

**REGIONAL TRADE FOR DEVELOPMENT**  
**RCEP IMPLEMENTATION SUPPORT PROGRAM (RISP)**  
**REQUEST FOR PROPOSAL/TERMS OF REFERENCE FOR THE PROJECT**  
Implementing RCEP Commitments on Rural E-Commerce Empowerment Project  
(REEP)

**I. Summary**

<b>Title</b>	Implementing RCEP Commitments on Rural E-Commerce Empowerment Project (REEP)
<b>Start Date</b>	November 2025
<b>Completion Date</b>	30 June 2026
<b>Reports to:</b>	RT4D Regional Manager: Dr. Heng Molyaneth
<b>Interacts with</b> <i>[stakeholders who will provide inputs]</i>	<p><b>RT4D:</b></p> <ul style="list-style-type: none"> <li>Regional Manager: Heng Molyaneth</li> <li>Program Performance and Quality (MEL, Communications and GEDSI) Lead: Sebastian Cortes Sanchez</li> <li>Systems Manager (MEL and Communications): Tran Anh</li> <li>Gender Equality, Disability, and Social Inclusion (GEDSI) and Trade Manager: Yooke Damopolii</li> <li>Operations Lead: Isradi Alireja</li> <li>Cambodia Program Officer: Chhorn Chamna</li> </ul> <p><b>Project Proponent:</b> The Ministry of Commerce of the Kingdom of Cambodia (Digital Transformation Working Group)</p> <p>Focal Points:</p> <ul style="list-style-type: none"> <li>H.E. Mrs. Chea Ratha, Secretary of State</li> <li>Mrs. Mao Kanha, Officer</li> </ul> <p><b>RCEP Committee/Sub-committee:</b> Committee on Business Environment</p> <p><b>Domestic Stakeholders:</b> <i>to be identified</i></p>
<b>Requires Approval from:</b>	<p><b>RT4D:</b></p> <ul style="list-style-type: none"> <li>Regional Manager: Heng Molyaneth</li> <li>Operations Lead: Isradi Alireja</li> <li>Facility Director: Adrian Gilbert</li> </ul> <p><b>Project Proponent:</b> Ministry of Commerce of the Kingdom of Cambodia – Digital Transformation Working Group</p> <p><b>DFAT:</b> via RT4D</p>
<b>Timetable for Tender Process</b>	<p><b>Closing Date for Queries: 01/10/2025</b></p> <p><b>Response to Queries: 03/10/2025</b></p> <p><b>Closing Date for Proposals: 13/10/2025</b></p>

<b>Submission Instructions</b>	<p>The provider should submit Technical and Financial submissions in alignment with the requirements outlined in Section XII of this ToR. The Submissions or any questions should be sent to the following emails:</p> <p>RCEP Implementation Support Program:  <a href="mailto:risp@regionaltrade4dev.org">risp@regionaltrade4dev.org</a></p> <p><b>Copy the email to:</b></p> <p>RT4D Regional Manager:  <a href="mailto:molyaneth.heng@regionaltrade4dev.org">molyaneth.heng@regionaltrade4dev.org</a></p> <p>RT4D Cambodia Program Officer:  <a href="mailto:chamna.chhorn@regionaltrade4dev.org">chamna.chhorn@regionaltrade4dev.org</a></p> <p>RT4D Operations Lead:  <a href="mailto:muhamad.isradi@regionaltrade4dev.org">muhamad.isradi@regionaltrade4dev.org</a></p>
<p><b>Scope of Work Summary:</b></p> <p>The Regional Trade for Development Facility (RT4D) is seeking a <b>consulting firm/consortium</b> (hereafter called Consultant) to implement the project “Implementing RCEP Commitments on Rural E-Commerce Empowerment Project (REEP)” by providing both <b>technical and event organisation</b> support. RT4D will manage the project in close consultation with the E-Commerce Working Group of the Ministry of Commerce of the Kingdom of Cambodia as the project proponent.</p> <p>Under the scope of services set in this ToR, Consultant will support both the technical and event organisation for the following Work Packages and Activities under the project:</p> <p><b>Work Package 1: Developing and disseminating the rural e-commerce roadmap</b>  <i>Activity 1: Drafting, finalising, and disseminating the roadmap (as a living document)</i></p> <p><b>Work Package 2: Pilot implementation – CambodiaTrade.com platform enhancement to facilitate rural e-commerce</b>  <i>Activity 2: Develop a business plan for CambodiaTrade.com to facilitate rural e-commerce</i>  <i>Activity 3: Enhance the platform’s functions and features to enable rural MSMEs' operation</i></p> <p><b>Work Package 3: Pilot implementation – Onboarding rural MSMEs on the CambodiaTrade.com</b>  <i>Activity 4: Prepare a plan and shortlist rural MSMEs to participate in the pilot project</i>  <i>Activity 5: Provide tailored business support packages to the 10 selected MSMEs for e-commerce readiness</i>  <i>Activity 6: Execute marketing and public outreach campaigns for the pilot participating MSMEs</i>  <i>Activity 7: Monitor business performance of the selected MSMEs during the pilot and produce communication materials showcasing outcomes and lessons learned</i>  <i>Activity 8: Develop a detailed guidebook for rural MSMEs on how to launch and operate e-commerce business on CambodiaTrade.com</i></p> <p><b>Development of a project completion report</b></p>	

This procurement covers the entire project period for 8 months of implementation (November 2025 – June 2026). The Consultant will be managed by RT4D in close consultation with the Digital Transformation Working Group of the Ministry of Commerce (MOC) of the Kingdom of Cambodia as the project proponent. The consultant will follow standard RT4D and MOC branding and RT4D project templates and be subject to comments, amendments, and approval from the RT4D Facility Team, the Project Proponent, and Australia's Department of Foreign Affairs and Trade (DFAT) via RT4D.

## II. Background

The Regional Comprehensive Economic Partnership (RCEP) Implementation Support Program (RISP), implemented through the Regional Trade for Development (RT4D) Facility, aims to support ASEAN Member States to realise the full benefits of RCEP through the provision of capacity-building support and access to technical expertise.

RT4D is seeking a **consulting firm/consortium partner** (hereafter called Consultant) to provide both the technical expertise and event organisation to implement the activities under the approved RISP Project Design “**Implementing RCEP Commitments on Rural E-Commerce Empowerment Project (REEP)**”, in close collaboration with the RT4D Facility and the Project Proponent. All outputs and deliverables will be subject to comments, amendments, and approval from the RT4D Facility Team, the Project Proponent, and Australia's Department of Foreign Affairs and Trade (DFAT) via RT4D.

The Consultant must have extensive technical, legal, and business expertise in e-commerce, business development, UX/UI<sup>1</sup> design, web development (front-end and back-end), and digital marketing, particularly in the Cambodian context. This includes strong skills in project management, policy analysis, communications, and stakeholder engagement, as well as the ability to coordinate timelines, manage deliverables, and effectively collaborate with diverse actors.

The Consultant should demonstrate proven experience in designing and implementing e-commerce and digital economy projects, including the ability to plan, organise, and facilitate events, workshops, and consultations that bring together government, private sector, and community stakeholders. Prior experience working with the Ministry of Commerce of the Kingdom of Cambodia or other Cambodian line ministries is highly desirable.

The Consultant should possess expertise in online data collection, analysis, and advanced report drafting, demonstrating the ability to integrate comprehensive feedback throughout various project stages. Furthermore, a deep understanding of Monitoring, Evaluation, and Learning (MEL), Communications, and Program Management principles is essential.

A strong commitment to implementing Gender Equality, Disability, and Social Inclusion (GEDSI) principles is required, particularly in supporting Micro, Small, and Medium Enterprises (MSMEs), women entrepreneurs, and individuals with disabilities. Additionally, proficiency in online data collection media production, sound analysis, report writing, cultural competence, and collaboration with the Project Proponent and the RT4D Facility is necessary.

---

<sup>1</sup> User Experience/User Interface

### III. Objectives, Beneficiaries, Outputs and Outcomes

<b>Project Name</b>	Implementing RCEP Commitments on Rural E-Commerce Empowerment Project
<b>Project Objectives</b>	<p>By addressing issues in both the public and private sectors, the project aims to inform stronger policies and market initiatives and provide practical solutions to help rural MSMEs access the e-commerce market, achieve sustainable growth, and contribute to Cambodia's digital economy. Specifically, the project is conceived to:</p> <ol style="list-style-type: none"> <li>1. Develop a Rural E-Commerce Empowerment Roadmap as a living document that provides comprehensive strategies to overcome persistent challenges and guide investment and policy interventions to enable rural MSMEs to participate effectively in the digital economy (Activity 1: Roadmap development and dissemination).</li> <li>2. Implement a pilot project to transform CambodiaTrade.com into an effective and sustainable e-commerce platform model for rural MSMEs to go digital. This will be achieved through the development of a business plan for CambodiaTrade.com to facilitate rural e-commerce and the enhancement of the platform functions and features to enable effective operation by rural MSMEs (Activities 2: Development of CambodiaTrade.com business plan &amp; Activity 3: Upgrading functions and features of CambodiaTrade.com).</li> <li>3. Onboard selected rural MSMEs on CambodiaTrade.com and ensure their successful digital transactions. This will be achieved through the development of an operational supporting plan for the pilot program with the selected MSMEs and provision of tailored supporting packages on products and marketing (Activities 4: Planning and shortlisting pilot MSMEs, Activity 5: Providing tailored business support to pilot MSMEs, and Activity 6: Executing marketing and public outreach support to pilot MSMEs).</li> <li>4. Develop confidence and foundational knowledge among MSMEs, especially rural MSMEs, on how to build an e-commerce business and create a case for success to incentivize larger-scale participation by rural MSMEs in CambodiaTrade.com. This will be achieved through the publication of the performance review dashboard and a guidebook for rural MSMEs to join CambodiaTrade.com (Activity 7: Monitoring and developing a performance review dashboard, Activity 8: Developing a CambodiaTrade.com onboarding guidebook, and Activity 1: Roadmap development and dissemination (closing workshop)).</li> </ol>
<b>Beneficiaries</b>	<p>There are four beneficiary groups:</p> <ol style="list-style-type: none"> <li>1. Public Institutions: <ul style="list-style-type: none"> <li>• Direct beneficiary: the Ministry of Commerce (MOC) will receive a comprehensive rural e-commerce roadmap that aligns with their mandate.</li> <li>• Indirect beneficiary: development partners and other line ministries, such as the Ministry of Tourism (MOT), Ministry of Industry, Science, Technology and Innovation (MISTI), Ministry of Posts and Telecommunications (MPTC), and the Ministry of Agriculture, Forestry and Fisheries (MAFF) may also benefit from strategic insights and actionable recommendations aligned with their current initiatives.</li> </ul> </li> <li>2. MSMEs:</li> </ol>

	<ul style="list-style-type: none"> <li>• Direct beneficiary: the 10 selected MSMEs that will receive tailored supporting packages during the pilot phase.</li> <li>• Indirect beneficiary: (1) other MSMEs, especially those in rural areas, seeking to engage in e-commerce, especially on CambodiaTrade.com, and (2) existing MSMEs on CambodiaTrade.com through the enhanced features that will facilitate their business transaction on the platform.</li> </ul> <p>3. CambodiaTrade.com management team:</p> <ul style="list-style-type: none"> <li>• Direct beneficiary: The platform management team will obtain a business plan to ensure the platform's sustainability and the platform upgrade that will facilitate more business enrolment.</li> </ul> <p>4. Diverse consumer groups:</p> <ul style="list-style-type: none"> <li>• Indirect beneficiary: This group will benefit from improved access to a variety of local products through local e-commerce platforms.</li> </ul>
<b>Project Activities and Outputs</b>	<p><b>Work Package 1: Developing and disseminating the rural e-commerce roadmap</b></p> <p><u>Activity 1:</u> Drafting, finalising, and disseminating the roadmap (as a living document)</p> <p><u>Output:</u></p> <ul style="list-style-type: none"> <li>1.1 A stakeholder consultation report for the background research</li> <li>1.2 A full roadmap consolidating findings from the background study and lessons learned from the pilot project.</li> <li>1.3 A project closing ceremony in Phnom Penh with approximately 100 participants</li> </ul> <p><b>Relevant project objective: 1 &amp; 4</b></p> <p><b>Relevant project outcome: 1 &amp; 4</b></p> <p><b>Work Package 2: Pilot Implementation – CambodiaTrade.com platform enhancement to facilitate rural e-commerce</b></p> <p><u>Activity 2:</u> Develop a business plan for CambodiaTrade.com to facilitate rural e-commerce</p> <p><u>Output:</u></p> <ul style="list-style-type: none"> <li>2. A comprehensive business plan for CambodiaTrade.com</li> </ul> <p><b>Relevant project objective: 2</b></p> <p><b>Relevant project outcome: 2</b></p> <p><u>Activity 3:</u> Enhance the platform's functions and features to enable rural MSMEs' operation</p> <p><u>Output:</u></p> <ul style="list-style-type: none"> <li>3. A new design and business operating model for the CambodiaTrade.com platform with upgraded features for pilot implementation to promote rural e-commerce.</li> </ul> <p><b>Relevant project objective: 2</b></p> <p><b>Relevant project outcome: 2</b></p> <p><b>Work Package 3: Pilot implementation – onboarding rural MSMEs on the CambodiaTrade.com</b></p> <p><u>Activity 4:</u> Plan and shortlist 10 rural MSMEs to participate in the pilot project</p> <p><u>Output:</u></p> <ul style="list-style-type: none"> <li>4.1 A detailed plan for the pilot program</li> <li>4.2 10 MSMEs selected to participate in the pilot program</li> </ul>

	<p><b>Relevant project objective: 3</b></p> <p><b>Relevant project outcome: 3</b></p> <p><u>Activity 5:</u> Provide tailored business support packages to the 10 selected MSMEs for e-commerce readiness</p> <p><u>Output:</u></p> <p>5. <i>Delivered 10 customized support packages to the 10 selected rural MSMEs</i></p> <p><b>Relevant project objective: 3</b></p> <p><b>Relevant project outcome: 3</b></p> <p><u>Activity 6:</u> Execute marketing and public outreach campaigns for the pilot participating MSMEs</p> <p><u>Output:</u></p> <p>6. <i>An organized marketing and social media campaign to promote CambodiaTrade.com platform and the products of the 10 selected MSMEs</i></p> <p><b>Relevant project objective: 3</b></p> <p><b>Relevant project outcome: 3</b></p> <p><u>Activity 7:</u> Monitor business performance of the selected MSMEs during the pilot and produce communication materials showcasing outcomes and lessons learned</p> <p><u>Outputs:</u></p> <p>7. <i>A pilot performance review dashboard</i></p> <p><b>Relevant project objective: 4</b></p> <p><b>Relevant project outcome: 4</b></p> <p><u>Activity 8:</u> Develop a detailed guidebook for rural MSMEs on how to launch and operate e-commerce business on CambodiaTrade.com</p> <p><u>Outputs:</u></p> <p>8. <i>A practical guidebook for rural MSMEs to successfully onboard and sustain on the CambodiaTrade.com platform</i></p> <p><b>Relevant project objective: 4</b></p> <p><b>Relevant project outcome: 4</b></p> <p><b>Development of a project completion report</b></p> <p>After completing all the activities, the project will produce a Project Completion Report (PCR) following the RT4D template's requirements.</p> <p><u>Output:</u> <i>An approved project completion report</i></p>
<p><b>Project Outputs and Outcomes</b></p>	<p>Upon successful implementation, the project will produce four intended outcomes, which will further contribute to achieving RT4D's Intermediate Outcomes (IOs) 1 and 4 and RT4D's End Of Investment Outcomes (EOIOs) 1 &amp; 2<sup>2</sup>.</p>

<sup>2</sup> IO1: FTA workstreams supported by RT4D effectively assist economic cooperation and integration as prioritised by FTA Parties, particularly LDCs.

IO4: FTA Parties and their institutions, particularly LDCs, have improved knowledge and skills to increasingly implement priority areas within FTAs.

	<ol style="list-style-type: none"> <li>1. Through the successful development of the roadmap (output of Activity 1) and the CambodiaTrade.com onboarding guidebook for rural MSMEs (output of Activity 8), MOC, relevant ministries, development partners, and private sector stakeholders will gain an understanding of the comprehensive strategies to overcome persistent challenges and guide investment and policy interventions to enable rural MSMEs to participate effectively in the digital economy, especially on CambodiaTrade.com (measured by their assessment of the usefulness of the roadmap and the guidebook - Performance Indicators 4 &amp; 5). (IO4 &amp; EOIO2: The roadmap would provide the necessary knowledge and tools as a new policy option for the Ministry of Commerce and other relevant ministries, as an FTA party, to improve Cambodia's e-commerce sector and implement commitments under RCEP.)</li> <li>2. CambodiaTrade.com will become a viable platform option for rural MSMEs to conduct e-commerce business. This will be achieved through the development of a business plan to ensure its sustainability and functionality for rural MSMEs (output of Activity 2) and platform upgrades to allow smooth operation by rural MSMEs (outputs of Activity 3) (measured by pilot MSMEs' assessment of the platform – Performance Indicator 9). (IO1 &amp; EOIO1: The platform provides a practical and targeted mechanism to help Cambodia's most vulnerable economic actors—rural MSMEs, including women – overcome barriers and actively participate in and benefit from RCEP. This contribution directly supports the RCEP outcome of enhanced cross-border cooperation and a more inclusive, consistent regulatory framework.)</li> <li>3. By providing tailored supporting packages on products (output of Activity 5) and marketing (output of Activity 6) following the pilot program plan (output of Activity 4), ten rural MSMEs will be successfully onboarded and are actively trading domestically through CambodiaTrade.com during the pilot phase (measured by the sales transaction record on CambodiaTrade.com – Performance Indicator 15), demonstrating the feasibility and benefits of rural MSMEs' participation in e-commerce. (IO1 &amp; EOIO1: This outcome provides the necessary tools and knowledge for a key, but often overlooked, segment of the economy to engage in cross-border digital trade, thereby enhancing regional cooperation, promoting consistent regulatory frameworks, and ensuring that the RCEP's benefits are truly inclusive.)</li> <li>4. By publishing the performance review dashboard (output of Activity 7) and the CambodiaTrade.com onboarding guidebook (output of Activity 8), Cambodian MSMEs, especially those in rural areas, will gain the confidence and know-how to conduct e-commerce businesses on CambodiaTrade.com following the pilot example (measured by their assessment of the usefulness of the dashboard and the guidebook – Performance Indicator 6). (IO1 &amp; EOIO1: This outcome creates a direct link between the high-level goals of RCEP and the economic realities on the ground. This process is essential for RCEP's effective implementation because it actively empowers the key groups the agreement aims to assist: MSMEs, especially those led by women.)</li> </ol>
--	--

EOIO1: Selected FTAs are effectively implemented: Parties have enhanced cross-border cooperation and increasingly consistent regulatory frameworks, in targeted sectors, that have considered the needs of SMEs, women and people with a disability.

EOIO2: Regional and national institutions, particularly within LDCs, have improved skills, networks, and policy options to implement FTAs in targeted sectors.



## IV. Project Deliverables and Timeline

### A. Project Deliverables

The Consultant will be responsible for a coherent set of deliverables centred around the implementation of activities for the project “Implementing RCEP Commitments on Rural E-Commerce Empowerment Project (REEP)”.

#### **Work Package 1: Developing and disseminating the rural e-commerce roadmap**

Activity 1: Drafting, finalising, and disseminating the roadmap (as a living document)

#### **Work Package 2: Pilot Implementation – CambodiaTrade.com platform enhancement to facilitate rural e-commerce**

Activity 2: Develop a business plan for CambodiaTrade.com to facilitate rural e-commerce

Activity 3: Enhance the platform’s functions and features to enable rural MSMEs’ operation

#### **Work Package 3: Pilot Implementation – onboarding rural MSMEs on the CambodiaTrade.com**

Activity 4: Pilot Implementation – onboarding rural MSMEs on the CambodiaTrade.com

Activity 5: Provide tailored business support packages to the 10 selected MSMEs for e-commerce readiness

Activity 6: Execute marketing and public outreach campaigns for the pilot participating MSMEs

Activity 7: Monitor business performance of the selected MSMEs during the pilot and produce communication materials showcasing outcomes and lessons learned.

Activity 8: Develop a detailed guidebook for rural MSMEs on how to launch and operate e-commerce business on CambodiaTrade.com

#### **Development of a project completion report**

#### ***Deliverable 1 – Drafting, finalising, and disseminating the roadmap (as a living document)***

This activity focuses on synthesizing findings from the market analysis, regulatory review, and pilot testing into a comprehensive, actionable rural e-commerce roadmap that directly supports Cambodia’s rural MSMEs. This roadmap will not only capture evidence-based insights and lessons learned but also translate them into clear strategic priorities, targeted interventions, and practical steps to strengthen collaboration among stakeholders in the e-commerce ecosystem, ensuring alignment with national trade strategies and RCEP opportunities. The consultant will work in close collaboration with the MOC and RT4D throughout the drafting and finalisation process.

The project closing ceremony will be arranged to disseminate the final roadmap, onboarding guidebook, and share the experiences as well as lessons learned throughout project implementation. It will also highlight the project’s alignment with the RCEP Implementation Support Program (RISP) under the RT4D Facility, exhibiting how it contributes to Cambodia’s broader trade and development goals. This workshop could potentially be a half-day or one-day workshop, inviting relevant public and private stakeholders to participate. Details on the concept, agenda, target participants, and content of this workshop will be decided based on insights from the final roadmap and lessons learned gathered throughout the implementation of project activities with strong consideration of gender equality, disability, and social inclusion (GEDSI) principles.

Workshop participants may include (*Tentative number of participants*):

- MOC and the workshop organising team (expected around 10 participants)



- Relevant officials and key decision makers from institutional bodies of the public sector, ensuring gender balance (expected around 40 participants)
- Private stakeholders such as rural MSMEs, SMEs, logistic providers, financial institutions, and other e-commerce related stakeholders, ensuring gender balance (expected around 50 participants)

**The Consultant will support MOC and RT4D through the following:**

1. Prepare an inception report and work plan defining the assessment objectives, methodology, outline of the roadmap, and timeline for discussion with MOC and RT4D.
2. Conduct a background study of the rural e-commerce ecosystem through desk research and Key Informant Interviews (KIIs), focusing on market potential for MSMEs' products, competitive advantages, enabling policies, and stakeholder mapping to strengthen coordination within the ecosystem.
3. Develop the draft roadmap informed by the study's findings and incorporating a handover plan. Revise the roadmap based on feedback from MOC and RT4D. Finalise the roadmap by integrating lessons learned from pilot implementation along with additional feedback from MOC and RT4D.
4. Prepare a closing workshop concept note, detailed agenda, and manage invitations in close consultation with MOC and RT4D. The workshop materials will be available in both English and Khmer
5. Develop data collection forms following RT4D and project requirements.
6. Prepare, organise, and deliver a closing workshop with strong GEDSI considerations. This closing workshop will be held at the MOC's venue, provided as a contribution by the partner to reduce the overall project costs.
7. Produce a project completion report using the RT4D standard template for MOC and RT4D review and approval.
8. Provide support and resources as needed.

**Outputs:**

- 1.1 A stakeholder consultation report for the background research
- 1.2 A full roadmap consolidating findings from the background study and lessons learned from the pilot project.
- 1.3 A project closing ceremony in Phnom Penh with approximately 100 participants

**Relevant project objective: 1 & 4**

**Relevant project outcome: 1 & 4**

***Deliverable 2 – Develop a business plan for CambodiaTrade.com to facilitate rural e-commerce***

CambodiaTrade.com currently targets the international markets, so it puts strict criteria for SMEs to register, resulting in the exclusion of informal businesses, especially micro enterprises in rural areas. This activity will produce a comprehensive and actionable business plan for CambodiaTrade.com, ensuring equitable access and benefits for women. It will outline feasible and scalable business models and establish a growth strategy that prioritizes domestic market penetration before expanding into export markets. It will detail short-, medium-, and long-term actions aimed at accelerating commercial transactions within the platform, strengthening platform adoption, and tailoring services to the needs of rural MSMEs.

In addition, the consultant shall recommend an innovative, replicable e-commerce business model to mitigate the critical challenge of seasonal agricultural oversupply, leveraging CambodiaTrade.com.

**The Consultant will support MOC and RT4D through the following:**

1. Prepare a structured business plan outline and define the core model in consultation with MOC and the CambodiaTrade.com team
2. Identify a viable rural e-commerce business model and growth strategy for CambodiaTrade.com, prioritizing the domestic market before export expansion and taking clear short, medium, and long-term actions to drive adoption and scalability.
3. Develop a targeted marketing and outreach strategy
4. Prepare a detailed, phased business plan outlining implementation stages, resource needs, and key milestones for scaling rural e-commerce through CambodiaTrade.com for MOC and RT4D review and feedback.
5. Revise and finalise the business plan by incorporating feedback from MOC and RT4D.

**Output:**

2. A comprehensive business plan for CambodiaTrade.com

**Relevant project objective: 2**

**Relevant project outcome: 2**

***Deliverable 3 – Enhance the platform function and features to enable rural MSMEs' operation***

This activity will focus on upgrading the features of CambodiaTrade.com to enable and increase rural MSME participation. In close collaboration with the CambodiaTrade.com team, the consultant will assess current gaps and user experience challenges and then identify the necessary feature enhancements to support the pilot implementation. The feature enhancements will be accompanied by an organizational handover and capacity building, where necessary, to ensure they can be maintained properly by the CambodiaTrade.com team, with support and guidance from the consultant. The design of each feature shall emphasize inclusivity and accessibility, ensuring the platform is intuitive for low-literacy users, supports local language interfaces, incorporates accessibility tools, and provides high visibility and user-friendly navigation.

**The Consultant will support MOC and RT4D through the following:**

1. Conduct an assessment on the current platform to identify gaps in close consultation with the CambodiaTrade.com team
2. Prioritise and document required feature enhancements to support the pilot implementation and the new business model of CambodiaTrade.com, including potential upgrades such as:
  - Set criteria and create functions that allow rural MSMEs to register and do e-commerce for the domestic market as a priority.
  - Live Streaming: Sellers can host product demos and interact with buyers in real time
  - Social Media Integration: Seamless sharing to Facebook, TikTok, Instagram, and YouTube.
  - Exclusive Products Section: Dedicated tab for “Only on CambodiaTrade.com” items.
  - Mobile-first UX Improvements: Faster loading, better search, story-driven product pages.
  - Integrated Analytics: Track product performance, customer behaviour, and ad conversion.
3. Draft a detailed list of proposed feature enhancements for MOC and RT4D review and feedback
4. Finalise the agreed list of platform features to be upgraded based on consolidated feedback.
5. Support the CambodiaTrade.com team to implement the approved feature enhancements

**Output:**

3. A new design and business operating model for the CambodiaTrade.com platform with upgraded features for pilot implementation to promote rural e-commerce.

**Relevant project objective: 2**

**Relevant project outcome: 2**

***Deliverable 4 – Plan and shortlist 10 MSMEs from a selected province to participate in the pilot test***

This activity is a critical component of the pilot implementation, focusing on the development of a structured plan to onboard rural MSMEs onto the CambodiaTrade.com platform. It involves identifying and shortlisting at least 10 rural MSMEs with distinctive, high-potential products, ensuring diversity and inclusivity by prioritizing the selection of women-led MSMEs. The tailored support measures for each rural MSME will be defined at this stage to strengthen product quality, enhance market appeal, and build strong brand presence, laying the foundation for a successful pilot rollout.

**The Consultant will support MOC and RT4D through the following:**

9. Draft a pilot implementation plan that includes selection criteria for MSMEs and measurable KPIs such as product sales volume, customer outreach, repeat orders, and vendor satisfaction, and submit for MOC and RT4D review and feedback.
10. Revise and finalise the pilot plan based on feedback from MOC and RT4D.
11. Shortlist 10 rural MSMEs with *10 standout products* and onboarding them to the pilot program in close consultation with MOC and RT4D
12. Design tailored support packages to enhance product value propositions, strengthen quality, and build unique identities for a selected MSME's product.

**Output:**

- 4.1 A detailed plan for the pilot program
- 4.2 10 MSMEs selected to participate in the pilot program

**Relevant project objective: 3**

**Relevant project outcome: 3**

***Deliverable 5 – Provide tailored business support packages to the 10 selected MSMEs for e-commerce readiness***

This activity aims to deliver tailored support packages to 10 selected rural MSMEs to accelerate their readiness to participate and scale their presence through CambodiaTrade.com. The support will focus on strengthening brand identity, improving packaging, and building the unique and culturally linked identity of the target product from selected rural MSMEs. These support measures will help position the selected rural MSMEs to take advantage of increased market access opportunities.

**The Consultant will support MOC and RT4D through the following:**

1. Identify and engage qualified professionals and service providers specialising in branding, packaging, and product development, and connect them with the selected rural MSMEs.
2. Rural MSMEs receive the tailored support packages, potentially covering brand identity development, packaging improvements, product quality upgrades, and the creation of storytelling content that highlights artisans, cultural heritage, and product origins.

**Output:**

5. Delivered 10 customized support packages to the 10 selected rural MSMEs

**Relevant project objective: 3**

**Relevant project outcome: 3**

### ***Deliverable 6 – Execute marketing and public outreach campaigns for the pilot participating MSME(s)***

This activity aims to launch a targeted marketing and public outreach campaign that builds awareness, drives consumer engagement, and increases commercial activities for the 10 selected MSMEs' exclusive products on CambodiaTrade.com. The campaign will leverage diverse media channels to reach both local and international audiences.

**The Consultant will support MOC and RT4D through the following:**

1. Develop the campaign theme aligned with CambodiaTrade.com's branding and the distinctive value of each selected rural MSME's products in close consultation with MOC and RT4D
2. Identify and engage with media outlets and high-reach content creators on popular social media platforms to increase product and platform awareness.
3. Implement a multi-platform social media campaign to maximise visibility and engagement

**Output:**

6. An organized marketing and social media campaign to promote CambodiaTrade.com platform and the products of the 10 selected MSMEs

**Relevant project objective: 3**

**Relevant project outcome: 3**

### ***Deliverable 7 – Monitor the business performance of selected MSMEs during the pilot and produce communication materials showcasing outcomes and lessons learned***

This activity involves tracking the business performance of the 10 selected rural MSMEs throughout the pilot phase, using CambodiaTrade.com's data analytics tools to capture key indicators defined in pilot planning. The findings will feed directly into the final draft of the rural e-commerce roadmap, integrating lessons learned from the pilot to inform future policy and program design.

In addition, a practical guidebook with step-by-step guidance will be developed for rural MSMEs to onboard and operate successfully on CambodiaTrade.com. It will be designed as an ongoing resource to support future rural MSME participation in the platform.

**The Consultant will support MOC and RT4D through the following:**

1. Work closely with the CambodiaTrade.com team to monitor the performance of marketing campaign and extract data for KPIs that have been defined in pilot planning stage.
2. Draft pilot performance review report detailing KPIs achieved, notable successes, key challenges, and lessons learned during the pilot phase.
3. Develop a guidebook for rural MSMEs on how to start e-commerce business on CambodiaTrade.com for MOC and RT4D review and feedback
4. Revise and finalise the guidebook by incorporating the feedback from MOC and RT4D.

**Output:**

7. A pilot performance review dashboard

**Relevant project objective: 4**

**Relevant project outcome: 4**

### ***Activity 8 – Develop a detailed guidebook for rural MSMEs on how to launch and operate e-commerce business on CambodiaTrade.com***

This activity focuses on developing a comprehensive guidebook with step-by-step guidance for rural MSMEs to onboard and operate successfully on CambodiaTrade.com. It will be designed as an

accessible and user-friendly reference tool to encourage current and future participation of rural MSMEs in the platform.

**The Consultant will support MOC and RT4D through the following:**

1. Draft a guidebook to assist rural MSMEs in launching and effectively operating e-commerce business on CambodiaTrade.com for MOC and RT4D review and feedback
2. Revise and finalise the guidebook by incorporating the feedback from MOC and RT4D.

**Output:**

8. A practical guidebook for rural MSMEs to successfully onboard and sustain on the CambodiaTrade.com platform

**Relevant project objective: 4**

**Relevant project outcome: 4**

**Development of a Project Completion Report**

After completing all the activities, the project will produce a Project Completion Report (PCR) following the RT4D template's requirements. The consultant will work in close collaboration with the MOC and RT4D throughout the drafting and finalisation process. The PCR development is expected to start in May 2026 and be completed in June 2026.

**Output:** An approved project completion report

## B. Deliverables, Tasks and Timeline

Working closely with the RT4D team, the Consultant is expected to deliver the outlined deliverables per the work plan and timeline below, commencing November 2025 and completing by June 2026. The Consultant will provide technical and event organisation services and is expected to have a team that includes a project team leader, experts on e-commerce platform and business model, rural SME development, Cambodian legal and policy experts, trainers, workshop facilitators, MEL specialist, GEDSI specialist, and communication and event organising teams in Cambodia.

The selected Consultant's support will be undertaken over a continuous effective period of 8 months (*see the attached financial template for estimated input days on each activity*). Actual time will be agreed upon through negotiation with the selected Consultant. **Work will commence immediately after the contract signing.**

**Table 4-1 – Summary Project Work Plan and Timeline**

Activity/Task	Responsible Party	Timeline
<b>Work Package 1: Developing and disseminating the rural e-commerce roadmap</b>		<b>November 2025 – May 2026</b>
<b>Activity 1: Drafting, finalising, and disseminating the roadmap (as a living document)</b>		<b>Nov 2025 – May 2026</b>
<ul style="list-style-type: none"> <li>Task 1.1: Prepare an inception report and workplan, defining the assessment objectives, methodology, outline of the roadmap, and timeline for discussion with MOC and RT4D</li> </ul>	Consultant	Nov 2025
<ul style="list-style-type: none"> <li>Task 1.2: Conduct background study of rural e-commerce ecosystem in Cambodia</li> </ul>	Consultant	Nov - Dec 2025
<ul style="list-style-type: none"> <li>Task 1.3: Draft the rural e-commerce roadmap based on findings from the study, including a handover plan and revise based on MOC and RT4D feedback.</li> </ul>	Consultant	Jan - Feb 2026
<ul style="list-style-type: none"> <li>Task 1.4: Finalize the roadmap by integrating lesson learned from pilot implementation along with additional feedback from MOC and RT4D</li> </ul>	Consultant	Apr 2026 (Assuming pilot implementation end in April)
<ul style="list-style-type: none"> <li>Task 1.5: Prepare a closing workshop concept note, detailed agenda, data collection forms, and manage invitations in close consultation with MOC and RT4D</li> </ul>	Consultant, MOC, RT4D	May 2026
<ul style="list-style-type: none"> <li>Task 1.6: Prepare, organise, and deliver a project closing ceremony at MOC's venue</li> </ul>	Consultant, MOC, RT4D	May 2025
<b>Work Package 2: Pilot Implementation – CambodiaTrade.com platform enhancement to facilitate rural e-commerce</b>		<b>November 2025 – January 2026</b>
<b>Activity 2: Develop a business plan for CambodiaTrade.com to facilitate rural e-commerce</b>		<b>Nov 2025 – Jan 2026</b>
<ul style="list-style-type: none"> <li>Task 2.1: Prepare a structured business plan outline and define the core business model in close consultation with MOC and the CambodiaTrade.com team</li> </ul>	Consultant, CambodiaTrade.com team	Nov 2025
<ul style="list-style-type: none"> <li>Task 2.2: Identify a viable rural e-commerce business model, growth strategy, and marketing strategy for CambodiaTrade.com</li> </ul>	Consultant	Nov 2025

<ul style="list-style-type: none"> <li>Task 2.4: Prepare a detailed, phased business plan outlining implementation stages, resource needs, and key milestones for MOC and RT4D review and feedback.</li> </ul>	Consultant	Dec 2025
<ul style="list-style-type: none"> <li>Task 2.5: Revise and finalise the business plan by incorporating feedback from MOC and RT4D</li> </ul>	Consultant	Jan 2026
<b>Activity 3: Enhance the platform function and features to enable rural MSMEs operation</b>		<b>Nov 2025 – Jan 2026</b>
<ul style="list-style-type: none"> <li>Task 3.1: Conduct assessment on the current platform to identify gaps in close consultation with CambodiaTrade.com team</li> </ul>	Consultant, CambodiaTrade.com team	Nov 2025
<ul style="list-style-type: none"> <li>Task 3.2: Draft list of proposed feature enhancements for MOC and RT4D review and feedback</li> </ul>	Consultant, CambodiaTrade.com team	Dec 2025
<ul style="list-style-type: none"> <li>Task 3.3: Finalise the agreed list of platform features to be upgraded based on consolidated feedback</li> </ul>	Consultant	Dec 2025
<ul style="list-style-type: none"> <li>Task 3.4: Support the CambodiaTrade.com team to implement the approved feature enhancements</li> </ul>	Consultant, CambodiaTrade.com team	Dec 2025 - Jan 2026
<b>Work Package 3: Pilot Implementation – onboarding rural MSMEs on the CambodiaTrade.com</b>		<b>December 2025 – May 2026</b>
<b>Activity 4: Pilot Implementation – onboarding rural MSMEs on the CambodiaTrade.com</b>		<b>Dec 2025</b>
<ul style="list-style-type: none"> <li>Task 4.1: Draft a pilot planning with MSMEs selection criteria and measurable KPIs such as product sales volume, customer outreach, repeat orders, and vendor satisfaction KPIs for MOC and RT4D review</li> </ul>	Consultant	Dec 2025
<ul style="list-style-type: none"> <li>Task 4.2: Finalise the pilot plan based on feedback from MOC and RT4D</li> </ul>	Consultant	Dec 2025
<ul style="list-style-type: none"> <li>Task 4.3: Shortlist 10 rural MSMEs from a selected province with one standout product each, and design tailored support packages for them in consultation with MOC and RT4D</li> </ul>	Consultant, MOC	Dec 2025
<b>Activity 5: Provide tailored business support packages to the 10 selected MSMEs for e-commerce readiness</b>		<b>Dec 2025 – Feb 2026</b>
<ul style="list-style-type: none"> <li>Task 5.1: Identify and connect qualified professionals and service providers with the 10 selected MSMEs</li> </ul>	Consultant	Dec 2025
<ul style="list-style-type: none"> <li>Task 5.2: Deliver tailored support packages to the 10 selected MSMEs</li> </ul>	Service providers	Jan - Feb 2026
<b>Activity 6: Execute marketing and public outreach campaigns for the pilot participating MSMEs</b>		<b>Feb – Apr 2026</b>
<ul style="list-style-type: none"> <li>Task 6.1: Develop a campaign theme aligned with CambodiaTrade.com branding and the 10 selected MSME's product value in consultation with MOC and RT4D</li> </ul>	Consultant	Feb 2026
<ul style="list-style-type: none"> <li>Task 6.2: Launch the marketing and social media campaign</li> </ul>	Consultant, CambodiaTrade.com team	Feb – Apr 2026
<b>Activity 7: Monitor the business performance of selected MSMEs during the pilot and produce communication materials showcasing outcomes and lessons learned</b>		<b>Apr 2026 – May 2026</b>



<ul style="list-style-type: none"><li>Task 7.1: Draft a pilot performance review report summarizing achieved KPIs, successes, challenges, and lessons learned for MOC and RT4D review and approval.</li></ul>	<i>Consultant</i>	<i>April 2026</i>
<ul style="list-style-type: none"><li>Task 7.2: Develop a practical guidebook for rural MSMEs on how to start e-commerce business on CambodiaTrade.com for MOC and RT4D review and feedback</li></ul>	<i>Consultant</i>	<i>April 2026</i>
<ul style="list-style-type: none"><li>Task 7.3: Revise and finalise the guidebook by incorporating the feedback from MOC and RT4D</li></ul>	<i>Consultant</i>	<i>May 2026</i>
<b>Development of Project Completion Report (PCR) using the RT4D standard template for MOC and RT4D review and approval</b>		<b>May – June 2026</b>

## C. Monitoring, Evaluation & Learning

The Consultant will implement the Monitoring, Evaluation and Learning (MEL) of the project. The MEL will examine the project outcomes by following project performance indicators.

**Table 4.2 – Project Performance Indicator and Target**

#	Suggested Indicator	Indicator Type	Target	Activity Number (Output Number)	GEDSI Mainstreaming
1	Stakeholder consultation report for the background research	Output	1	1 (1.1)	No
2	Rural e-commerce empowerment roadmap as a living document	Output	1	1 (1.2)	Yes
3	Number of attendees at the project closing workshop	Output	80 – 100 persons 30% female	1 (1.3)	Yes
4	Percentage of closing workshop participants who find the roadmap useful.	Outcome	70% of respondents	1	No
5	Percentage of closing workshop participants who find the guidebook useful.	Outcome	70% of respondents	1	No
6	Percentage of MSMEs participating in the closing workshop who find the dashboard and guidebook useful in increasing their understanding of how to conduct e-commerce business on CambodiaTrade.com.	Outcome	70% of respondents who are MSMEs	1	No
7	Business plan for CambodiaTrade.com to facilitate rural e-commerce	Output	1	2 (2)	No
8	Number of upgraded features of CambodiaTrade.com	Output	3 new features implemented	3 (3)	No
9	Percentage of the pilot rural MSMEs who find CambodiaTrade.com a viable e-commerce platform.	Outcome	70% of the pilot MSMEs	3	No
10	Work plan for the pilot program	Output	1	4 (4.1)	No
11	Number of rural MSMEs selected to participate in the pilot project	Output	10 MSMEs	4 (4.2)	Yes
12	Tailored business support packages delivered	Output	10 support packages delivered	5 (5)	Yes
13	Marketing campaigns launched for the 10 selected MSMEs	Output	1 national campaign	6	Yes
14	Performance dashboard of the pilot project	Output	1 dashboard	7 (7)	No
15	Number of recorded sales transactions by the 10 MSMEs on the CambodiaTrade.com platform	Outcome	200 sales transactions in total	7	Yes
16	Guidebook for rural MSMEs to do e-commerce on CambodiaTrade.com	Output	1 guidebook	8 (8)	No

These indicators will guide project monitoring and evaluation, ensuring each outcome and output is measured for success and that GEDSI objectives are effectively integrated and tracked across all project activities.

The Consultant should consult the RT4D Systems Manager (MEL and Communications) to ensure relevant outputs are delivered per RT4D MEL requirements.

## **V. Gender Equality Disability and Social Inclusion**

The Consultant is expected to support the RT4D Regional Manager and GEDSI Manager in ensuring that the project implementation will respond to the following questions:

### **5.1 GEDSI Dimension of the Project**

This project integrates gender considerations throughout, promoting inclusivity in both content and delivery. Engagement methods will be designed to encourage active participation from women and underrepresented groups, ensuring their perspectives are considered and inform project outcomes. It is designed to:

1. **Support rural MSMEs and disadvantaged Groups:** This project's objective is to enable rural MSMEs to participate in e-commerce through CambodiaTrade.com while also extending benefits to women-led businesses and other underrepresented groups, e.g., entrepreneurs with disabilities (where possible). These groups will additionally indirectly benefit from the project's efforts to reduce barriers to engaging in digital trade.
2. **Inclusive Participation in Workshops:** All workshops will be designed to ensure gender balance and accessibility, with a target of at least 30% female participation. Venues will be selected to ensure they are accessible and welcoming to all participants.
3. **Development of a GEDSI-inclusive Roadmap:** The roadmap will integrate GEDSI considerations across all strategic actions, including inclusive platform design, targeted outreach, and capacity-building for marginalized groups.

### **5.2 GEDSI Dimensions of the Sector**

The e-commerce and digital trade sector in Cambodia represented both opportunities and challenges for marginalised groups. In rural areas, many entrepreneurs have low confidence in using digital tools for their business and face time constraints linked to unpaid care responsibilities. Additional challenges include limited connectivity, digital literacy, and language barriers when navigating online platforms.

This project seeks to address these issues by supporting rural MSME owners with the skills to participate effectively in the e-commerce platform via CambodiaTrade.com, promoting equitable market access. Where possible, priority will be given to potential women-led businesses from disadvantaged socio-economic backgrounds.

### **5.3 GEDSI Mainstreaming**

***A. How will this project mainstream gender considerations? Describe how the project's content, practitioners, and delivery will reflect RT4D's GEDSI requirements?***

- Integrating gender considerations by targeting at least 30% female participation in all events and consultations, with proactive outreach to women-led MSMEs and associations
- Collecting and reporting gender-disaggregated data in all applicable monitoring and evaluation activities
- Designing and delivering gender-responsive outreach and awareness campaigns, including showcasing women-led MSMEs in marketing materials
- Ensuring that all physical events are wheelchair accessible and that materials are available in Khmer and simplified language for low-literacy participants.

***B. Who are the targeted participants of the project's activities? What will be the planned proportion of male and female participants? Will there be participants with disabilities and/or other participants representing under-represented and/or under-privileged groups?***

The project targets a diverse group of participants and beneficiaries, including rural MSMEs (with a focus on women entrepreneurs), public stakeholders, other e-commerce platform operators, business associations, and civil society and development partners.

- At least 30% of women's participation across all activities
- All reports include gender disaggregated data where applicable
- 80% of MSMEs consulted are based in rural areas

***C. How does this project benefit disadvantaged groups (e.g. disabled, ethnic minorities, MSMEs)? Are any measures needed to ensure that work in this sector, and specific to the subject of the project, "Does No Harm"?***

The project aims to benefit disadvantaged groups by:

- Improving their access to the rural e-commerce platform
- Enhance platform accessibility by designing user-friendly CambodiaTrade.com features that cater to rural MSMEs

To ensure the project "does no harm", the project will:

- Avoid reinforcing gender stereotypes in training and marketing materials
- Apply inclusive facilitation practices and safeguard mechanisms in all engagements

***D. How will the proposed project activities ensure the voices and aspirations of all participants, including those representing woman and other marginalised groups, be heard? What mechanism is provided to solicit input from participants or stakeholders that may not proactively contribute? Please elaborate***

- Facilitators will use inclusive techniques—like anonymous feedback tools, small-group discussions, and post-session surveys—to gather insights from participants who may prefer not to speak in larger groups.
- Conducting follow-up interviews with women entrepreneurs, and other marginalised participants who feel more comfortable in one-on-one settings.

- Include GEDSI-specific questions in all consultation tools and workshop evaluations

***E. How will you ensure the organisation and/or implementation of project activities is inclusive (refer to the RT4D Guidelines for Inclusive Events and Communications)?***

To ensure inclusivity in line with RT4D's Guidelines for Inclusive Events and Communications, the project will:

- Select wheelchair-accessible venues and provide interpretation or translation as needed
- Use inclusive language and visuals in all communications, outreach, and training materials
- Offer remote participation (via zoom) for those unable to travel
- Ensure diverse gender representation among panellists, speakers, and facilitators

**VI. Child Protection<sup>3</sup>, PSEAH (Protection<sup>4</sup> from Sexual Exploitation, Abuse and Harassment) and other Policy Considerations**

The project will strictly adhere to DFAT's Child Protection and PSEAH policies, ensuring that activities upheld the highest ethical standards. Measures to manage associated risks include:

Given the sensitive nature of engaging with indigenous and local communities, as well as the involvement of vulnerable groups, this project will implement comprehensive measures to ensure compliance with DFAT's Child Protection and Prevention of Sexual Exploitation, Abuse, and Harassment (PSEA) policies. The project team will follow Tetra Tech's PSEAH guidance to identify, assess, and mitigate any potential risks. Below are the specific approaches the project will adopt to ensure these considerations are effectively integrated into all activities.

**Child Protection Measures**

- **Strict Adherence to DFAT's Child Protection Policy:** All project personnel will undergo training on DFAT's Child Protection policy requirements to ensure that children's safety is prioritized, particularly during community engagement and outreach activities.
- **Zero-Tolerance Approach:** The project will maintain a zero-tolerance policy toward any child abuse, exploitation, or harassment. Any suspected incidents will be reported immediately following DFAT's and RT4D's reporting protocols.
- **Guidelines for Interaction with Children:** In situations where interaction with children may occur, such as community outreach activities, project personnel will ensure respectful, non-intrusive, and culturally sensitive engagement. All interactions will take place in public or group settings under the supervision of community leaders.

**PSEAH Measures**

- **Clear Reporting Mechanisms:** Anonymized reporting mechanisms will be in place for any potential breaches of the PSEAH policy. Stakeholders, participants, and project staff will be informed of these mechanisms at the beginning of each activity.

---

<sup>3</sup> [Child Protection Policy | Australian Government Department of Foreign Affairs and Trade](#)

<sup>4</sup> In line with the newly released guidance [Protection from sexual exploitation, abuse and harassment | Australian Government Department of Foreign Affairs and Trade](#)

- **Facilitator and Team Member Guidelines:** Workshops and community activities will be conducted by multiple facilitators in open settings to reduce risk. At least one team member from the same gender as the majority of participants will be present during discussions or activities involving sensitive topics.
- **Balanced Representation:** The project aims to achieve gender balance among participants, facilitators, and presenters, with a target of at least 50% female representation where possible. This balance extends to project visuals and media, ensuring that images and content portray gender roles equitably and respectfully.
- **Compliance with Cultural Norms:** The project will respect cultural differences in the ASEAN region, carefully selecting visuals and language that align with the community's values while avoiding reinforcement of harmful gender stereotypes.

These policy considerations are integrated into the project's operational framework to promote a safe and respectful environment for all participants and stakeholders involved.

## VII. Communications, Media, and Business Engagement

The REEP Project directly supports Cambodia's commitment to the RCEP by strengthening the digital trade ecosystem and enabling rural MSMEs to participate in e-commerce via the following approaches:

- **Clarity of Message:** The project communicates its goals and purpose clearly through stakeholder consultations, pilot activities, and roadmap dissemination. All materials – including the roadmap, guidebook, and workshop presentations – will be developed in plain language and Khmer to ensure accessibility and understanding among rural stakeholders and other relevant beneficiaries.
- **Alignment with Objectives:** Communication efforts are directly aligned with the project's objectives by highlighting how digital inclusion and platform enhancements contribute to Cambodia's RCEP commitments, particularly in expanding MSMEs' participation in regional trade through exports.
- **Call to Action / Follow-up:** The guidebook will serve as the main follow-up tool. Its goal is to encourage continued engagement from stakeholders and provide practical steps for MSMEs to leverage CambodiaTrade.com to increase their digital footprint.
- **External Communications:** Key messages and outcomes will be adapted for public dissemination through media releases and RT4D digital channels in both Khmer and English. Furthermore, MOC will play a key role in the public dissemination of the overall message.

## VIII. Reporting and Program Management

All deliverables are subject to feedback and amendments from the RT4D Facility team, project proponents, and DFAT via RT4D. The Consultant will regularly engage with these stakeholders in the drafting process, seeking comments, and revising documents as directed.

The RT4D Facility will support with standard procedures required to receive feedback and endorsement from key stakeholders.

**RT4D:** The RT4D Regional Manager is the main point of contact for the Consultant and will manage the Assignment throughout the project lifespan. The RT4D Regional Manager and relevant RT4D Facility team members will provide input, oversight and quality assurance through project implementation and ensure relevant approvals are obtained from the RT4D Facility Team and the Project Proponent.

**Project Proponent:** Ministry of Commerce of Kingdom of Cambodia – E-Commerce Working Group will co-manage the project by closely monitoring, providing input, and approving all listed project deliverables. The Consultant will be expected to work closely with the project proponents throughout project implementation.

## IX. Risk Management

The Consultant will support the RT4D Facility in managing and mitigating activity risks, as outlined in the table below.

Risk	Likelihood	Impact	Mitigation Plan
Low turnout and engagement from rural MSMEs	Medium	Medium	Early outreach and clear communication of project objectives and benefits
The performance of rural MSMEs during the pilot implementation phase does not achieve the KPIs established in the planning stage	Medium	High	Ensure that the KPIs set are realistic, context-specific, and informed by market conditions and operational realities of rural MSMEs
Platform enhancements are delayed or not implemented as planned	Medium	High	Close collaboration with CambodiaTrade.com team, prioritization of upgrades or enhancements, and regular project management meetings

## X. Privacy and Confidentiality

Regional Trade for Development Facility (RT4D) is committed to ensuring and maintaining the security and confidentiality of all documents and information produced by its development programs and by its partners and clients. This includes ensuring the security and confidentiality of all information and documents produced by the ASEAN Secretariate and by RCEP and their Subsidiary Bodies that are shared with RT4D's RCEP Implementation Support Program (RISP). RT4D security and confidentiality measures and protocols are underpinned by Tetra Tech (the managing contractor) systems.

All files/outputs associated with the delivery of outputs set in this TOR will be stored on a secure file-sharing platform (Egnyte). Access to Egnyte is controlled and will only be granted to non-RT4D users on a needs basis and as agreed with ASEC and or Subsidiary Bodies.

All RT4D sub-contractors and consultants will sign a Code of Conduct, a Deed of Confidentiality, and a Conflict-of-Interest Declaration before starting their tenure/assignment. These documents specify acceptable behaviours on confidentiality, handling of sensitive information, and information security. Training on these topics is also provided on regular basis to ensure compliance.



All personnel engaged by RT4D to deliver outputs set in this Scope of Services are expected to sign these documents before implementing this project.

## **XI. Criteria for Issuing Tasking Note**

### **A. Technical Soundness Considerations**

Interested consulting firms/consortium partners should put forth technical support personnel that can support the RT4D Team in completing the project.

To effectively deliver the Rural E-Commerce Empowerment Project (REEP) in alignment with the Terms of Reference, the Consultant should mobilise a multidisciplinary team of experts (recommended as listed below) with proven technical and subject-matter expertise. The team must collectively demonstrate the capacity, experience, and bandwidth to deliver all outputs and milestones within the required timeframe.

- Project Team Leader with strong expertise in trade facilitation, e-commerce, and digital economy projects in Cambodia. Demonstrated capacity to manage complex multi-stakeholder initiatives, coordinate timelines, ensure quality deliverables, and maintain effective engagement with RT4D, the Ministry of Commerce (MOC), and other relevant stakeholders.
- E-Commerce and Digital Trade Specialists with experience in platform enhancement, business model development, and user-centric design. This includes expertise in improving CambodiaTrade.com features, developing sustainable business plans, and advising on digital integration with regional and domestic markets.
- Rural MSME Development and GEDSI Experts with demonstrable experience in supporting rural enterprises, women entrepreneurs, and disadvantaged groups to access digital markets. Strong ability to design and deliver tailored business support packages (branding, packaging, storytelling) and to mainstream GEDSI principles throughout project implementation.
- UX/UI and Human-Centred Design Specialists with practical experience in enhancing digital platforms to be accessible, intuitive, and inclusive for low-literacy users, rural entrepreneurs, and people with disabilities. Expertise in local language adaptation and inclusive design features is required.
- Policy and Regulatory Experts with strong knowledge of Cambodia's e-commerce law, digital economy policy framework, and ASEAN/RCEP commitments. Demonstrated ability to translate lessons from the pilot into actionable policy recommendations and contribute to the rural e-commerce roadmap.
- Training and Facilitation Specialists with proven experience designing, facilitating, and delivering consultations, workshops, and capacity-building sessions that effectively engage diverse government audiences and rural SMEs. Experience working with MOC, E-Commerce Working Group, and related ministries is essential.
- Communications and Outreach Specialists with expertise in public outreach campaigns, media engagement, and digital marketing. Ability to design and execute campaigns to promote CambodiaTrade.com and raise visibility of rural MSME products through social media, branding, and strategic communications.
- Monitoring, Evaluation and Learning (MEL) Specialists with strong ability to design and implement monitoring frameworks, collect and analyse performance data (e.g., MSME

onboarding, sales transactions, campaign reach), and integrate lessons learned into project outputs such as the roadmap, guidebook, and completion report.

- Cambodian Legal Experts with experience advising MOC and relevant line ministries on trade, e-commerce, and SME policy issues. Familiarity with Australian and/or New Zealand ODA<sup>5</sup> programming is a distinct advantage.
- Demonstrable experience developing program and project plans and designs that consider and incorporate the needs, priorities, and concerns of diverse government stakeholders (i.e. stakeholders representing countries with different priorities and capacity constraints and agencies/ministries with different mandates and priorities).
- Demonstrable experience designing, facilitating, and delivering online and on-site consultations and workshops that effectively engage a diverse government audience.
- Proven excellent report drafting experience, with the ability to incorporate comprehensive feedback at multiple stages.

## B. Value for Money Considerations

Proposals to deliver this project should adhere to DFAT's Value for Money Principles, outlined below.

Achieving value for money is a critical consideration for achieving DFAT's strategic objectives. It is a requirement under the Public Governance, Performance, and Accountability Act (2013) and the Commonwealth Procurement Rules. Building on these requirements, DFAT has developed eight Value for Money Principles to guide decision-making and maximise the impact of its investments. DFAT's [website](#) includes a detailed description of VfM indicators (outlined in the table below). We expect all our delivery partners to give effect to these principles and value for money performance is measured in DFAT's Aid Performance Framework.

Economy	Efficiency	Effectiveness	Ethics
1. Cost consciousness 2. Encouraging competition	3. Evidence based decision making 4. Proportionality	5. Performance and Risk Management 6. Results Focus 7. Experimentation and innovation	8. Accountability and transparency

Bidders should note that the RT4D Facility refers to DFAT's [Aid Adviser Remuneration Framework](#) to estimate the cost of contracting international advisers for the delivery of projects and activities.

---

<sup>5</sup> Overseas Development Assistance

## XII. Annexes

### Annex A - Response from Tenderers and Evaluation Criteria

Interested bidders should submit Technical and Financial proposals that respond to the selection criteria outlined in the table below. As part of their Technical Proposal submission, organisation bidders should also provide their information as Annex B outlines.

If a bidder finds any discrepancy, error, or omission in the ToR or wishes to make any inquiry concerning the ToR, the bidder will notify [RISP@regionaltrade4dev.org](mailto:RISP@regionaltrade4dev.org) in writing by the last query date indicated in the ToR summary. All answers to any such notices or questions will be provided to all registered tenderers as addenda.

Component	Score
<b>Part A – Response to Technical Component</b>	
<b>A.1 Approach and Methodology</b> - Outline the approach to completing the stated scope of services. The approach should include: <ul style="list-style-type: none"> <li>A brief discussion indicating your understanding of project requirements.</li> <li>A description of the methodological approach to achieving the project objectives and completing project deliverables. This may include an analysis of key issues, analytical strategies that will underlie the approach, specific tools or techniques that will be employed, and practical discussion of methodological limitations.</li> </ul>	20
<b>A.2 Project Plan and Risk Management</b> – Please provide the following: <ul style="list-style-type: none"> <li>A project plan that specifies deliverables, tasks, and timelines in line with section IV of the ToR.</li> <li>Identify your approach to mitigating the project risks outlined in Section IX of this ToR.</li> <li>Indicate how the project will be monitored and reported in line with section VIII of this ToR to ensure it is delivered in terms of quality, timeliness, and cost.</li> <li>Indicate the level of support required from the RT4D Facility and the project proponent to complete the project.</li> </ul>	20
<b>A.3 Organisational Capabilities and Experience</b> – Please specify the following: <ul style="list-style-type: none"> <li>Outline general organisational capability that is likely to affect project performance in line with the ToR requirements (e.g. size of the organisation, in-house expertise, the strength of project management support, networks, etc.).</li> <li>Describe experience in undertaking similar work and provide summaries of relevant projects undertaken.</li> <li>Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors.</li> </ul>	20
<b>A.4 Project Team and Resourcing</b> – Describe the approach to staffing including details of all proposed experts and their role in delivering the required services. This should include: <ul style="list-style-type: none"> <li>Key members of the project team, including their CVs, and demonstrate their skills and expertise essential to the delivery of this project.</li> <li>Roles, responsibilities, and level of participation of the project team members.</li> <li>An uncosted resource plan proposing the number of person-days you expect each team member to undertake in delivering this project.</li> </ul>	20

Part B – Response to Financial Component	
<p>Complete a Financial Proposal to deliver the scope of services in alignment with RT4D Value for Money Principles. The Financial Proposal should specify all direct and indirect costs for undertaking the project, including:</p> <ul style="list-style-type: none"><li>• Professional services fees for completing all deliverables by the uncosted resource plan.</li><li>• Indirect costs for undertaking the project, including costs for experts and participants such as reimbursable expenses for travel costs, daily subsistence allowance for workshops, meetings, and all other agreed activities.</li><li>• Management and/or operational fees (if any), which include all costs incurred by the person/entity/company for internal coordination, communication, travel, and any other associated project management costs.</li><li>• Applicable taxes such as VAT, GST, and PPN.</li></ul>	20
<b>GRAND TOTAL – Evaluation Criteria</b>	<b>100</b>

## Annex B - Bidder Information

Consultant's general information – to be submitted together in the Technical Proposal

<b>Name of Assignment</b>	Implementing RCEP Commitments on Rural E-Commerce Empowerment Project (REEP)
<b>Tenderer's Organisation or Person</b>	
<b>Address</b>	
<b>Contact Person and Title/Position</b>	
<b>E-Mail</b>	
<b>Telephone / Mobile Phone</b>	
<b>Business Name Registration (if applicable)</b>	
<b>Tax Registration Number (if applicable)</b>	
<b>Indicative number of years involved in similar business/work</b>	
<b>Date</b>	