

**Kingdom of Cambodia
Nation Religion King**

**Ministry of Economy and Finance
Project Implementation Unit**

**Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT)
IFAD Loan No. 2000003102 & Grant No. 2000003101**

**TERMS OF REFERENCE FOR
CHALLENGE FUND SERVICE PROVIDER**

1. General Background

Sustainable Assets for Agriculture Markets, Business and Trade (SAAMBAT) is a project of the Royal Government of Cambodia (RGC). The total project cost is approximately USD 155.566 million, to be financed by an IFAD loan of USD 53.2 million, an IFAD Country Grant of USD 1.2 million, a European Investment Bank (EIB) loan EUR 65.5 million and is foreseen to receive additional up to EUR 15.772 million in the form of a grant from European Union, together with RGC counterpart funding of USD 11.30 million.

The project development objective of SAAMBAT is to “Increase productivity of rural youth, enterprises and the rural economy” which in turn contributes to the Goal of “Reduce Poverty and Enhance Food Security.” SAAMBAT is implemented through two Components: (1) Value Chain Infrastructure; and (2) Skills, Technology and Enterprise. These components are designed to deliver two key outcomes:

- (1) Poor rural people’s benefits from market participation increased; and
- (2) Poor rural people’s productive capacities increased.

2. Overall Project Management

The Executing Agency for SAAMBAT is the Ministry of Rural Development (MRD), Project Management Unit (PMU). MRD/PMU is responsible for overall project coordination, planning, financial management, procurement and monitoring and evaluation (M&E). MRD/PMU directly implements Sub-Component 1.1: Public Market Linkage Infrastructure. Key outputs of SC1.1 are 650km of bitumen or concrete surfaced roads; 150km of laterite surfaced farm access roads; 50 rural market areas (Economic Poles) improved and 25 other types of infrastructure facility which may include ferry crossings and commodity collection points. Component 2 is implemented by Ministry of Economy and Finance, Project Implementation Unit (MEF/PIU) Sub-Component SC2.1: Skills for Rural Youth, will assist 4,500 rural youth to improve their employment opportunities and about 500 rural youth to start small enterprises. SC2.2: Technology and Enterprise for Rural Value Chains, will support development of digital technology applications for the rural economy and will assist about 25,000 farmers and other value chain actors to increase their use of digital technology for economic purposes. SC2.3: Policy Research and Strategic Studies, finances research and knowledge generation to support policymaking for rural economic development, including financing a major study on the feasibility of establishing regional wholesale markets for the safe / organic vegetable value chain and producing five policy-related knowledge products (Policy notes).

SAAMBAT is not designed as a stand-alone project but works in synergy with ongoing initiatives with IFAD financing including Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE) and Accelerating Improved Markets for Smallholders (AIMS). This program approach is extended through partnership agreements with projects financed by other development partners.

About 200,000 rural households are expected to benefit from services supported by the project. These households will be located in 50 agriculture production areas known as Economic Poles. The Economic Poles may be in any rural area of Cambodia with ongoing activities of ASPIRE and/or AIMS. Currently, ASPIRE and AIMS support activities in 20 of the 24 rural Provinces of Cambodia.

Under, Sub-Component 2.2. Technology and Enterprise for Rural Value Chains, the Project Implementation Unit (PIU) of Ministry of Economy and Finance is seeking to hire a service provider namely "SP5" to implement Challenge Fund and Accelerator Program. The successful service provider shall be a firm whose team members have extensive experience in working, supporting startups, and activating innovation by running Incubator and Accelerator Program and work under the supervision of Techo Startup Center (TSC) who is the implementer of Sub-Component 2.2: Digital Technology and Enterprise for Rural Value Chains.

3. Objective and Scope of Work

The main objective of the service provision is to run Challenge Fund to increase rural productivity by providing grants to support startups and innovation arms of corporates working in digital agriculture value chain on the development and testing of innovative digital applications for use to contribute to the rural economy.

The SP5 (Challenge Fund Service Provider) will handle the following assignments:

- a. Consult Challenge Fund Guideline to align with SP5 intended operation and develop workplan and budget plan;
- b. Develop digital contents and conduct outreach campaigns to call for applications;
- c. Develop PR contents and engage with media to ensure promotion and awareness of key events;
- d. Identify theme for each cohort and develop training curriculum for Pre-accelerator and Accelerator program;
- e. Develop a set of criteria to select trainers and mentors;
- f. Involve private sector, development partners, other relevant government officials and business associations to provide training and coaching support to startups/companies awardees in Pre-accelerator and Accelerator program;
- g. Organize relevant activities of the program including application recruitment and selection, grant award, training workshops, pitching events and Demo Days;
- h. Arrange field visits for startups to businesses in agriculture value chains, agribusinesses, or agri-tech companies;
- i. Monitor the progress of Challenge Fund implementation by startups/companies and provide necessary follow-up support to them until the end of their projects;
- j. Coordinate testing and roll-out of digital applications with SP3 (known as Digital Technology Outreach Service Provider);
- k. Develop annual activity plan with budget to the PIU/IFAD for review and approval;
- l. Develop monitoring and report system to track key indicators associated with the tasks and to measure outreach and number of users by gender and age as well as the impact of the technologies on agriculture value chains;

- m. Submit quarterly progress report of the implementation to the PIU/IFAD;
- n. Submit annual summary report at the end of each cohort to the PIU/IFAD, including but not limited to describing the methodology, key achievement, measurement against set KPIs, and the recommendation or lessons learned that lead to improvement for the next cohort;
- o. Participate in supervision missions by IFAD and RGC;
- p. Participate in meetings requested by the PIU and IFAD;
- q. Submit final report of the implementation to the PIU/IFAD;
- r. Open negotiation and flexible in accepting a request from funder;

4. Supervision and Reporting

SP5 will work under direct supervision of MEF-PIU's Chief of Digital Technology and Enterprise Rural Value Chain Unit in Sub-Component 2.2, and work closely with Digital Technology Coordinator, Technical Specialist in Agriculture Value Chain and Technical Specialist in Startup and Innovation. SP5 will report to MEF-PIU's Project Director (PD) and will provide documents as follows:

- a. Inception Report
- b. Quarterly Progress Reports (including indicative plans for the next quarter)
- c. Annual Summary Report
- d. Final Completion Report

5. Staffing

The core team members and required inputs for the package are summarized below:

No.	Position	# of Positions	Total Input (person-month)
1.	Program Manager	1	28
2.	Event Coordinator	1	24
3.	Community Coordinator	1	24

These core team members will be nominated in SP5's Technical Proposal and evidence of their qualifications will be submitted and considered in the evaluation of the proposal. The firms are free to propose any composition of personnel that is deemed suitable to fulfill the requirements of the assignment. However, the core team and required qualifications are suggested as follows:

No.	Position	Qualifications
1.	<p>Program Manager</p> <p>Program Manager will be overall in-charge of all aspects of the work including ensuring the performance of other staff members, and will be the direct point of contact with TSC and MEF-PIU. He or she will also facilitate evaluation and monitoring of the proposed projects of the grantee to ensure the approved budgets are used effectively and to provide necessary supports to</p>	<ul style="list-style-type: none"> - Master degree in Economics, Business Management, Technology Management or related field - Minimum 5 years of experience in management and implementation of entrepreneurship projects funded by the RGC and international organizations - Demonstrated experience in program management including staff management, financial management, project design and implementation, reporting and analysis - Sound computer literate with good skills in Microsoft Excel, Word and PowerPoint

	achieve expected outcomes of the projects.	<ul style="list-style-type: none"> - Excellent people management skills and strong ability to work with a wide range of individuals - Excellent communication skills, fluence in both oral and written English and Khmer - Ability to write analytical, clear and concise reports.
2.	<p>Event Coordinator</p> <p>Event Coordinator will lead the delivery of events including but not limited to workshops, pitch event, Pre-Accelerator, Accelerator, Demo Day and field activities. He or she will liaise with media to ensure promotion and awareness of key events.</p>	<ul style="list-style-type: none"> - Bachelor degree in Business Administration, Marketing or related field - Minimum 2 years of professional experience in planning and organizing events or projects - Demonstrated experience in managing multiple events independently - Excellent time management and strong ability in working with people - Sound computer literate with good skills in Microsoft Excel, Word and PowerPoint - Excellent communication skills, fluence in both oral and written English and Khmer
3.	<p>Community Coordinator</p> <p>Community Coordinator will facilitate 1-on-1 mentorship of startups and connect startups with potential partners, and other relevant stakeholders. He or she will conduct community outreach to drive participation of the program.</p>	<ul style="list-style-type: none"> - Bachelor degree in Business Administration or related field - Minimum 2 years of professional experience in working with/for startups and supporting the startup community - Good understanding and knowledge on tech startups - Extensive connections throughout the startup ecosystems - Sound computer literate with good skills in Microsoft Excel, Word and PowerPoint - Excellent communication skills, fluence in both oral and written English and Khmer
4.	<p>Support Staff</p> <p>SP5 will be responsible to deploy sufficient other support staff (i.e., event assistant, office assistant, driver, guard, etc.) to ensure the efficient implementation of SP5's responsibilities.</p>	<ul style="list-style-type: none"> - To be defined by SP5

6. Qualification

Service providers submitting proposals for this contract will be evaluated based on their ability to fulfil the following criteria:

- a. Registered in Cambodia
- b. Understand startup and agriculture value chain context and challenges to enable and support the growth of innovation and entrepreneurship in Cambodia
- c. Had past experience of implementation of similar project on training and supporting entrepreneurs and startups
- d. Had past experience in organizing events

- e. Demonstrated experience working with projects funded by RGC and international development organizations.

Additionally, proposals will also be evaluated based on the qualifications of the core team members.

7. Support from MEF-PIU

MEF-PIU through TSC will provide the following assistance:

- Access to all relevant document of SAAMBAT project
- Access to other related documents from AIMS and ASPIRE project if necessary
- Facilitation communication with KAS-SP (known as Khmer Agriculture Suite Service Provider) and SP3 to implement the activities.

8. Period of Contract

This assignment is for 48 months or less depending on the signed date. Noting that the project closing date is September 30, 2025.

9. Deliverables

No.	Outputs/Deliverables	Timeframe
1.	Deployment of the proposed team member	3 months after signing the contract
2.	Submit Annual activity plan with budget	3 months after signing the contract
3.	Conduct an outreach campaign via digital and/or traditional marketing to call for applications and identify potential candidates to apply for Challenge Fund	During the course of implementation
4.	Identify theme for each cohort and develop training curriculum for Pre-accelerator and Accelerator program	3 months after signing the contract
5.	Develop a set of criteria and select trainers and mentors	3 months after signing the contract
6.	Select winning startups to receive the grant for the 1 st cohort	1 st year of implementation
7.	Select winning startups to receive the grant for the 2 nd cohort	2 nd year of implementation
8.	Select winning startups to receive the grant for the 3 rd cohort	3 rd year of implementation
9.	Select winning startups to receive the grant for the 4 th cohort	4 th year of implementation
10.	Organize events and work with selected trainers and mentors to deliver the training and coaching to startups/companies in Pre-accelerator and Accelerator program in the 1 st cohort	1 st year of implementation

11.	Organize events and work with selected trainers and mentors to deliver the training and coaching to startups/companies in Pre-accelerator and Accelerator program in the 2 nd cohort	2 nd year of implementation
12.	Organize events and work with selected trainers and mentors to deliver the training and coaching to startups/companies in Pre-accelerator and Accelerator program in the 3 rd cohort	3 rd year of implementation
13.	Organize events and work with selected trainers and mentors to deliver the training and coaching to startups/companies in Pre-accelerator and Accelerator program in the 4 th cohort	4 th year of implementation
14.	Arrange field visits for startups to businesses in agriculture value chain, agribusiness, or smart agriculture, etc.	During the course of implementation
15.	Provide follow-up support to the selected startups/companies until the end of their project	During the course of implementation
16.	Submission of quarter progress report timely	Every 3 months
17.	Participate in supervision missions by IFAD and RGC	Every 6 months
18.	Submission of completion report 3 months prior to the close of the project	3 months prior to the close of the project

10. Payment Schedule

No.	Outputs/Deliverables	Timeframe	% of payment per project	Disbursement
1.	Sign Contract, Team Deployment and Inception Report		100%	10%
2.	Develop necessary materials for implementing the project on Challenge Fund and Accelerator Program: - Identify theme for each cohort and develop Training Curriculum of Pre-Accelerator and Accelerator Program for the 4 cohorts - Developing PR and digital content for the program.		100%	10%
3.	In the 1 st cohort, - Submit workplan for approval - Work with selected trainers, mentors and alumni to deliver the training and coaching to startups/companies in Pre-accelerator and organize Pitch event.	1 st year of implementation	25%	20%

	<ul style="list-style-type: none"> - Work with selected trainers and mentors to deliver the training and coaching to startups/companies in Accelerator program and organize Demo Day - Arrange field visits for startups to businesses in agriculture value chain, agribusiness, or smart agriculture, etc. 		55%	
	<ul style="list-style-type: none"> - Monitor progress and provide follow-up support to the selected startups/companies until the end of their project - Coordinate digital application testing and roll-out - Submit report and lessons learnt at the end of the cohort 		20%	
4.	<p>In the 2nd cohort,</p> <ul style="list-style-type: none"> - Submit workplan for approval - Work with selected trainers and mentors to deliver the training and coaching to startups/companies in Pre-accelerator and organize Pitch event. 		25%	
	<ul style="list-style-type: none"> - Work with selected trainers, mentors and alumni to deliver the training and coaching to startups/companies in Accelerator program and organize Demo Day - Arrange field visits for startups to businesses in agriculture value chain, agribusiness, or smart agriculture, etc. 	2 nd year of implementation	55%	20%
	<ul style="list-style-type: none"> - Monitor progress and provide follow-up support to the selected startups/companies until the end of their project - Coordinate digital application testing and roll-out - Submit report and lessons learnt at the end of the cohort 		20%	
5.	<p>In the 3rd cohort,</p> <ul style="list-style-type: none"> - Submit workplan for approval - Work with selected trainers, mentors and alumni to deliver the training and coaching to startups/companies in Pre-accelerator and organize Pitch event. 		25%	
	<ul style="list-style-type: none"> - Work with selected trainers and mentors to deliver the training and 	3 rd year of implementation	55%	20%

	coaching to startups/companies in Accelerator program and organize Demo Day - Arrange field visits for startups to businesses in agriculture value chain, agribusiness, or smart agriculture, etc.			
	- Monitor progress and provide follow-up support to the selected startups/companies until the end of their project - Coordinate digital application testing and roll-out - Submit report and lessons learnt at the end of the cohort		20%	
6.	In the 4 th cohort, - Submit workplan for approval - Work with selected trainers and mentors to deliver the training and coaching to startups/companies in Pre-accelerator and organize Pitch event.		25%	
	- Work with selected trainers, mentors and alumni to deliver the training and coaching to startups/companies in Accelerator program and organize Demo Day - Arrange field visits for startups to businesses in agriculture value chain, agribusiness, or smart agriculture, etc.	4 th year of implementation	55%	20%
	- Monitor progress and provide follow-up support to the selected startups/companies until the end of their project - Coordinate digital application testing and roll-out - Submit report and lessons learnt at the end of the cohort		20%	
TOTAL				100%