

Trade and Gender Equality Incubator

TERMS OF REFERENCE

I. Summary

Title	Progress Gender Equality for All in the General Department of Customs and Excise of Cambodia
Start Date	1 January 2026
Completion Date	31 December 2026
Reports to	My Linh Nguyen, TGEI Lead, Regional Trade for Development
Interacts with	RT4D/TGEI: Muhamad Isradi Alireja, Operations Lead, RT4D Project Proponent: General Department of Customs and Excise in Cambodia (GDCE) of the Royal Government of Cambodia
Requires approval from:	- My Linh Nguyen, Trade and Gender Equality Incubator Lead, tgei@regionaltrade4dev.org and - GDCE, through their designated focal points
Timetable for tender process	Request for Proposals: 18/11/2025 Deadline for Queries: 28/11/2025 Deadline for Submissions: 14/12/2025
Submission instructions	The provider should submit Technical and Financial submissions that align with the requirements outlined in Annex A of this ToR. The Submissions should be sent to tgei@regionaltrade4dev.org by 14/12/2025 .

Scope of Work Summary:

This project aims to support the General Department of Customs and Excise in Cambodia (GDCE) of the Royal Government of Cambodia in achieving greater gender equality and inclusion outcomes in GDCE's policy, practices, and services through the implementation of their approved Organisational Gender Equality and Diversity (GED) Action Plan (hereafter the GED Action Plan).

The Trade and Gender Equality Incubator (TGEI) is seeking a consultancy firm (the Consultant) to provide technical support for the Phase II of implementation, from 1 January to 31 December 2026. During Phase II, the Consultant will be responsible for the completion of the following activities in close consultation and with approval from the RT4D Facility and the GDCE (the Project Proponent):

Support the implementation of Outcome 2, 3, 4, 7 and 8 of the GED Action Plan

Outcome 2 of the Gender Equality and Diversity (GED) Action Plan: A safe workplace policy, practice, and culture for all staff and customers.

- Launch and disseminate the handbook on GBV prevention in the workplace.
- Provide technical support in applying the (SOP) to handle reporting cases

Outcome 3 of the Gender Equality and Diversity (GED) Action Plan: Gender responsive and inclusive trade facilitation for SMEs.

- Support GDCE rolling out the dissemination plan of these two videos

Outcome 4: Internal recruitment system is prepared to employ and accommodate persons with disabilities in the workplace.

- Provide technical support for implementing recommendations in the report, upon agreement from GDCE

Outcome 7: Increased job satisfaction, particularly among female staff, staff with health conditions, and those with caregiving responsibilities, as well as the provision of flexible work options for all staff.

- Review current policy or practice and propose flexible work options to support employees to accommodate various health needs, care and domestic work

Outcome 8: Improved capacity of GDCE staff to effectively integrate GEDSI principles in their communications.

- Develop a Guidance Note to use diverse images and gender-neutral language in communications

Project monitoring, evaluation and reporting

- Prepare a six-month progress report by June 2026 and project completion report by December 2026
- Support the end-of-project monitoring, evaluation and learning.

This will include providing consultants, organising training and workshops, and reporting. The preferred Consultant will have access to all output reports which have been produced during the period of March to December 2025.

Note: There is not requirement for technical support for Outcome 1, 5 and 6 of the GED Action Plan in the calendar year 2026.

II. Project Background

The Regional Trade for Development (RT4D) Facility supports ASEAN Member States to maximise benefits from the upgraded ASEAN-Australia-New Zealand Free Trade Agreement (AANZFTA) and the Regional Comprehensive Economic Partnership (RCEP) Agreement. Under the operation of the RT4D, the Trade and Gender Equality Incubator (TGEI), with funding support from Australia's Department of Foreign Affairs and Trade (DFAT), tests ideas and methods, drawing on promising practice to advance gender equality within trade-related policies, technical cooperation, and development programming.

The General Department of Customs and Excise in Cambodia (GDCE) of the Royal Government of Cambodia is committed to advancing gender equality throughout the whole organisation at the policy, culture, and practice levels. TGEI supports the GDCE to implement the project ***Progressing gender equality for all, leading to greater gender equality and inclusion outcomes in GDCE's policy, practices, and services***. In 2024, the GDCE approved an eight-point Gender Equality and Diversity (GED) Action Plan to achieve this objective. This work is being conducted closely with members of the GDCE's Gender Equality Working Group.

From March to December 2025, a consultancy firm was contracted to provide technical support for delivery activities under the GED Action Plan. For the period of January to December 2026, the RT4D Facility is seeking a consultancy firm (the Consultant) to support project implementation, in line with the project objectives, beneficiaries, outcomes and activities outlined below. The preferred Consultant will have access to all output reports which have been produced during the period of March to December 2025.

2.1 Project Objectives

TGEI supports the General Department of Customs and Excise (GDCE) through the project "*Progressing Gender Equality for All*," which aims to enhance gender equality and inclusion across GDCE's policies, practices, and services. The project developed an Organisational Gender Equality and Diversity Action Plan for the period of July 2024 to December 2026 with the following intended outcomes:

Outcome 1: Improved institutional capacity on gender equality and diversity (GED).

Outcome 2: A safe workplace policy, practice, and culture for all staff and customers.

Outcome 3: Gender responsive and inclusive trade facilitation for SMEs.

Outcome 4: Internal recruitment system is prepared to employ and accommodate persons with disabilities in the workplace.

Outcome 5: Staff and customers who live with disabilities can access GDCE facilities with a high level of safety and comfort.

Outcome 6: Increased institutional capacity of GDCE to monitor and report the progress of GED initiatives.

Outcome 7: Increased job satisfaction, particularly among female staff, staff with health conditions, and those with caregiving responsibilities, as well as the provision of flexible work options for all staff.

Outcome 8: Improved capacity of GDCE staff to effectively integrate GEDSI principles in their communications.

2.2 Intended Beneficiaries

The project is intended to benefit GDCE staff in the first instance, with the logic that a more inclusive institutional and organisational culture and processes will improve GDCE's services to its customers, and businesses, particularly diverse small medium enterprises (SMEs), who use GDCE's services in the second instance.

2.3 Project Activities

2.3.1. Support the implementation of outcome 2, 3, 4, 7 and 8 of the GED Action Plan

The table below provides a summary of activities under the GED Action Plan (see Annex C). It includes information on the implementation progress which will justify the scope of technical support for activities during the period of 1 January to 31 December 2026.

Outcomes under the GED Action Plan	Activities in phase I (March to December 2025)	Activities in phase II (January to December 2026)
<u>Outcome 2</u> : A safe workplace policy, practice, and culture for all staff and customers.	i) Developing a handbook on GBV prevention in the workplace including a referral list to support survivors. ii) Strengthening the reporting system. iii) Developing standards operating procedures (SOPs) to handle reporting cases. Ongoing work, to be completed by Mar 2026. For your information, a table of content of the draft handbook can be found in Annex D of this TOR.	i) Launch and disseminate the handbook on GBV prevention in the workplace (in Feb or Mar 2026). ii) Provide technical support in applying the (SOP) to handle reporting cases. Note: Final deliverables (e.g. the handbook on GBV prevention, the reporting system and SOPs) will be shared with the preferred consultant in March 2026.
<u>Outcome 3</u> : Gender responsive and inclusive trade facilitation for SMEs.	i) Produce two videos to support trade facilitation to SMEs – Completed Video 1 – <u>E-commerce exports</u> Video 2 – <u>Cross-border agricultural exports</u> ii) Develop a dissemination plan for these two videos – Completed. For your information, a summary of the dissemination plan can be found in Annex E.	Support GDCE rolling out the dissemination plan of these two videos.
<u>Outcome 4</u> : Internal recruitment system is prepared to employ and accommodate persons with disabilities in the workplace.	Conduct literature review and consult with GDCE to write a report on disability inclusive recruitment with: i) a list of recommendations for key steps of the recruitment process so it will become more inclusive and	i) Provide technical support for implementing recommendations in the report regarding number (i), (ii) and (iii), upon agreement from GDCE.

Outcomes under the GED Action Plan	Activities in phase I (March to December 2025)	Activities in phase II (January to December 2026)
	accessible for persons with disabilities. ii) a list of adaptive equipment to support persons with disabilities to perform essential functions in the workplace. iii) a list of reasonable accommodations to support staff who live with disability to participate in the workplace activities and support their professional development This work just starts thus there is no information to share. It's anticipated that the report will be available in March 2026.	
<u>Outcome 7:</u> Increased job satisfaction, particularly among female staff, staff with health conditions, and those with caregiving responsibilities, as well as the provision of flexible work options for all staff.	Not yet take place	Review current policy or practice and propose flexible work options to support employees to accommodate various health needs, care and domestic work.
<u>Outcome 8:</u> Improved capacity of GDCE staff to effectively integrate GEDSI principles in their communications.	Not yet take place	Develop a Guidance Note to use diverse images and gender-neutral language in communications

Note: There is not requirement for technical support for Outcome 1, 5 and 6 of the GED Action Plan in the calendar year 2026.

2.3.2. Project monitoring, evaluation and reporting

- Prepare a six-month progress report by June 2026 and project completion report by December 2026.
- Support the project monitoring, evaluation and learning. TGEI will contract an external consultant (Lead Researcher) to lead this activity. Under instructions of the Lead Researcher, the Consultant will provide logistics and technical support for documenting the experience and lessons learned in implementing the whole project, with some activities occurred before the approval of the GED Action Plan.

III. Scope of Services for Phase II

The Consultant will support the design and delivery of project activities from 1 January to 31 December 2026 and will be responsible for the scope of services outlined in the sections below.

3.1 Project Activities and Outputs

3.1.1. Support the implementation of Outcome 2, 3, 4, 7 and 8 of the GED Action Plan

Outcome 2 of the GED Action Plan: A safe workplace policy, practice, and culture for all staff and customers.

Main activities during the period of January to December 2026:

- Develop a dissemination plan to introduce the handbook on GBV prevention in the workplace among GDCE staff and external stakeholders (January 2026).
- Organise a half-day workshop to launch the handbook, the online reporting system and SOPs (February or March 2026).
- Support GDCE to roll out the dissemination plan for the handbook (from February to December 2026).
- Provide technical support to GDCE in applying the SOP to handle reporting cases (from March to December 2026).

Outputs:

- A dissemination plan to introduce the handbook among GDCE staff and external stakeholders developed and approved by GDCE.
- A half-day workshop delivered in collaboration with GDCE.
- A workshop report delivered and approved by GDCE and the TGEI Lead.
- A plan to support GDCE applying the SOPs in practice approved by GDCE. Technical support delivered accordingly.

Note: As mentioned above, the current contractor is working on the following deliverables which will be available to share with the preferred consultant of this contract in January 2026.

- A handbook on GBV prevention in the workplace developed and approved by GDCE. The handbook will be laid out by a graphic designer for publication purposes (ongoing work).
- The online reporting system established and approved by GDCE (ongoing work).
- The Standard of Operating Procedures (SOPs) for handling reporting cases developed and approved by GDCE (ongoing work).

Outcome 3 of the GED Action Plan: Gender responsive and inclusive trade facilitation for SMEs

Main activities:

- Review the dissemination plan of two videos on supporting trade facilitation for SMEs. Discuss with GDCE and select one or two dissemination activities which would require support from TGEI.

- Provide technical and logistics support to implement the selected activities in the dissemination plan.

Outputs:

- At least one off-line dissemination activity accomplished in collaboration with GDCE
- Activity completion report delivered and approved by GDCE and the TGEI Lead.

Outcome 4: Internal recruitment system is prepared to employ and accommodate persons with disabilities in the workplace

Main activities:

- Discuss with GDCE focal points to prioritise one or two recommendations in the disability inclusive recruitment report.
- Discuss with GDCE focal points about the requirement of technical support to implement the prioritised recommendations. Provide technical support accordingly.

Note: As mentioned above, the current contractor is conducting literature review and consulting GDCE to write a report on disability inclusive recruitment with:

- A list of recommendations for key steps of the recruitment process so it will become more inclusive and accessible for persons with disabilities.
- A list of adaptive equipment to support persons with disabilities to perform essential functions in the workplace.
- A list of reasonable accommodations to support staff who live with disability to participate in the workplace activities and support their professional development

The draft report will be shared with the preferred consultant of this contract in January 2026.

Outputs:

- A plan to implement one or two recommendations from the report developed and approved by GDCE.
- Technical support delivered according to the approved plan.

Outcome 7: Increased job satisfaction, particularly among female staff, staff with health conditions, and those with caregiving responsibilities, as well as the provision of flexible work options for all staff.

Activities:

- Review existing GDCE documents, consult GDCE staff and develop a draft document proposing flexible work options. Examples include: i) late in, late out; ii) combination of work online and on-site (this option was available during COVID 19 time); iii) part-time work or reduced hours (i.e. work half day and receive half payment).
- Discuss with GDCE human resource (HR) staff and GDCE focal points to disaggregate staff data based on their roles, responsibilities, and locations and to determine which roles and responsibilities are suitable for which flexible work options.
- Seek feedback from GDCE. There are two ways to consider:

- Organise meetings with small groups of staff who share similarity in their job nature to seek feedback.
- GDCE focal points will circulate the draft document to relevant staff for comments and input (at least two rounds of comments).
- Finalise the document based on comments and seek approval from GDCE senior leaders for piloting in selected departments.
- Pilot flexible work options for 6 months. Document feedback during the piloting period as well as the end of the piloting period.
- Finalise the document according to piloting feedback. Seek approval from GDCE for integrating flexible work options into existing human resource policies and practices.
- Produce an internal communication document for disseminating information and providing guidance to implement additional flexible work options to all staff. Seek approval from GDCE for this communication material.

Outputs:

- A report describing flexible work options approved by GDCE and integrated into existing human resource policies and practices.
- A communication document for disseminating information and providing guidance to implement additional flexible work options to all staff approved by GDCE.

Outcome 8: Improved capacity of GDCE staff to effectively integrate GEDSI principles in their communications.

Activities:

- Review relevant materials and draft a Guidance Note to use diverse images and gender-neutral language in communication activities of GDCE. Relevant materials will come from the Regional Trade for Development, the Diversity Council Australia and institutions working on these topics. The Guidance Note will contain straightforward, practical and easy-to-understand information. It will also include a list of future communication events and publications for GDCE to apply the Guidance Note into practice.
- Seek feedback from GDCE staff for the guidance note.
- Finalise the document based on comments and seek approval from GDCE senior leaders.

Output:

- A Guidance Note to use diverse images and gender-neutral language in communication activities produced and approved by GDCE senior leaders.

3.1.2. Project monitoring, evaluation and reporting

Project progress will be monitored in line with TGEI project reporting requirements. In addition to activity reports noted in earlier sections, the Consultant will support RT4D and TGEI in the development of:

- A 6-month Progress Report to be delivered in June 2026 which will outline and provide updates on the project's progress and any necessary adjustments.
- The Project Completion Report to be delivered in December 2026.

The consultant will receive templates for these reports and a briefing on RT4D/TGEI MEL requirements.

Near the end of the project, TGEI will engage an external consultant (a Lead Researcher) to document experience and lessons learned implementing all TGEI funded projects, including the project with GDCE Cambodia. Under the technical guidance of the Lead Researcher, the preferred Consultant will provide technical, logistics and coordination support for this activity as below:

- Provide inputs for the research framework, including research methods, tools and the workplan to collect data
- Liaise with GDCE to seek inputs and approval for the research framework and the workplan to collect data.
- Involve in data collection and analysis.
- Write a report according to the instructions and templates from the Lead Researcher.
- Share the documentation report with GDCE and seek their inputs.
- Ensure that comments from GDCE are properly addressed and the documentation report will be beneficial to GDCE.
- Design the documentation report for publication purposes.

Outputs:

- A report documenting experience and lessons learned in strengthening institutional gender capacity of GDCE completed and endorsed by GDCE.

3.2 Project Work Plan

Working closely with TGEI and GDCE, the Consultant is expected to deliver the outlined deliverables per the work plan and timeline below. The support from the selected Consultant will be undertaken over a continuous effective period of 12 calendar months with an estimated 196 person-days of professional services. Actual time will be agreed upon in negotiation with the selected Consultant. Work will commence immediately after contract signing.

Activity / Tasks	Responsible	Deadline
<i>Activities under outcome 2 of the GED Action Plan: A safe workplace policy, practice, and culture for all staff and customers.</i>		December 2026
Develop a dissemination plan to introduce the handbook on GBV prevention in the workplace among GDCE staff and external stakeholders.	Consultant with approval from TGEI and GDCE	January 2026
Organise a half-day workshop to launch the handbook, the online reporting system and SOPs.		February or March 2026
Support GDCE to roll out the dissemination plan for the handbook.		February to December 2026
Provide technical support to GDCE in applying the SOP to handle reporting cases.		March to December 2026
<i>Activities under outcome 3 of the GED Action Plan: Gender responsive and inclusive trade facilitation for SMEs</i>		December 2026
Review the dissemination plan of two videos on supporting trade facilitation for SMEs. Discuss with GDCE and select one or two dissemination activities which would require support from TGEI.	Consultant with approval from TGEI and GDCE	January to December 2026
Provide technical and logistics support to implement the selected activities in the dissemination plan.		
<i>Activities under outcome 4 of the GED Action Plan: Internal recruitment system is prepared to employ and accommodate persons with disabilities in the workplace</i>		
Based on findings and recommendations of the report on disability inclusive recruitment, ¹ discuss with GDCE focal points to prioritise one or two recommendations which would require technical support for implementation. Provide technical support accordingly.	Consultant with approval from TGEI and GDCE	May to December 2026

¹ The final report on disability inclusive recruitment is expected to be available by the end of April 2026. The development of this report is an activity of Part I of this project which takes place in 2025.

Activity / Tasks	Responsible	Deadline
<i>Activities under outcome 7 of the GED Action Plan: Increased job satisfaction, particularly among female staff, staff with health conditions, and those with caregiving responsibilities, as well as the provision of flexible work options for all staff.</i>		April - December 2025
Review existing GDCE documents, consult GDCE staff and develop a draft document proposing flexible work options.	Consultant with approval from TGEI and GDCE	January 2026
Discuss with GDCE human resource (HR) staff and focal points of this work to disaggregate staff data based on their roles, responsibilities, and locations and to determine which roles and responsibilities are suitable for which flexible work options.		February 2026
Seek feedback from GDCE. Finalise the document based on comments and seek approval from GDCE senior leaders for piloting in selected departments.		By April 2026
Pilot flexible work options for 6 months. Document feedback during the piloting period as well as the end of the piloting period.		From May to October 2026
Finalise the document according to piloting feedback. Seek approval from GDCE for integrating flexible work options into existing human resource policies and practices.		November 2026
Produce an internal communication document for disseminating information and providing guidance to implement additional flexible work options to all staff. Seek approval from GDCE for this communication material.		December 2026
<i>Activities under outcome 8 of the GED Action Plan: Improved capacity of GDCE staff to effectively integrate GEDSI principles in their communications</i>		
Review relevant materials and draft a Guidance Note to use diverse images and gender-neutral language in communication activities of GDCE.	Consultant with approval from TGEI and GDCE	January 2026
Seek feedback from GDCE staff for the guidance note.		By March 2026
Discuss with GDCE staff to produce a list of future communication events and publications for GDCE to apply the Guidance Note into practice.		March 2026
Finalise the document based on comments and seek approval from GDCE senior leaders.		April 2026
Project Reporting		Ongoing
Six-month progress report	RT4D & GDCE with support from consultant	Receive the report in June 2026

Activity / Tasks	Responsible	Deadline
Project completion report	RT4D & GDCE with support from consultant	Receive the report December 2026
Provide technical, logistical and coordination support for the research documenting experience and lesson learned of project delivery.	Consultant with approval from TGEI and GDCE	From July to December 2026: Receive the report at the end of November 2026.

IV. Gender Equality Disability and Social Inclusion

The whole project is supporting GEDSI mainstreaming, in its objectives, outcomes and outputs. The Consultant should ensure that the project is implemented in line with the project design and its deliverables. In addition, the Consultant is expected to follow GEDSI mainstreaming guidelines and checklists for inclusive events and communications in all project workshops and communications materials.

V. Communications, Media, and Business Engagement

All reports and materials should be produced to a high quality in line with RT4D Branding Guidelines.

The Consultant is expected to adhere to following RT4D guidelines as required:

- i. RT4D Branding guidelines shared and invitation templates (if it is invitation only)
- ii. RT4D/TGEI and GDCE logos to be included on all materials sent out or prepared (PPT slides)
- iii. Collecting images of the workshop for website and social media promotion.
- iv. RT4D Banner and RT4D brand on physical materials shared.

VI. Monitoring & Evaluation

The project's success will be measured against its ability to measure outputs and outcomes. The Consultant will be responsible for supporting the RT4D Facility in meeting key MEL requirements and templates during the delivery of the Project in line with the table of indicators below. This will include, but not be limited to:

- 1) Participant registration forms (online).
- 2) Participant sign-in sheet and attendee tracking (online or paper form) for both virtual and in-person consultation and workshops.
- 3) Workshop feedback form (online).
- 4) Workshop reports (document)
- 5) Six-month Progress Report
- 6) Project Completion Report.
- 7) Report documenting experience and lessons learned.

The Technical Consultant will be briefed by, and should keep in contact with, the RT4D Systems Manager (MEL and Communications) for:

- Guidance on using MEL templates (briefing meeting a week before starting).
- Support on data collection if needed (during the implementation).
- Tabulated/analysed data to complete the Workshop Report.

Table 6.1 – Project Performance Indicators

Note to bidders: The performance indicators in the table below are for reference. Completing activities set in this TOR will contribute to achieving these performance indicators. The number of performance indicators doesn't correspond to the number of activities in the TOR because only relevant indicators are included. Contractors are not specifically accountable for achieving these indicators.

Suggested Indicator	Indicator Type	Target	Disaggregation
Indicator 1.1. Training on gender equality, for both female and male customs officers from the management level to the operational level	Output	Yes	N/A
Indicator 1.2. Number of staff who are trained on GED	Output	80	By gender, disability status
Indicator 2.1. A confidential, effective and accessible mechanism for reporting gender-based violence in the workplace established	Output	Yes	N/A
Indicator 2.2. The mechanism for reporting gender-based violence in the workplace finalised and approved by the DG	Output	Yes	N/A
Indicator 2.3. % of staff aware of the existence and how to use the reporting mechanism	Output	TBD	By gender, disability status
Indicator 2.4. Number of staff report that they receive sufficient information to handle reporting cases	Output	TBD	By gender
Indicator 3.1. Number of people watching trade facilitation videos (online/in trainings)	Output	TBD	By topic of the videos
Indicator 4.1. A report on disability inclusive recruitment developed and approved by GDCE	Output	Yes	
Indicator 4.2. Number of actions taken by GDCE in response to recommendations from the disability inclusive recruitment report	Output	TBD	
Indicator 5.1. Number of actions taken from GDCE in response to recommendations from the accessibility review report	Output	TBD	
Indicator 5.2. The Guidance on Accessibility Review developed and approved by GDCE	Output	Yes	
Indicator 5.3. Number of time the Guidance on Accessibility Review has been used to improve accessibility of existing and/or new building of GDCE (within the project life)	Output	1	
Indicator 6.1. The project MEL plan developed and endorsed by GDCE	Output	Yes	N/A
Indicator 6.2. Project reports (activity reports, research reports, progress and project completion report etc.) completed and endorsed by GDCE	Output	Yes	N/A

Suggested Indicator	Indicator Type	Target	Disaggregation
Indicator 7.1. Number of flexible work options developed for staff, depending on their job functions, level of seniority, location and with different health needs.	Output	TBD	By department/ office/ branch, location and level of seniority
Indicator 7.2. Percent of staff who are “satisfied” with available flexible work options.	Output	TBD	By gender, disability status
Indicator 8.1. A Guidance Note to use diverse images and gender-neutral language in communications produced with inputs of GDCE staff.	Output	Yes	
Indicator 8.2. Number of publications developed following the Guidance Note (within the project life)	Output	1	

VII. Reporting and Program Management

All outputs are subject to feedback and amendments from TGEI and GDCE. The Consultant will engage regularly with these stakeholders in the drafting process, including seeking comments and adjustments and revising outputs as directed.

The RT4D Facility will support with standard procedures required to receive feedback and endorsement from key stakeholders. A full list of stakeholders the Consultant will engage with is outlined below.

Stakeholder and Contact Points	Responsibilities
GDCE	- Provide strategic directions, oversee, provide inputs and approve outputs for all projects activities. - Assign relevant GDCE officials to work closely with external consultants.
Funding Partners: Australia’s Department of Foreign Affairs and Trade (DFAT)	Approve project design and project completion report.
RT4D/TGEI MyLinh Nguyen – Trade and Gender Equality Incubator (TGEI) Lead	- The TGEI Lead is the main point of contact for the Consultant and will project manage the Consultant throughout the project lifespan. The TGEI Lead and relevant RT4D Facility team members will provide oversight and quality assurance through activity implementation and ensure relevant approvals are obtained from the DFAT and GDCE. - The RT4D Facility will: - Provide technical support and advice that ensures all project activities are implemented in line with M&E, communications and business engagement requirements.

Stakeholder and Contact Points	Responsibilities
	○ Manage procurement, and budget expenditure of all project activities.
External Consultants (Technical Consultants and Event Organisers)	• Delivery of activities and associated outputs in line with the scope of work, roles and responsibilities specified in TORs. • Provide logistics and event management support, to relevant events under this project.

VIII. Risk Management

The Consultant will support the RT4D Facility in the management and mitigation of project risks as outlined in the table below.

Risk	Likelihood	Impact	Mitigation Plan
Insufficient support for disability inclusion	High	Medium	1) Include disability inclusion as a topic of discussion in the sensitisation workshop to understand why there is a resistance to address this issue. 2) Introduce successful case studies on how organisations in Cambodia and Customs offices in the region have supported disability inclusion and how it could help to improve business performance and the level of satisfactory among staff. 3) Collect data disaggregated by gender, ability, location and seniority level in the organisational gender equality and diversity assessment. Use findings of the assessment to convince senior leaders about the importance of greater focus on disability inclusion. 4) Disability inclusion will be a part of the gender equality and inclusion action plan.
The activity deadlines are not achieved in a timely manner	Medium	High	1) Discuss with senior leaders and the focal point of the GDCE to identify actions and require support to meet deadlines. 2) When necessary, adjust timeline and workload in consultation with senior leaders and the focal point of the GDCE.
Misallocation/misuse of program funds by any recipient	Medium	Low	1) All procurement is handled by RT4D 2) Include topics on zero tolerance towards fraud in relevant project activities and meetings
Lack of confidential, transparent and accessible feedback	High	Medium	1) Strengthen the accountability mechanism for reporting as part of the gender action plan

Risk	Likelihood	Impact	Mitigation Plan
and accountability mechanism for reporting misconduct behaviours			2) Include topics on child protection and PSEAH in relevant training workshops and meetings 3) Review organisational policies and recommend the GDCE to update the policies to strengthen their responses to PSEAH and child protection if necessary.

IX. Child Protection, PSEAH (Protection from Sexual Exploitation, Abuse and Harassment) and other Policy Considerations

For this specific project, and all other activities undertaken through RT4D, it is expected that anyone involved in the delivery must operate in strict compliance with DFAT's [Child Protection and Protection from sexual exploitation, abuse and harassment Policies](#). In the design of the consultations and the Regional Workshop, the project should consider the importance of managing risks associated with the Australian Government Department of Foreign Affairs and Trade's (DFAT) Child Protection and Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policies.

The project should refer to Tetra Tech's policy on PSEAH for additional guidance on risk assessment and management. The project should also note that any activities that require personnel to be deployed outside their usual location or country of residence (e.g. consultations and regional workshops) may pose higher PSEAH risks.

The Consultant will work closely with the RT4D Facility to ensure that all project activities set in place adequate risk management measures including, but not limited to:

- Reporting mechanisms to ensure any potential breaches of the policy are identified and communicated with anonymity to allow for further investigation and action to be undertaken promptly and effectively.
- Multiple team members facilitating workshops in wider group settings.
- Making best efforts to ensure gender balance across participants and facilitators.
- Any images that portray women and men must not reinforce gender division of labour in the society, community, and/or household, while recognising and respecting cultural differences and cultural values in the ASEAN region.

X. Privacy and Confidentiality

The RT4D Facility 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 GDCE that are shared with this project. 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 an as-needed basis.

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 for the delivery of outputs set in this Scope of Services are expected to sign these documents before the implementation of this activity.

XI. Criteria for Issuing Tasking Note

A. Technical Soundness and Personnel Considerations

Interested firms/ organisations should provide a technical proposal detailing their capabilities in supporting the scope of services outlined in this ToR.

To ensure the above can be effectively managed and completed, interested organisations should fulfil the following criteria.

- A skilled and experienced team of experts with technical, stakeholder management, workshop facilitation and GEDSI expertise, bandwidth, and capabilities to support the RT4D Facility in delivering all outputs in line with the remit and timelines set out in this Scope of Services. The Consultant should include the following positions:
 1. **A Cambodian project team leader:** Responsible for overseeing the entire project, ensuring timely execution of activities and achieving the project performance; and for providing technical support for activities under outcome 3 and for research documenting experience and lessons learned. To effectively perform the role, the person should have extensive experience in project management, preferably with technical expertise in customs and trade facilitation.
 2. **A Cambodian Gender Equality or GBV specialist:** Responsible for technical support for activities under Outcomes 2, 7 and 8 of the GED Action Plan, and for research documenting experience and lessons learned. The specialist should have significant experience providing technical assistance on gender equality and workplace GBV prevention, and strong research skills.
 3. **A Cambodian specialist in disability inclusion:** Responsible for technical support for activities under Outcome 4 of the GED Action Plan. The specialist should have substantial experience supporting disability inclusion in the workplace. Familiarity with customs human resources policies and procedures is an advantage.
 4. **A project administrative assistant:** Responsible for providing administrative coordination between RT4D/TGEI staff and the Consultant's team for all project activities. Specifically, the role will provide project delivery support, operational support and assistance with project reporting.
- Demonstrable experience designing, facilitating and delivering on-site consultations and workshops that effectively engage diverse stakeholder groups.
- Proven report-writing experience, with the ability to incorporate comprehensive feedback at multiple stages in a timely manner.

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 the achievement of 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.

XII. Annexes

Annex A - Response from Tenderers and Evaluation Criteria

Interested bidders should submit a Technical and Financial proposals that respond to the selection criteria outlined in Section X of this ToR and the requirements specified in the table below. As part of their Technical Proposal submission, bidders should also provide their information as outlined in Annex B.

If a bidder finds any discrepancy, error or omission in the ToR or wishes to make any enquiry concerning the ToR, the bidder is to notify tgei@regionaltrade4dev.org in writing by the last queries date indicated in the ToR summary. All answers to any such notices or questions will be provided to all registered tenderers in the form of addenda.

Component	Score
Part A – Response to Technical Component	
A.1 Approach and Methodology - Outline approach to completing the stated scope of services. The approach should include: • A brief discussion indicating your understanding of project requirements. • 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.	20
A.2 Project Plan and Risk Management – Please provide the following: • A project plan that specifies deliverables, tasks and timelines in line with section IV of the ToR. • Identify your approach to mitigating the project risks outlined in Section VIII of this ToR. • Indicate how the project will be monitored and reported in line with section VII of this ToR to ensure it is delivered in terms of quality, timeliness and cost. • Indicate the level of support that will be required from the RT4D Facility to complete the project.	20
A.3 Organisational Capabilities and Experience – Please specify the following: • Outline general organisational capability that is likely to affect performance of project in line with ToR requirements (e.g. size of the organisation, in-house expertise, strength of project management support, networks, etc.). • Describe past experience in undertaking similar work—referring to criteria outlined in Section XI of this ToR—and provide brief summaries of relevant projects undertaken. • 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.	20

A.4 Project Team and Resourcing – Describe approach to staffing in line with ToR requirements including details of all proposed experts and their role in the delivery of the required services. This should include: - Key members of the project team, including their CVs, and demonstrate their skills and expertise essential to the delivery of this project—as specified in section XI of this ToR. - Roles, responsibilities, and level of participation of the project team members. - An uncosted resource plan proposing the number of person days you expect each team member to undertake in delivering this project.	20
TOTAL – Technical Proposal	80
Part B – Response to Financial Component	
Complete a Financial Proposal (using template provided) 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: - Professional services fees for completing all deliverables by the uncosted resource plan. - 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. - 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. - Applicable taxes such as VAT, GST, and PPN.	20
TOTAL – Financial Proposal	20
GRAND TOTAL – Evaluation Criteria	100

Annex B - Bidder Information

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

Name of Assignment	
Tenderer's Organisation or Person	
Address	
Contact Person and Title/Position	
E-Mail	
Telephone / Mobile Phone	
Business Name Registration (if applicable)	
Tax Registration Number (if applicable)	
Indicative number of years involved in similar business/work	
Date	

Annex C – GDCE GENDER EQUALITY AND DIVERSITY ACTION PLAN



INTRODUCTION OF THE TRADE AND GENDER EQUALITY INCUBATOR (TGEI)

The Trade and Gender Equality Incubator (TGEI) supports ASEAN economies in advancing gender equality in trade by testing promising approaches and building a stronger evidence base for policymakers.

TGEI operates under the Regional Trade for Development (RT4D) program, which supports ASEAN Member States in maximising the benefits of the upgraded ASEAN-Australia-New Zealand Free Trade Area (AANZFTA) and the Regional Comprehensive Economic Partnership (RCEP) Agreement.

Project duration:
January 2024 to December 2026

Visit our website to learn more:



PROGRESS GENDER EQUALITY FOR ALL IN THE GENERAL DEPARTMENT OF CUSTOMS AND EXCISE OF CAMBODIA

- TGEI is partnering with the General Department of Customs and Excise (GDCE) of Cambodia to advance gender equality across the institution. This initiative aims to enhance GDCE's accountability by promoting gender equality and diversity in workplace policies, practices, and culture. The project is also piloting activities designed to improve gender equality and diversity outcomes in customs operations and services with its external stakeholders.
- To understand the baseline context within the GDCE, an assessment was conducted using the World Customs Organization's Gender Equality Organisational Assessment Tool, adapted to the Cambodian context and with a stronger focus on diversity and disability inclusion.
- A Gender Equality and Diversity (GED) Action Plan was developed to address selected recommendations from the GED assessment. Each action is linked to existing elements of the GDCE's Customs Reform and Modernisation Strategy 2024-2028.





Annex D: DRAFT HANDBOOK ON GENDER-BASED VIOLENCE PREVENTION IN THE WORKPLACE

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Annex E: A SUMMARY OF THE DISSEMINATION PLAN OF TWO VIDEOS ON TRADE FACILITATION FOR SMEs.

Online Dissemination

The online outreach strategy is designed to maximise reach, engagement, and impact among Cambodian SMEs, including women-led businesses, entrepreneurs with disabilities, and ethnic minority traders. This strategy aims to leverage GDCE's digital platforms and trusted networks, including YouTube, Facebook, TikTok, Telegram, and LinkedIn.

Table 1: Selected Social Networks for Online Dissemination

Channel	Purpose / Advantages
YouTube / Facebook	Broad reach among SMEs; ideal for full-length videos and sharing via SME networks.
TikTok / Telegram	Short-format clips effective for engaging younger SME owners and reaching remote or low-bandwidth areas.
LinkedIn	Professional networks; ensures key stakeholders (trade associations, business leaders) can access, share, and promote the videos.

Content Strategy

- Upload videos to GDCE's official website and YouTube channel with a dedicated "SME Export Guidance" section (or Playlists).
- Share videos via GDCE's Facebook page and Telegram channels, ensuring wide reach to SME communities.
- Provide downloadable versions of the videos for re-use by business associations.
- Encourage business associations (see the full list in the Annex 1) and GDCE partners to share videos on their own social media channels for wider distribution.

Engagement and Promotion Mechanisms

Push Promotion:

- Consider using paid social media promotion (boosted posts, sponsored videos) targeting SME owners, women entrepreneurs, and relevant professional groups to increase visibility and reach.
- Schedule promotions around key export fairs or events with SMEs for maximum impact.

Social Influencer Collaboration:

- Consider engaging trusted SME influencers, business coaches, or trade experts to promote the videos, explain key steps, and encourage adoption of proper export procedures.
- Influencers can create short commentary clips or repost highlights, leveraging their networks to enhance credibility and uptake.

Call-to-Action and Feedback Loops:

- Include direct links to GDCE helpdesks, QR codes, or registration forms in video descriptions.
- Encourage viewers to provide feedback via online surveys, comments, or polls to assess comprehension and identify areas needing clarification.

Offline Dissemination

The offline outreach strategy aims to complement the online campaign, reaching SMEs that may have limited internet access, and leveraging trusted networks and face-to-face interactions to increase engagement and understanding of export procedures.

Table 2: Primary Offline Channels for Offline Dissemination

Channel	Purpose / Advantages
Workshops and Webinars	- Integrate the two export guidance videos into training sessions organised by GDCE at branch offices, customs checkpoints, and the National Customs School. - Encourage interactive Q&A sessions following video screenings to clarify procedures and address SME-specific challenges.
SME Networking Events	- Screen videos during business forums, trade fairs, and SME networking events to stimulate discussion and practical application. - Facilitate peer-to-peer sharing of experiences and guidance on export compliance.
Trade Associations	- Leverage existing SME networks and associations to expand dissemination through workshops, newsletters, and internal events. - GDCE can provide USBs or preloaded memory cards with videos to associations for internal training and member outreach while retaining ownership of the promotion strategy.

Content Strategy

Integration into GDCE Training Sessions and Outreach Workshops

- Incorporate videos into GDCE-led workshops, trainings, and outreach events at branch offices, customs checkpoints, and the National Customs School.
- Use videos as a practical demonstration tool during sessions to explain export procedures step by step.
- Facilitate interactive Q&A sessions after viewing to clarify SME-specific questions and ensure comprehension.
- Use QR codes or printed materials to enable participants to access videos later for reference.

Distribution through Partner Associations

- Provide the two export guidance videos to business associations, such as:
 - o Cambodian Chamber of Commerce (CCC)
 - o Federation of Associations for SMEs of Cambodia
 - o Chamber of Professional and Micro Enterprise of Cambodia
 - o Cambodia Women Entrepreneurs Association (CWEA)
 - o Young Entrepreneurs Association of Cambodia (YEAC)
- Associations can screen videos in their workshops, webinars, and internal events, and share videos with members via newsletters, WhatsApp/Telegram groups, or social media channels.
- GDCE takes the lead in initiating collaboration. TGEI can offer support by providing materials and guidance if needed.

Engagement Considerations:

- Encourage peer sharing and discussions during workshops and association events to reinforce learning.
- Collect feedback through short post-session surveys to measure understanding and practical applicability of content.