

Terms of Reference

1. Overview of the Assignment

Title of assignment:	Calling for Entrepreneur Support Organizations (ESO): Developing Tools and Curriculum for the Acceleration Program focused in Urban Areas
Objective:	Provide consultancy services on developing and delivering customized tools and an inclusive acceleration program that can be utilized for future "Train-the-Trainer" initiatives
Start date:	1 st August 2024
End Date:	30 th April 2025
Location:	Cambodia
Type of contract:	Service Agreement

2. Programme Overview

The Enhancing Entrepreneurial Ecosystem and Investments (3Ei) is a five-year initiative (2023 – 2027) implemented by Khmer Enterprise and Swisscontact and co-financed by the Swiss Agency for Development and Cooperation (SDC), the Korea International Cooperation Agency (KOICA) and Khmer Enterprise. The initiative works closely with the entrepreneurial ecosystem actors in Cambodia to strengthen Cambodia's socio-economic development.

The overall goal of the 3Ei is for the private sector to actively contribute to Cambodia's socio-economic development and attain the goals of the SDGs. The achievement of this overall goal will be driven by two outcomes. Outcome 1: Enhanced coordination, and collaboration within the entrepreneurial ecosystem; and Outcome 2: Increased business performance and investments in the ecosystem and impact enterprises.

To achieve the two outcomes, 3Ei Project implements under four Intervention Areas (IA). IA1: Enhance Connections and Collaborations; IA2: Strengthen Entrepreneurship and Innovation; IA3: Establish Cambodia Technical Assistance (TA) Facility; IA4: Strengthen Data to Foster Investment.

3. The Assignment and Objectives

3.1 The Assignment

Under IA2, a Masterclass is launched with the objective of creating tools and an inclusive curriculum tailored to support entrepreneurs, particularly those in micro- and small enterprises in urban areas, with limited resources. The developed tools and curriculum will be open source, allowing Entrepreneurial Support Organizations (ESOs) to use and apply them in their programs.

The program collaborates with the University of St. Gallen, with technical support and curriculum development facilitated by experts from the university. A lean approach will be adopted to iteratively test, pilot, and refine the tools and curriculum with local entrepreneurs as part of the activity plan.

After refinement, the initiative will provide ongoing support through a “Trainer-to-Trainer” model for local ESOs, Civil Society Organizations (CSOs), Business Associations, NGOs, and other entities interested in running acceleration programs in urban areas. Therefore, priority will be given to service providers interested in becoming trainers to deliver the curriculum to other ESOs in future programs

3.2 Objectives

The objectives of the assignment are:

- Identify challenges of current acceleration program offering in urban areas and address needs and opportunities to improve the program offers
- Design tools and an adaptive curriculum for entrepreneurs in urban areas
- Work closely with the technical experts (St. Gallen) to receive technical backstopping as well as receive mentoring and coaching to improve the program offer
- Implement the designed activities including selecting MSMEs, piloting the curriculum
- Improve the adaptive curriculum based on the outcome of the pilot and produce a curriculum to bridge SMEs toward formal business readiness
- Provide project documents and reports on the activities including challenges and lesson learnt
- Be interested in a Training of Trainers (ToT) to deliver curriculum for other ESOs in future programs.

4. Scope of Work and Deliverables

4.1. Scope of Work

Task 1: Developing a Curriculum and Tools to Address the Needs of Entrepreneurs in Urban Areas in Both Khmer and English

- **Researching Existing Programs:** Conducting a comprehensive review of the current offerings provided by various business incubators and accelerators aimed at supporting micro and small enterprises, especially in urban areas. Identify the strengths, opportunities and gaps, and focus areas of these programs.
- **Engaging Stakeholders:** Engage with a diverse selection of MSMEs, including those who have previously participated in such programs and those who have not. Gather their perspectives on the existing program offerings, including their experiences, challenges faced, and perceived opportunities for improvement.
- **Customizing Curriculum:** Based on the insights gained from stakeholder engagement and program analysis, design tools and a curriculum tailored to the specific needs and challenges of MSMEs. This curriculum should be flexible and adaptable, addressing common pain points to align with entrepreneurs' needs and local context
- **Collaboration with University of St. Gallen:** Work closely with the University of St. Gallen to leverage their expertise, resources, and networks in business education and research. This collaboration will be instrumental in co-designing a tailored curriculum that effectively addresses the needs and challenges of MSMEs in transitioning towards formal business readiness.
- **Consultation workshop with ESOs:** Conduct a consultation workshop to gather comprehensive feedback from ESOs to enhance and refine the tools and curriculum developed for entrepreneurs in micro- and small enterprises in urban areas. This will ensure tools and curriculum that meet the needs of ESOs and entrepreneurs.

Task 2: Piloting the Curriculum and Tools

- **Selection of SME Participants:** Carefully selecting a diverse group of MSMEs to participate in the pilot program. Consider factors such as industry sector, geographical location, business maturity, and specific challenges faced by each MSME. This selection process ensures a representative sample that can provide valuable feedbacks on the effectiveness of the curriculum.
- **Piloting the Curriculum and Tools:** Roll out the curriculum and tools in a controlled pilot environment, where selected MSMEs engage in structured learning activities designed to enhance their business readiness. Ensure that the curriculum delivery is flexible and adaptable to accommodate the unique needs and circumstances of each participating SME. Monitor the implementation closely to identify any potential challenges or areas for improvement.

- **Feedback and Evaluation:** Solicit regular feedback from participating MSMEs throughout the pilot phase to gauge their satisfaction, perceived value, and areas of improvement regarding the curriculum.

Task 3: Refinement of the Curriculum Based on Pilot Outcomes

- **Comprehensive Analysis:** Conduct a thorough analysis of the outcomes and feedback gathered from the pilot phase, including both qualitative and quantitative data. Evaluate the effectiveness of each module, assess participant satisfaction, and identify areas of strength and improvement within the curriculum and tools.
- **Identify Gaps and Opportunities:** Identify any gaps or deficiencies in the curriculum and tools that emerged during the pilot phase, such as topics that require further elaboration, activities that were less effective, or areas where additional support is needed. Simultaneously, recognize opportunities for enhancement and innovation based on successful outcomes and participant feedback.
- **Consultation workshop with ESOs:** Organize consultation sessions with ESOs to gather their feedback and insights on the pilot curriculum and integrate feedback from ESOs into the curriculum and tool refinement process.
- **Tailored Adjustments:** Make targeted adjustments to the curriculum based on the insights gathered from the pilot phase. This may involve revising existing modules, introducing new topics, tools, or activities, incorporating multimedia resources, or enhancing the delivery format to better meet the needs and preferences of MSME participants.

Task 4: Producing Project Reports on Challenges and Lessons Learned

- **Comprehensive Documentation:** Compile project reports, including detailed accounts of activities undertaken, methodologies employed, and outcomes achieved throughout the project duration.
- **Challenges Identification:** Identify and elucidate the challenges encountered during various phases of the project, including planning, implementation, and evaluation. Clearly articulate the nature of each challenge, its impact on project progress, and the strategies employed to mitigate or overcome it.
- **Lessons Learned Analysis:** Conduct a reflective analysis to distill key lessons learned from the project experience. Identify both successes and shortcomings and extract actionable insights that can inform future initiatives or similar endeavors in the field of entrepreneurship support and SME development.
- **Recommendations and Action Points:** Based on the insights gleaned from challenges and lessons learned, formulate actionable recommendations for future projects or initiatives in the realm of

entrepreneurship support and SME support. Propose concrete action points to address identified gaps, enhance program effectiveness, and maximize impact moving forward. The recommendation needs to include how to structure future programs on "Train-the-Trainer" for utilizing tools and a curriculum for CSOs, NGOs, ESOs, and business associations.

5.2. Deliverables

The timeframe for the contract is from **30 July 2024 – 30th April 2025**

Deliverables	Indicative Timeline
Report on researching existing programs and stakeholder interview	30 th July 2024
Developed a Curriculum and Tools to Address the Needs of Entrepreneurs in Urban Areas	15 th August 2024
Piloting the Curriculum and Tools, including selecting MSMEs and piloting the curriculum (20 MSMEs)	15 th August 2024-February 2025
Refinement of the curriculum based on pilot outcomes	March 2025
Producing project reports, including documenting challenges, lessons learned and recommendations	April 2025

The consultant will work pro-actively with Swisscontact and Khmer Enterprise team throughout the assignment and will arrange meetings as appropriate. Swisscontact and Khmer Enterprise team may request for meetings on progress update if necessary.

6. Requested Skills Set and Experiences

- **Previous Project Involvement:** Have directly participated in or led the implementation of business incubator or accelerator programs in various capacities, such as project management, curriculum development, or facilitation.
- **Track Record of Success:** Provide evidence of successful outcomes achieved through their involvement in previous incubator or accelerator initiatives. This may include metrics such as participant growth, business success stories, or program impact assessments.
- **Curriculum Development Skills:** Proficiency in designing and developing curriculum frameworks tailored to the needs of entrepreneurs, including their ability to design learning modules, select

appropriate content, and create engaging learning experiences for program participants.

- **Stakeholder Engagement:** Excellent interpersonal and communication skills to engage with diverse stakeholders, including SMEs, academic partners, funding agencies, and program facilitators. Ability to build collaborative relationships and facilitate productive dialogue among stakeholders.
- **Adaptability and Flexibility:** Capacity to adapt to evolving project dynamics, respond to unforeseen challenges, and adjust course as needed to achieve project objectives. Willingness to experiment with innovative approaches and iterate based on feedback and lessons learned.
- **Documentation and Reporting:** Proficient in producing high-quality project reports and documentation that effectively capture project activities, outcomes, challenges, and lessons learned. Ability to communicate complex ideas and findings in a clear, concise, and compelling manner.
- **Cultural Sensitivity:** Awareness of cultural nuances and sensitivities, particularly in working with diverse SMEs operating in different geographical and socio-economic contexts. Ability to tailor interventions and communication strategies to resonate with diverse cultural backgrounds.
- **Commitment to Impact:** Are passionate about making a positive impact on the entrepreneurial community and are committed to supporting the growth and success of startup ventures through incubator and accelerator programs.

7. Bidding Components

- **Step 1:** Interested agencies/implementers/partners are to share their interest in the project by filling in the Google form (attached link below) no longer than **2 weeks** from the date of the announcement.
- **Step 2:** KE is to invite agencies/implementers/partners for a detailed project briefing after the closing date.
- **Step 3:** Agencies/implementers/partners are to submit a proposal and budget plan within **2 weeks working days** after the project briefing.
- **Step 4:** KE committee to review the submitted proposal and quotation.
- **Step 5:** Agencies/implementers/partners awarding be formally informed after the evaluation from the committee team.

Khmer Enterprise and Swisscontact would like to invite potential agencies/implementers/partners to submit sealed proposals and other required documents for the **Calling for Entrepreneur Support Organizations**

(ESO): Developing Tools and Curriculum for the Acceleration Program focused in Urban Areas. The required documents are:

- Program Proposal that covers the three components including a brief activity plan, curriculum, implementation methodology, implementing team profiles, list of potential experts, a weekly timeline for 8 months, and other networks.
- Budget proposal that breakdown into activity lines (no lum sum)
- Portfolio of previous or similar projects
- The expected result of the planned program

9. Submission Requirements

Interested bidders can share their interest in the project bidding via this link: [\(click here\)](#) or scan the QR code below by **10th July 2024, 5:00 PM**. The bidding steps indicated under section II 'Bidding Components' are required to follow.



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