, World Bank, ADB, bilateral donors, etc.);
6. Experience working with training providers, MoLVT and other relevant government agencies;

Proposals will also be evaluated based on the qualifications of core team members. Outside of the core team member, bidders are free to propose any composition of personnel that is deemed suitable to fulfill the requirements of the assignment. The core team and required qualifications are:

a.) Project Manager/Team Leader (48 Months X one person):

- A Master's degree or higher in a relevant field of study including business management, human resource management, education and development studies
- At least 10 years of experience working on human resource development and/or capacity building projects in Cambodia

- Experience managing a project and/or team focused on human resource development and/or capacity building
- Experience working in, or in collaboration/partnership with government agencies, especially the Ministry of Labor and Vocational Training

b.) Senior Human Resource Specialist (48 months X two person):

- Bachelor's degree or higher in a relevant field of study including business management, human resource management, education and development studies
- At least 5 years of experience working on human resource development and/or capacity building projects, including the design and delivery of training for youth and/or adults, in Cambodia

c.) Senior Workshop Facilitator (48 months X two person):

- Bachelor's degree or higher in a relevant field of study including business management, human resource management, and development studies
- At least 5 years of experience leading the facilitation of workshops and training activities in Cambodia

d.) Database Development Specialist (70 days)

- At least Bachelor Degree in the field of Computer Science or equivalent, especially in programming.
- Minimum of 3 years (Master's degree) or 7 years (Bachelor degree) of experience in Database development & maintenance;
- Excellent understanding of web based database design, development and management.
- Proven ability to translate technical needs into database specifications and to develop a fully functional and user friendly database application, including appropriate reports with web based interaction
- Knowledge and experience with Web based applications development and languages, MS Access and MS Excel.

E. Period of Contract:

This assignment is for 48 months, or less if the contract is signed with less than 48 months from the closing date of November 30, 2022.

F. Output Delivery and Payment Schedule:

Output deliverable	Payment Schedule	Percentage	Year
Sign Contract and Inception report	3 weeks after contract signed	10%	Year 1 (2019)
Output 1, 2 & 4	2 weeks after submission annually report and accepted	10%	
Output 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 & 13	2 weeks after submission quarterly report and accepted	15%	Year 2 (2020)

Output 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 & 13	2 weeks after submission annually report and accepted	15%	
Output 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 & 13	2 weeks after submission annually report and accepted	15%	Year 3 (2021)
Output 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 & 13	2 weeks after submission annually report and accepted	15%	
Output 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 & 13	2 weeks after submission annually report and accepted	10%	
Completion Report	Completion of acceptable report	10%	Year 4 (2022)