

## REGIONAL TRADE FOR DEVELOPMENT (RT4D)

### TERMS OF REFERENCE FOR THE

Implementing Consultant – National Quality Infrastructure (NQI) Policy Development and Implementation Framework Project

#### 1. Summary

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|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>                        | Implementing Consultant – National Quality Infrastructure (NQI) Policy Development and Implementation Framework Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Start Date</b>                   | November 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Completion Date</b>              | December 2027                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Reports to:</b>                  | <b>RT4D Manager:</b><br>Dr. Heng Molyaneth, RT4D Regional Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Interacts With</b>               | <b>RT4D:</b> <ul style="list-style-type: none"> <li>• Program Performance and Quality (MEL, Communications and GEDSI) Lead: Sebastian Cortes Sanchez</li> <li>• Monitoring, Evaluation, and Learning (MEL) Manager: Lia Lairing</li> <li>• Gender Equality, Disability, and Social Inclusion (GEDSI) and Trade Manager: Yooke Damopolii</li> <li>• Program Delivery Lead: Fenny Chandra</li> <li>• Operations Lead: Isradi Alireja</li> <li>• Facility Director: Adrian Gilbert</li> <li>• Cambodia Program Officer: Chhorn Chamna</li> </ul> <b>Project Proponent:</b> <ul style="list-style-type: none"> <li>• Institute of Standards of Cambodia (ISC) of the Ministry of Industry, Science, Technology and Innovation (MISTI).</li> </ul> Focal points: <ul style="list-style-type: none"> <li>- Ms Chea Eriya, Chief of Office, Department of Information, ISC</li> <li>- Mrs Sida Viriya, Deputy Director, Department of Information, ISC</li> </ul> |
| <b>Requires Approval from:</b>      | <b>RT4D:</b> <ul style="list-style-type: none"> <li>• Regional Manager: Dr. Heng Molyaneth</li> </ul> <b>Project Proponent:</b> <ul style="list-style-type: none"> <li>• Institute of Standards of Cambodia (ISC)</li> </ul> <b>DFAT:</b> <i>via RT4D</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Timetable for Tender Process</b> | Request for Proposals: <b>14/10/2026</b><br>Closing Date for Queries: <b>22/10/2026</b><br>Closing Date for Proposals: <b>07/11/2026 (11.59 pm Indochina Time)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Submission Instructions</b>      | The provider should submit Technical and Financial submissions in alignment with requirements outlines in the Request for Proposal (RFP). The Submissions or any questions should be sent to the following email: <a href="mailto:procurement@regionaltrade4dev.org">procurement@regionaltrade4dev.org</a> by the deadline indicated above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

***Scope of Work Summary:***

Tetra Tech International Development, as managing contractor of RT4D, is seeking a qualified consulting firm/organisation to provide integrated technical advisory, stakeholder engagement, event management, and communications services to support the Institute of Standards of Cambodia (ISC) of the Ministry of Industry, Science, Technology & Innovation (MISTI). The assignment will support the development, consultation, and initial implementation of a unified, GEDSI-responsive National Quality Infrastructure (NQI) Policy and Implementation Framework for Cambodia, aligned with RCEP Chapter 6 and the WTO TBT Agreement.

Cambodia has the institutions of a quality infrastructure system, including a standards body, an accreditation body, a metrology centre and sectoral regulators, but no single policy that describes how they work together, what they are accountable for or how they are financed. Businesses pay for the same test more than once; certificates issued in Cambodia are not always accepted abroad; and smaller firms and women-led enterprises often face relatively higher costs of compliance.

This project will analyse the legal and institutional gaps, draft a national quality infrastructure policy and implementation framework with government, business and inclusion organisations and launch it with training for the NQI bodies and businesses that will implement and use it.

The framework will give Cambodia a unified and coordinated system for standards, testing and certification, supporting exports whilst trade preferences phase out after graduation from least developed country status.

## 2. Background

The Regional Comprehensive Economic Partnership Agreement or RCEP brings new trade opportunities to its members, including Cambodia, by helping businesses reach new markets and grow. But for businesses to benefit fully, the country's quality infrastructure needs to be aligned with RCEP requirements as stipulated in Chapter 6 (Standards, Technical Regulations and Conformity Assessment Procedures: STRACAP) and more streamlined across the region. When those systems are aligned, businesses can prepare better and products can move more smoothly across borders.

Quality Infrastructure (QI) components often comprise standards development, conformity assessment with accreditation and metrology (or science of measurement). Quality infrastructure delivers value to its users, provided its different components function together. A standard has effect when technical regulations refer to it, and test results are widely recognised when the laboratories are accredited by an accreditation body that itself is recognised. Certificates or certification schemes open market for businesses only when trading partners recognise the bodies that issues them.

However, Cambodia lacks a unified national quality infrastructure policy and legal framework that is responsive to the needs of stakeholders concerning gender equality, disability and social inclusion (GEDSI). Quality infrastructure institutions already exist in the country, but there is no single instrument describing how these bodies relate to one another, what they are accountable for, how external stakeholders are integrated into the arrangements and how the system is financed.

Several interrelated root causes lead to this problem. Policy, institutional capacity and coordination arrangements are fragmented. Standards have weak legal standing. There is no harmonised recognition framework across public and private laboratories. Inclusion is ad hoc because there is no formal channel for women-led enterprises, organisations of people with disability and MSMEs into NQI processes. NQI financing is often short term and donor dependent, with investment not matched to users' demand.

The absence of the unified, GEDSI-responsive NQI policy and implementation framework causes several negative impacts on Cambodia. Line ministries who are sectoral, technical regulators set duplicated requirements, unnecessary barriers to trade. Businesses are often forced to undertake product testing abroad because domestic accredited capacity is not internationally recognised or insufficient, which creates time and money losses. Micro, small and medium enterprises (MSMEs) and women-led enterprises face high compliance costs and have limited participation or influence on how requirements are set or established. As Everything But Arms (EBA) preferential treatments are phasing out, these weaknesses will limit Cambodia's regional and global market integration and weaken consumer protection and environmental wellbeing.

### 2.1 Project Objectives

To address these issues, with support from Australia and New Zealand, the Regional Trade for Development initiative (RT4D) and the Institute of Standards of Cambodia (ISC) of the Ministry of Industry, Science, Technology & Innovation (MISTI) propose to implement this **National Quality Infrastructure (NQI) Policy Development and Implementation Framework Project** (hereinafter "the NQI project"). The project aims to support ISC, other core NQI bodies and sectoral regulators to develop, adopt and begin implementing a unified and GEDSI-responsive NQI Policy and

Implementation Framework that coordinates standardisation, technical regulation, conformity assessment, accreditation and metrology, in relation to Cambodia's implementation of RCEP Chapter 6 and the World Trade Organisation's Technical Barriers to Trade (WTO TBT) Agreement.

The specific objectives of the project are as follows:

- Establish an evidence base on the legal, institutional, capacity and inclusion gaps in Cambodia's NQI system against RCEP Chapter 6, the WTO TBT Agreement and ASEAN frameworks, focusing on barriers faced by MSMEs, women entrepreneurs and people with disability (Activity 1: Comprehensive policy and legal gap analysis).
- Develop an NQI Policy and Implementation Framework that guides governance structures, coordination arrangements, recognition targets, inclusion provisions and financing direction, drafted through the STRACAP Roadmap Implementation Working Group and a series of consultative meetings to foster ownership among line ministries (Activity 2: NQI Policy and Implementation Framework development, consultation and finalisation).
- Socialise the endorsed NQI Policy and Implementation Framework and build the capacity of NQI and STRACAP bodies and users, particularly MSMEs and GEDSI organisations, to implement and use it, including through a pilot designed to demonstrate utilisation of the implementation framework (Activity 3: Socialisation workshop and stakeholder-specific training sessions; Activity 4: Pilot implementation of the NQI policy and implementation framework).

## 2.2 Intended Beneficiaries

- **Primary beneficiaries:** Members of the NQI bodies and sectoral regulators from relevant line ministries – director generals, deputy director generals, department directors and senior technical officers responsible for standards, accreditation, metrology, laboratory management and sectoral regulation, together with legal and policy officers responsible for drafting and submission.
- **Secondary beneficiaries:** Members of the private sector and GEDSI representative groups, including representatives of business associations from different production sectors, MSMEs (particularly those led by women, youth, people with disability and ethnic minority groups), and organisations representing GEDSI groups (including organisations of people with disability, the Cambodian Women Entrepreneurs Association (CWEA), associations of indigenous communities, and so on).
- **Indirect beneficiaries:** Consumers and the wider economy, through improved technical regulation, market surveillance, quality assurance and trade competitiveness.

## 2.3 Project Outcomes

- **Outcome 1:** By the end of the project, ISC and MISTI have adopted an evidence-based, unified, GEDSI-responsive NQI Policy and Implementation Framework, developed through the STRACAP Roadmap Implementation Working Group, with confirmed positions from participating line ministries and content shaped by private sector and inclusion organisations. Submission to the Council of Ministers for Prime Ministerial approval is pursued as an aspirational milestone within the project period. *(To be achieved through Activities 1 & 2)*
- **Outcome 2:** By the end of the project, Cambodia's core NQI bodies, sectoral regulators, and NQI service users have gained a good understanding of the newly developed NQI framework and its alignment with RCEP requirements and the WTO TBT Agreement, and gained increased capacity to implement it. *(To be achieved through Activity 3)*

- **Outcome 3:** By the end of the project, NQI/STRACAP bodies and users (including MSMEs, women-led enterprises and organisations of people with disability) will have applied selected part(s) of the NQI policy implementation framework and agreed on their roles and the arrangements for continued implementation through a product-specific pilot implementation. *(To be achieved through Activity 4)*

By achieving these three outcomes, the project expects to contribute to Cambodia's effective implementation of the RCEP Agreement on STRACAP, providing clearer guidance to government institutions and stakeholders, strengthening coordination and improving product quality and safety, and building a shared understanding and capacity among government agencies, businesses, development partners and GEDSI groups.

## 2.4 Complementarity with Other Efforts

The project is designed to fit within, and not duplicate, work already under way.

- **STRACAP Roadmap 2026–2032:** The project delivers the priority action under Roadmap Outcome 1 on improved policy, governance and financing mechanisms. The STRACAP Roadmap Implementation Working Group is the drafting and socialisation avenue for this project, using the same institutional arrangement.
- **Previous RT4D support:** The project is the immediate follow-on from the RISP project that produced the STRACAP Roadmap and uses the 2025 STRACAP Assessment Study as the main evidence base, with the STRACAP Working Group as the main avenue for interministerial and multistakeholder engagement.
- **ASEAN Consultative Committee on Standards and Quality (ACCSQ) and ASEAN work plans:** The policy provides the national reference point for participation in ASEAN mutual recognition arrangements (MRAs), harmonisation of technical regulations and good regulatory practice (GRP), aligning with Strategic Measures 3, 4 and 5 of the ACCSQ Sectoral Plan 2026–2030.
- **German PTB project “Strengthening Quality Infrastructure in Cambodia III”:** PTB is preparing its next phase of NQI capacity building for Cambodia with outputs converging with the NQI policy implementation; coordination through the Working Group ensures PTB support advances implementation of the policy.
- **National policy base:** The design aligns with the Pentagonal Strategy, the draft Industrial Development Policy 2026–2035 (which identifies quality infrastructure as a precondition for its industrial objectives), and the National Disability Strategic Plan 3 (which promotes accessible and universal design standards).

## 3. Scope of Services

The RT4D Facility is seeking a firm/organisation (hereinafter “the Consultant”) to support the delivery of project activities between November 2026 and December 2027.

The Consultant will provide integrated technical advisory, stakeholder engagement, event management, communications, and video production services. As the lead implementation partner, the Consultant will be responsible for the overall coordination, management, quality assurance, and delivery of all project activities, outputs, and deliverables under this Terms of Reference (TOR), ensuring the effective and integrated implementation of technical, stakeholder engagement, event, communications, and multimedia components.

The Consultant will be responsible for:

- Technical analysis, assessments, and advisory services;
- Stakeholder consultation and engagement activities;
- Design and delivery of capacity-building activities;
- Event planning, organisation, and logistical management;
- Development of communications and knowledge products;
- Photography, videography, and multimedia production;
- Production of project impact videos and digital content; and
- Monitoring, reporting, and project coordination.

***As part of their proposal, the Consultant is required to nominate a video production team (either in-house or subcontracted) and associated budget. However, if RT4D Facility is not satisfied with the proposed team, the Facility reserves the right to ask the Consultant to recruit an alternative team. The Facility team may join the recruitment process, as required. Notwithstanding any subcontracting arrangements, the Consultant shall retain overall responsibility for the coordination, quality assurance, and timely delivery of all outputs and deliverables under this TOR.***

### **3.1 Project Activities**

- Activity 1 : Comprehensive policy and legal gap analysis
- Activity 2 : NQI Policy and Implementation Framework development, consultation and finalisation
- Activity 3 : Socialisation Workshop on the NQI Policy and Implementation Framework and Stakeholder-Specific Training Sessions
- Activity 4 : Pilot implementation of the NQI policy and framework
- Activity 5 : Developing project reports

#### ***A.1 Activity 1 – Comprehensive policy and legal gap analysis***

This activity assesses Cambodia's NQI and STRACAP system against RCEP Chapter 6, the WTO TBT Agreement and ASEAN frameworks, and identifies the legal, institutional and capacity gaps that the policy must close. It builds on the 2025 STRACAP Assessment Study, focusing on legal instruments, recognition arrangements, inclusion provisions and financing gaps. The study is participatory, using key informant interviews and focus group discussions with ISC, General Department of Accreditation of Cambodia (GDAC), National Metrology Center of Cambodia (NMC), the Science, Technology, and Innovation National Laboratory (STINL), sectoral regulators, private sector associations, MSMEs, Cambodian Women Entrepreneurs Association (CWEA), Spinal Cord Injury Association of Cambodia (SCIAC), and organisations of people with disability, institutes of higher learning and development partners. Identification of a preferred and backup pilot partner for Activity 4 will also commence during this activity.

- Prepare an inception report and work plan setting out the analytical framework, legal instruments, data collection methodology and timeline.
- Develop GEDSI-responsive assessment and data collection tools for review by ISC, RT4D and the RT4D GEDSI and Trade Manager.
- Review the legal and regulatory instruments governing NQI functions, mapping overlaps and conflicts.

- Conduct key informant interviews and focus group discussions with stakeholders, ensuring Khmer-language facilitation and accessible formats.
- Benchmark the recognition position of Cambodian conformity assessment across testing, certification and metrology against International Laboratory Accreditation Cooperation (ILAC), International Accreditation Forum (IAF), Asia Pacific Accreditation Cooperation (APAC) and regional arrangements.
- Develop product-specific pilot selection criteria, including feasibility within the project period and scope for GEDSI benefit.
- Engage the candidate pilot partner (preferred and back-up), documenting QI requirements and constraints.
- Prepare the draft assessment report with recommendations on the content and structure of the policy and implementation framework.
- Present the draft assessment report to the Working Group, document discussions and decisions, and finalise the report following ISC acceptance.

**Output:** Assessment report with recommendations, including legal and institutional gap analysis, capacity and financing analysis, GEDSI analysis and recommended content of the policy, in English. The report includes the agreed pilot selection criteria, pilot partners and scope. (Relevant to Project Objective 1; Project Outcome 1)

## ***A.2 Activity 2 – NQI Policy and Implementation Framework development, consultation and finalisation***

This activity develops the policy instrument and its implementation framework, translating the agreed evidence base into a draft policy and implementation framework. A series of technical and policy consultative meetings on the draft policy will be held with the Working Group, line ministries, private sector associations and GEDSI organisations across the drafting period. The policy addresses coordination arrangements and mandates; the legal standing of Cambodian Standards and a coordinated recognition framework; digitalisation of NQI services; risk-based market surveillance; formal GEDSI representation and GEDSI-responsive standards development; and medium-term financing. The final draft will be produced in Khmer and English.

- Prepare the policy outline and drafting plan, in consultation with ISC, RT4D and the Working Group.
- Draft the NQI Policy and Implementation Framework.
- Conduct a series of technical and policy consultative meetings on the draft policy with the Working Group, line ministries, private sector associations and GEDSI organisations.
- Revise the draft policy based on feedback received from stakeholder groups and finalise it for approval from ISC to MISTI.
- Provide technical responses to queries arising during MISTI's pursuit of high-level endorsement from the Prime Minister through the Council of Ministers.

**Output:** Final draft NQI Policy and Implementation Framework in Khmer and English, endorsed by ISC and MISTI. (Relevant to Project Objective 2; Project Outcome 1)

### ***A.3 Activity 3 – Socialisation Workshop on the NQI Policy and Implementation Framework and Stakeholder-Specific Training Sessions***

This activity comprises a national socialisation workshop and four stakeholder-specific training sessions to build understanding of, and capacity to implement, the NQI Policy and Implementation Framework. Activities will be conducted in Phnom Penh, preferably at host institutions' premises, with Khmer-language facilitation and inclusive participation arrangements. The socialisation workshop may include up to 100 participants from government, private sector and GEDSI stakeholder groups. The training sessions will target specific stakeholder groups and accommodate approximately 15–25 participants per session:

- **Session 1:** NQI bodies and regulators (ISC, GDAC, NMC, STINL and relevant sectoral regulators);
- **Session 2:** CWEA and women-led enterprises;
- **Session 3:** SCIAC and organisations of persons with disabilities; and
- **Session 4:** Private sector associations and MSMEs.

The Consultant will be responsible for both the technical delivery and the planning, coordination and logistical management of all events under this activity.

- Prepare a socialisation workshop concept note, agenda and implementation plan in consultation with ISC and RT4D.
- Develop the design and detailed agenda for four stakeholder-specific training sessions, including learning objectives, training methodologies and participant engagement approaches tailored to each target group.
- Prepare socialisation and training materials in Khmer and English under RT4D and MISTI branding requirements, ensuring accessibility and suitability for diverse stakeholder groups.
- Develop participant registration forms, pre- and post-session assessments, and feedback tools in accordance with RT4D requirements.
- Support ISC and RT4D in identifying, inviting and coordinating speakers, facilitators and participants.
- Identify, assess and secure suitable venues, including undertaking accessibility assessments in accordance with RT4D Guidelines for Inclusive Events and Communications.
- Manage participant registration, attendance tracking and event administration processes.
- Coordinate event logistics, including audiovisual equipment, internet connectivity, catering, interpretation services and reasonable accommodation arrangements where required.
- Organise and deliver one national socialisation workshop and four stakeholder-specific training sessions in Phnom Penh, ensuring GEDSI considerations are integrated throughout delivery.
- Provide on-site event management, coordination and troubleshooting support during all events.
- Collect and maintain participant registration, attendance and feedback data, disaggregated by sex and disability where applicable.

- Provide professional photography and videography services to document workshop and training activities.
- Prepare event summaries, photographic records and supporting materials for reporting, communications and knowledge management purposes.

**Outputs:** One national socialisation workshop delivered in Phnom Penh with approximately 100 participants and four stakeholder-specific training sessions delivered with approximately 15–25 participants each, supported by comprehensive event management and logistics services. Deliverables include approved event plans, participant registration and attendance records, workshop and training materials, accessibility arrangements, photographs and video documentation, and a consolidated socialisation and training report endorsed by ISC and RT4D. (Relevant to Project Objective 3; Project Outcomes 2 and 3).

#### ***A.4 Activity 4 – Pilot implementation of the NQI policy and framework***

The project will implement one product-specific pilot application of selected parts of the implementation framework during the project period and document the arrangements for scaling it up, with demonstrable GEDSI benefits. The pilot selection criteria, pilot partner and scope are developed under Activity 1, confirmed by the Working Group and recorded in the assessment report. The preferred partner confirms participation by 31 March 2027; otherwise the pilot proceeds with the backup partner. The pilot is complete when the selected provisions have been applied, the results recorded and the requirements for scaling identified.

- Confirm the pilot selection criteria, partner, scope and monitoring and evaluation metrics with the Working Group.
- Obtain written confirmation of participation from the preferred partner and activate the backup partner if needed.
- Develop the pilot implementation design, approach, workplan and roles and responsibilities, and deliver the pilot with ISC and the pilot partner.
- Implement the pilot initiative.
- Document pilot outcomes, including constraints and lessons learned for scaling up or replication, using the RT4D template, and present findings to ISC and RT4D for endorsement.

**Output:** Pilot report endorsed by ISC and RT4D, highlighting the tested element of the policy implementation framework, with data disaggregated by sex, disability and other relevant beneficiary characteristics. (Relevant to Project Objective 3; Project Outcome 3)

#### ***A.5 Activity 5 – Developing project reports***

The Consultant will produce a Project Progress Report and a Project Completion Report to provide RT4D and relevant stakeholders with oversight of the project, following RT4D's templates. In addition, the project will produce a maximum 8-minute project impact video in the local language with English subtitles, and two short social media clips (around 90 seconds each, in Khmer and English) for the Australian and New Zealand embassies.

This activity supports project monitoring, reporting, communications and knowledge-sharing. The Consultant will prepare project reports in accordance with RT4D templates and produce multimedia products to document project implementation, outcomes and lessons learned. The multimedia

package will include one project impact video and two short social media videos for use by RT4D and partner stakeholders, including the Australian and New Zealand Embassies.

The Consultant shall:

- Prepare and submit a Project Progress Report in accordance with RT4D requirements.
- Prepare and submit a Project Completion Report in accordance with RT4D requirements.
- Develop and implement a multimedia production plan to support project documentation, communications and knowledge-sharing objectives.
- Participate in planning and briefing sessions with RT4D and ISC to develop the concept, storyboard, narrative approach and production schedule for multimedia products.
- Capture professional photographs and video footage during key project activities, including consultations, training sessions, workshops, stakeholder engagement activities and pilot implementation activities.
- Conduct and record interviews with relevant project stakeholders and beneficiaries.
- Produce and finalise one project impact video of up to eight minutes in Khmer with English subtitles, highlighting project implementation, outcomes, lessons learned and stakeholder experiences.
- Produce and finalise two short social media videos of approximately 90 seconds each with Khmer and English subtitles for use by RT4D and partner stakeholders.
- Incorporate appropriate graphics, captions, animations, photographs and visual content into multimedia products where relevant.
- Provide RT4D with all final videos, photographs, raw footage, editable source files and associated multimedia assets.
- Ensure all reports, multimedia products and supporting documentation are submitted to RT4D in accordance with project requirements.

**Outputs:** Project Progress Report and Project Completion Report submitted to RT4D; one project impact video (maximum 8 minutes) in Khmer with English subtitles; two short social media videos (approximately 90 seconds each); and a complete package of photographs, raw footage, editable source files and associated multimedia assets delivered to RT4D.

## 4. Project Work Plan

Working closely with the RT4D team, the Consultant is expected to deliver the outlined deliverables in line with the work plan and timeline below.

The support from the selected Consultant, will be undertaken over a continuous effective period of **14** calendar months (November 2026 to December 2027) with an estimated **133** person days of professional services. Actual time will be agreed in negotiation with the selected Consultant. Work will commence immediately after contract signing.

| Activity/Task                                                                                                   | Responsible Party              | Deadline            |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------|
| <b>Project Inception</b>                                                                                        | RT4D, ISC, Consultant          | Nov 2026            |
| • Task 0.1: ISC issues formal correspondence to line ministries and Working Group members                       | ISC                            | Nov 2026            |
| • Task 0.2: Prepare and organise a kick-off meeting for project implementation                                  | RT4D, ISC, Consultant          | Nov 2026            |
| <b>Activity 1: Comprehensive policy and legal gap analysis</b>                                                  |                                | Nov 2026 – Mar 2027 |
| • Task 1.1: Inception meeting and work plan                                                                     | Consultant                     | Nov 2026            |
| • Task 1.2: Develop GEDSI-responsive assessment and data collection tools                                       | Consultant, RT4D, ISC          | Nov – Dec 2026      |
| • Task 1.3: Legal and regulatory instrument review                                                              | Consultant                     | Dec 2026 – Jan 2027 |
| • Task 1.4: Key informant interviews and focus group discussions                                                | Consultant, ISC                | Dec 2026 – Feb 2027 |
| • Task 1.5: Recognition benchmarking across testing, certification and metrology                                | Consultant                     | Jan 2027            |
| • Task 1.6: Prepare draft assessment report with recommendations                                                | Consultant                     | Jan – Feb 2027      |
| • Task 1.7: Working Group review session on the draft assessment report; written ISC acceptance of the findings | ISC, Working Group, Consultant | Feb 2027            |
| • Task 1.8: Finalise the assessment report following Working Group review and written ISC acceptance            | Consultant                     | Mar 2027            |
| <b>Activity 2: NQI Policy and Implementation Framework development, consultation and finalisation</b>           |                                | Feb – Jun 2027      |
| • Task 2.1: Prepare policy outline, legal form and drafting plan                                                | Consultant, ISC                | Feb 2027            |
| • Task 2.2: Draft the NQI Policy and Implementation Framework                                                   | Consultant                     | Mar-Apr 2027        |

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| • Task 2.3: Working Group drafting and review sessions and series of consultative meetings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ISC, Working Group, Consultant | Mar-May 2027   |
| • Task 2.4: Targeted consultations with private sector, MSMEs, women-led enterprises and organisations of people with disability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Consultant                     | Mar-May 2027   |
| • Task 2.5: Revise, translate and finalise the draft in Khmer and English                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Consultant                     | May-Jun 2027   |
| • Task 2.6: Ministerial endorsement of the NQI Policy and Implementation Framework                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | MISTI                          | Jun 2027       |
| • Task 2.7: MISTI submits the endorsed framework to the Council of Ministers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | MISTI, ISC                     | Jul-Sep 2027   |
| <b>Activity 3: Socialisation workshop of the draft NQI policy and implementation framework</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                | Jun-Oct 2027   |
| • Task 3.1: Develop socialisation workshop event concept note and agenda and the training series design with an agenda for each of session                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Consultant, ISC                | Jun 2027       |
| • Task 3.2: Produce socialisation workshop and stakeholder-specific training and guidance materials in Khmer and English                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Consultant                     | Jun – Jul 2027 |
| • Task 3.3: Develop data collection forms following RT4D requirements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Consultant                     | Jul 2027       |
| <ul style="list-style-type: none"> <li>• Task 3.4: Coordinate event planning, logistics and participant engagement arrangements <ul style="list-style-type: none"> <li>- Task 3.4.1: Identify and confirm venues, including accessibility assessments and arrangements for inclusive participation.</li> <li>- Task 3.4.2: Coordinate speaker and participant invitations, registration, attendance tracking, and event communications.</li> <li>- Task 3.4.3: Arrange workshop materials, printing, audiovisual equipment, interpretation, accessibility services, and participant support.</li> <li>- Task 3.4.4: Provide on-site event management and coordination for all workshops and training sessions.</li> <li>- Task 3.4.5: Collect participant data and feedback, and coordinate photography, videography, and event documentation.</li> </ul> </li> </ul> | Consultant, ISC, RT4D          | Jul-Aug 2027   |
| • Task 3.5: Deliver the socialisation workshop event in Phnom Penh                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Consultant, ISC, RT4D          | Aug 2027       |
| • Task 3.6: Deliver four stakeholder-specific training sessions in Phnom Penh                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Consultant, ISC, RT4D          | Aug – Sep 2027 |
| • Task 3.7: Produce the consolidated socialisation and training report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Consultant                     | Oct 2027       |

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| <b>Activity 4: Pilot implementation of the NQI policy and framework</b>                                                                                                                                                                        |                                | <b>Dec 2026 – Oct 2027</b> |
| • Task 4.1: Confirm product specific pilot selection criteria, partner, scope and implementation arrangements with monitoring and evaluation metrics                                                                                           | Consultant, ISC                | Dec 2026 – Mar 2027        |
| • Task 4.2: Prepare the pilot design and workplan and obtain written partner confirmation                                                                                                                                                      | Consultant, ISC                | Mar – Apr 2027             |
| • Task 4.3: Apply the selected criteria and implementation approach                                                                                                                                                                            | Consultant, ISC, pilot partner | May – Aug 2027             |
| • Task 4.4: Document pilot outcome and prepare the pilot report                                                                                                                                                                                | Consultant                     | Aug – Oct 2027             |
| <b>Activity 5: Developing project reports</b>                                                                                                                                                                                                  |                                | <b>Dec 2026 – Dec 2027</b> |
| • Task 5.1: Six-month progress report                                                                                                                                                                                                          | Consultant                     | May – Jun 2027             |
| • Task 5.2: Project completion report                                                                                                                                                                                                          | Consultant                     | Sep – Dec 2027             |
| • Task 5.3: Develop the multimedia production plan, storyboard, interview schedule, and production approach for the project impact video and social media clips.                                                                               | Consultant                     | Jun 2027                   |
| • Task 5.4: Capture photography, videography, and stakeholder interviews during consultations, workshops, training sessions, stakeholder engagement activities, and pilot implementation.                                                      | Consultant                     | Jul-Sep 2027               |
| • Task 5.5: Prepare the draft project impact video, documenting the progression from the STRACAP Roadmap to the NQI Policy and Implementation Framework, and produce two draft social media video clips (approximately 90 seconds each).       | Consultant                     | Oct 2027                   |
| • Task 5.6: Finalise and submit one project impact video (8 eight minutes), two social media video clips (approximately 90 seconds each), and all associated multimedia assets, including photographs, raw footage, and editable source files. | Consultant                     | Nov 2027                   |

## 5. Gender Equality Disability and Social Inclusion

All RT4D projects mainstream Gender Equality Disability and Social Inclusion (GEDSI) throughout the project cycle. The Consultant will be responsible for ensuring that project implementation embeds GEDSI in line with the requirements set in this ToR. The Consultant should consult and work closely with the RT4D Manager, RT4D GEDSI & Trade Manager, Project Proponent and other stakeholders in ensuring that the project implementation addresses these requirements.

The consultant is expected to adhere to the following RT4D Guidelines as required:

- Embedding GEDSI considerations into the methodology, work plan, stakeholder engagement and activity delivery.
- Identifying and addressing barriers to the participation, access, influence and benefit of women, people with disability and other relevant or underrepresented groups.
- Applying inclusive and accessible approaches to consultations, workshops, training, communications and other activities.
- Ensuring that relevant GEDSI perspectives are reflected in project outputs, recommendations, tools and other deliverables.
- Collecting disaggregated participation data.
- Reporting on GEDSI actions, participation, results, risks and lessons through the agreed project reporting and MEL processes.

The Consultant must ensure that appropriate technical expertise and resources are available throughout implementation to support the effective integration of GEDSI requirements into project activities, outputs, communications, monitoring and reporting.

### 5.1 GEDSI Dimensions of the Sector and Project

Standards and technical regulations determine which products reach the market, what they must do and who can demonstrate that they comply. Women-led enterprises are concentrated in sectors and enterprise sizes where the relative cost of compliance is higher, and they have reported barriers of language, format and channel in reaching NQI services. During stakeholder consultation, women entrepreneurs reported that while they often face information gaps regarding compliance, they want an active voice in policy formulation, not just in receiving it.

For people with disability as economic actors, they face the same cost and information barriers as other MSMEs, further aggravated by limitations in accessing relevant NQI information. As users of products and the built environment, they are affected by the limited uptake of and compliance with accessible and universal design standards.

Incorporating GEDSI into the NQI policy and implementation framework promotes fairness and drives innovation. By recognising and addressing the unique challenges faced by marginalised groups, regulatory frameworks can enhance market dynamics, economic empowerment and product accessibility, and cultivate a more inclusive market.

The project objectives and outcomes include GEDSI elements. The endorsed Project Concept records the project as having a strong GEDSI dimension, and the problem analysis identifies the absence of structured, formal and meaningful GEDSI-responsive stakeholder engagement.

- Objective 1 incorporates a GEDSI element in the evidence base. The gap analysis examines how current legal and institutional arrangements affect women entrepreneurs, people with disability, youth-led enterprises and informal MSMEs, and what is needed for them to access and utilise NQI services.

- Objective 2 and Outcome 1 integrate substantive GEDSI content. The policy formalises GEDSI representation in the coordination platform, provides for GEDSI-responsive requirements in standards development, sets participation targets with enabling arrangements, and requires sex-disaggregated and disability-disaggregated data.
- Objective 3 and Outcomes 2 & 3 incorporate a GEDSI element in capacity building and application. Two of the four training sessions are dedicated to GEDSI organisations – one with CWEA and women-led enterprises, and one with SCIAAC and organisations of people with disability. The pilot application will be conducted on a product that serves an industry primarily composed of women, indigenous communities, or people with disabilities.

## 5.2 Approach to GEDSI Mainstreaming

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

Conduct a GEDSI analysis: analyse how current legal and institutional arrangements affect women entrepreneurs, people with disability, youth-led enterprises, enterprises owned by ethnic minorities/indigenous groups and MSMEs in accessing and using NQI services; produce an assessment report with a dedicated GEDSI analysis chapter, drawing on sex-disaggregated and disability-disaggregated data; and consult directly with women-led enterprises, organisations of people with disability and MSMEs.

Design with GEDSI results: draft formal GEDSI representation in the coordination platform into the policy; draft GEDSI-responsive requirements for standards development and operationalising accessible and universal design consistent with NDSP 3; draft requirements for sex-disaggregated and disability-disaggregated data; and draft progressive, proportionate compliance pathways and MSME support measures.

Build GEDSI capacity of the project team and stakeholders: engage GEDSI-responsive policy design expertise and submit assessment and data collection tools to the RT4D GEDSI and Trade Manager for review before use; build the capacity of MSMEs, women-led enterprises and organisations of people with disability through dedicated training sessions; and brief Working Group members on the GEDSI provisions of the draft.

Implement with accountability: collect all participation data disaggregated by sex, disability and ethnicity/indigenous group (where stated); follow the RT4D Guidelines for Inclusive Events and Communications; and maintain a dedicated budget line for accessibility and reasonable accommodation.

Evaluate, learn and share: report against the GEDSI indicators at each reporting point and share disaggregated participation and consultation data with RT4D.

*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 disability and/or other participants representing under-represented and/or under-privileged groups?*

Project participants comprise officials of NQI and STRACAP bodies and sectoral regulators, approval-pathway institutions, business and industry associations, manufacturers, traders and exporters, MSMEs, women entrepreneurs, entrepreneurs with disability, youth-led enterprises, organisations of people with disability, institutes of higher learning and development partners. The socialisation event will target up to 100 participants and each training session will be conducted with 15 to 25 participants from these groups.

The project sets a minimum of 30 per cent female participation at every event and training session. Youth participation is targeted at a minimum of 15 per cent at the socialisation event and the private sector session, where feasible. The socialisation workshop targets at least 6 participants with disability, and the training session with SCIAC and organisations of people with disability is attended mainly by people with disability and the organisations that represent them. Invitations are issued through women's, disability and indigenous groups' networks in addition to institutional lists, and participation is tracked by sex, disability, age and, where stated, ethnicity/indigenous group.

*How does this project benefit disadvantaged groups (e.g. people with disability, ethnic minorities, MSMEs)? What will the project do to apply the "Do No Harm" principle?*

This project is designed to benefit disadvantaged groups, MSMEs, women entrepreneurs and entrepreneurs with disability, by enhancing NQI policy implementation capacity in ways that facilitate their market access and reduce cost of compliance. A tailored selection process, including invitations through women's and disability networks and the previous RT4D (STRACAP) participant list, will be used to meet the expected number of GEDSI participants.

To uphold a "Do No Harm" approach, the project will continuously assess participant needs, provide accessible workshop environments and include mechanisms for raising issues or concerns. If an individual's identity, disability status, ethnicity or enterprise is to be named or shown in any published case study, photograph or communication product, consent is sought separately for that disclosure and may be withdrawn at any point up to publication. Consent to participate is not treated as consent to be identified.

*How will the proposed project activities ensure the voices and aspirations of all participants, including those representing women and other marginalised groups, be heard and incorporated? What measures will the project take to incorporate the views and input of women, people with disability and other marginalised groups in the various stages of project implementation?*

Sessions with women entrepreneurs and organisations of people with disability are scheduled separately from sessions with regulators to allow reflection on realities of GEDSI representation in NQI policy setting. Facilitators will use inclusive techniques, such as anonymous feedback tools and small-group discussions, to gather insights from participants who may prefer not to speak in larger groups, with Khmer-language facilitation throughout the project. Input received is recorded against the policy section it relates to, and workshop and consultation reports state where input was incorporated into the draft.

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

All activities will follow the RT4D Guidelines for Inclusive Events and Communications and corresponding checklists, covering accessible venue selection and pre-event inspection, materials in Khmer and English and in accessible formats, sign language interpretation and other reasonable adjustments upon request, and hybrid participation and travel support for provincial participants where needed.

Invitations are issued at least three weeks ahead through women's and disability networks as well as institutional lists. Registration asks every participant to state accessibility requirements. Printed and projected materials use a sans-serif font at no less than 12 point with high contrast, and venues provide front-row seating, wide walkways, accessible toilets, adequate lighting and a quiet space.

Since training sessions are held at host institutions' own premises, each venue is checked against the same criteria before the session is scheduled and moved to an accessible venue if needed.

## 6. Communications and Media

The Consultant will support the RT4D Facility in meeting any Communications and Media objectives through the course of the Project.

All reports, presentations, invitations, event materials and other communications products must be accurate, evidence-based, fit for purpose, accessible and of a high professional standard. Materials must comply with RT4D branding, acknowledgement and approval requirements, as advised by the RT4D Communications Team.

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

- Use approved RT4D branding, templates, logos and acknowledgement wording in project documentation and materials (e.g. reports, PPTs, invitations).
- Provide timely project information, verified evidence, photographs, participant inputs, quotations, testimonials and other materials required for RT4D communications and reporting.
- Collect photographs, video or other visual materials during project activities, where appropriate and with the required consent and permissions.
- Ensure that communications use inclusive and respectful language, representative imagery and accessible formats, including alt text, captions, transcripts or plain-language summaries where relevant.
- Obtain the required consent and permissions for the use of personal information, images, video, quotations, testimonials and case studies, including any additional safeguards required for children, people with disability or other vulnerable groups.
- Submit public-facing communications products to the RT4D Manager and Communications Team for review and approval before publication or distribution.

RT4D will retain oversight of communications quality, branding, messaging, approvals and release. The Consultant must not publish or distribute public-facing communications products relating to the Project without the required RT4D and, where relevant, Project Proponent, partner or donor clearance.

In addition, the Consultant is expected to manage the implementation of the project so that it adheres to communications objectives and planned outputs outlined in the sections below.

### 6.1 Communications Focus, Key Messages and Audiences

#### *A. Communication focus and key messages*

The project communicates a coordinated quality infrastructure system lowers the cost of compliance and demonstrates that compliance promotes market access under RCEP. Thus, linking institutional reform to a commercial outcome.

**Practical relevance:** RCEP Chapter 6 obligations are met through domestic institutions by translating obligations into a national policy instrument.

**Addressing implementation gap:** Cambodia has the NQI institutions but no instrument linking them, so test results are not consistently accepted across agencies, certificates issued domestically are not recognised abroad in addition to businesses paying more for repeated testing.

**The value of the outputs:** The assessment report guides the development of the policy with framework establishing coordination platform and financing direction. The capacity building materials show NQI/ STRACAP bodies and users how to implement the policy.

**Inclusive trade benefits:** The framework gives women-led enterprises, organisations of people with disability and MSMEs a formal, structured and inclusive channel into the policy processes.

**Project impact video:** A short video records the progression from the STRACAP Roadmap to this project.

### *B. Main audiences*

- Government officials from MISTI, the core NQI bodies, sectoral regulators and approval-pathway institutions
- Businesses, business associations and MSMEs, including women-led and disability-led enterprises
- Development partners active in quality infrastructure in Cambodia
- Representatives from RCEP Parties and related regional channels
- The public, through ISC and RT4D channels for the public-facing products
- All public-facing products are produced in Khmer and English. These include the project impact video, infographics and media releases.

## 6.2 Communications Outputs

| Output                                                      | Internal or public facing                         | Dissemination                                                                                                                                | Clearance                           |
|-------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Infographic                                                 | Public                                            | Wider dissemination, via digital channels                                                                                                    | ISC and RT4D                        |
| Project impact video and two shot video clips for embassies | Public                                            | Wider dissemination, via ISC, MISTI and RT4D, and Australian and New Zealand embassies digital channels, in Khmer and with English subtitles | MISTI, ISC, RT4D and DFAT approval  |
| Workshop, socialisation and pilot reports                   | Internal                                          | Limited circulation to ISC, RT4D and DFAT                                                                                                    | Project Proponent and RT4D approval |
| Assessment report with recommendations (Output 3.1.1)       | Internal, with a public summary pending agreement | Limited circulation                                                                                                                          | ISC and RT4D approval               |
| Media release on ministerial endorsement and launch         | Public                                            | Wider dissemination, via digital channels                                                                                                    | MISTI, ISC, RT4D and DFAT clearance |

## 7. Business Engagement

### *A. Business relevance*

Quality infrastructure is established to help businesses achieve market integration objectives whilst promoting consumer protection, environmental well-being, and public health. The problems the project addresses manifest as increased compliance costs and delays for businesses. It also results in conflicting requirements from different line ministries for the same product, testing sent abroad due to limited accredited domestic testing facilities and capabilities. NQI is a demand-driven service. Failure to determine or identify the demand renders the services not utilised by potential users. Business relevance is therefore a key consideration for this, and it is the reason why the NQI policy is needed.

### *B. Reflection of business needs in project delivery*

- The gap analysis draws on the 2025 STRACAP Assessment, which included private sector STRACAP users.
- Implementation barriers, administrative burden, and cost for business will be the analysis criteria of Activity 1.
- A series of consultative meetings will discuss the usability and relevance of the policy instruments in addressing business problems in accessing internationally recognised NQI services.

### *C. Direct business engagement, if relevant*

Direct engagement is planned throughout the project through key informant interviews and focus group discussions with CAMFEIA, TAFTAC, EUROCHAM, CAIF, YEAC, CWEA and SCIAC. The framework also provides for private-sector membership in the NQI policy coordination platform, extending beyond the project and funding period.

### *D. Use of business input*

- Assessment findings and recommendations related to the cost of compliance barriers facing MSMEs.
- Policy content recognising compliance approaches proportionate to enterprise size and provisions of technical assistance to promote compliance with relevant standards.
- Workshop content and the capacity building materials will be designed to address private sector concerns.

## **8. Support to Lesser Developed Economies**

### *A. How will this activity recognise and address knowledge, capacity, or institutional needs specific to ASEAN LDE governments?*

Cambodia is one of ASEAN's lesser developed economies and is scheduled to graduate from least developed country status in 2029 pursuing upper middle-income status by 2030. Graduation removes the preferential access including EBA. The requirement to demonstrate conformity therefore increases upon which the project is designed to address.

The 2025 STRACAP Assessment, drawing on 17 key informant interviews and Rapid Diagnostic Tool scoring, records that Cambodia's NQI was built to satisfy WTO accession requirements and has not been reoriented to trade facilitation and market integration. Autonomy scores of 0 to 2 across the core bodies reflect an inability to set fees, manage salaries or determine budgets, with procurement requiring multiple approvals and medium-term financial planning largely absent. Coordination scores of 0.3 to 3.0 across ISC, GDAC, NMC and DPPSPS explain why private sector users meet different requirements from different ministries for the same product category. ISC's legal standing scores 0 to 2 because Cambodian Standards are not adequately referenced in regulations. GDAC accredits testing and calibration laboratories, medical laboratories and product certification bodies but holds ILAC MRA signatory status for testing only. The draft Metrology Strategy Development Plan Cambodia 2026-2030 records that NMC's ISO/IEC 17025 accreditation expired in 2020, that no calibration and measurement capability has been published and that type approval cannot currently be issued. On the demand side, MSMEs account for close to 90 per cent of enterprises but only around 5 per cent are formally registered, and women-led enterprises describe themselves as having significant information gaps.

These are institutional design and financing problems, and the project addresses them in that form. The policy provides the NQI system with a legal basis and establishes a common coordination platform on which each body retains its own role without consolidating mandates. Accreditation recognition targets are set to maintain and extend recognition, with a timeline and a cost estimate. The financing chapter consolidates the costed requirements already sitting in the draft Metrology Strategy Development Plan, the GDAC workplan priorities and the draft Industrial Development Policy 2026-2035. Alignment with the ACCSQ Sectoral Plan 2026-2030, in particular Strategic Measures 4 and 5, means national targets and regional commitments are expressed in similar way.

*B. How will this activity ensure relevant ASEAN LDE government institutions and representatives can engage and make the most out of all activity outputs, at a pace that supports their capacity and institutional needs/constraints?*

The design places the STRACAP Roadmap Implementation Working Group at the centre as the drafting and interministerial socialisation. The policy is therefore produced by Cambodian officials with consultant support. Drafting and review sessions are spread across February to April 2027 to allow members to socialised and obtain line ministry positions.

The project holds a series of consultative meetings across the analysis and drafting phases according to the stakeholder group. This allows efficient and effective use of senior officials' time. Capacity building is delivered as four stakeholder-specific sessions, preferably at each institution's own premises with 15 to 25 participants. This avoids or minimises technical staff being away from their respective post. All materials, facilitation and interpretation are provided in Khmer and English and in accessible formats.

The policy approval pathway is based on reality, with documented ISC and MISTI endorsement in June 2027. The Prime Ministerial approval through the Council of Ministers is pursued as an aspirational milestone. Beyond the project period, training materials, the impact video and communication products will be available online. The coordination platform and its reporting responsibilities are drafted into the policy. Coordination with and other development partners with NQI scope is maintained through the WG to allow for follow-up on technical support should there be resource constraints.

## 9. Monitoring, Evaluation & Learning

The project's performance will be monitored against the activities, outputs, outcomes, indicators and evidence sources specified in this ToR. The Consultant will support the RT4D Facility to collect, manage and report reliable evidence on project delivery, participation, output quality, GEDSI integration, stakeholder feedback, outcomes and learning.

The Consultant must ensure that sufficient appropriately skilled personnel, time and other resources are available throughout implementation to meet the MEL requirements set out in this ToR. This will include, but not be limited to:

- Standardised participant registration forms (online).
- Standardised participant sign-in sheet and attendee tracking (online or paper form) for virtual and in-person consultation and workshops.
- Standardised participant feedback forms (online).
- Consolidated participant, attendance and feedback data (MS Excel in standardised RT4D template)

- Workshop Report using standardised RT4D template (due within two weeks after a workshop or training) summarising workshop participant and feedback information, workshop proceedings, outputs and key achievements and lessons learned.
- Relevant GEDSI participation data, including sex and disability disaggregation.
- Progress and Project Completion Reports, using the standardised RT4D template, documenting delivery against the approved activities, outputs and work plan, and assessing whether the project met or contributed to its intended outcomes. In assessing project outcomes reports must describe observed changes, including who changed, what changed, when and where the change occurred, the supporting evidence and the significance of the change.

The Consultant should consult RT4D's MEL team to:

- Verify that participant registration, attendance tracking and feedback arrangements comply with RT4D requirements.
- Obtain guidance on using MEL templates.
- Seek support with data collection during implementation, where required;
- Obtain guidance on the tabulation and analysis of participant, attendance and feedback data required to complete the Workshop Report
- Seek guidance on assessing and documenting whether the project achieved or contributed to its intended outcomes, including identifying observed changes, supporting evidence, significance and contribution to the relevant project outcomes.

The results framework at Table 9-1 is the instrument for the delivery of the project outputs and progress toward the project outcomes are monitored. The table lists the three outcomes first (as in section 2.3) and then the corresponding outputs. Each output row presented with code responding to the outcome it contributes to. Outcome rows are verified with records of decisions and by evidence of application. Reporting at the project completion report stage is made against the agreed outcomes with progress reported in the six-month progress report and consolidated in the project completion report. Participant data is disaggregated by sex, type of disability and demographic group (i.e. youth) where feasible, is reported per event and is reported against the participation targets set in Section 5.3.

Tabel 9-1: Project Performance Indicators

| Result level | Project result                                                                                                                                                                                                  | Indicator                                                                                                                                                               | Target                                                                                                      | Evidence/ Source                                                                                                                         | GEDSI consideration                                                                                                                                                                                                                                 |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome      | <b>Outcome 1:</b> ISC and MISTI adopt the unified, GEDSI-responsive NQI Policy and Implementation Framework.                                                                                                    | Status of the NQI Policy and Implementation Framework adoption.                                                                                                         | Policy and implementation framework in Khmer and English endorsed by ISC and adopted by MISTI by June 2027. | MISTI endorsement instrument or official announcement of the adopted text in Khmer and English.                                          | Adopted framework incorporates explicit GEDSI provisions and establishes balanced gender and social representation on the coordination platform.                                                                                                    |
| Output       | <b>Output 3.1.1:</b> Final Assessment Report—comprising legal, institutional, capacity, financing, and GEDSI gap analyses—approved by RT4D and ISC.                                                             | Completion and formal approval status of the English Assessment Report.                                                                                                 | Final Assessment Report officially approved by RT4 and ISC                                                  | Documented acceptance and approval by RT4D and ISC.                                                                                      | Assessment report includes dedicated GEDSI analysis and gender-responsive policy recommendations.                                                                                                                                                   |
| Output       | <b>Output 3.2.1:</b> Final NQI Policy and Implementation Framework drafted in Khmer and English and endorsed by key governing bodies                                                                            | Completion status of final bilingual drafts (Khmer and English)                                                                                                         | Final drafts in Khmer and English approved by ISC and RT4D and endorsed by MISTI by June 2027.              | Documented acceptance and approval by RT4D, ISC, and MISTI                                                                               | Final text with GEDSI provisions.                                                                                                                                                                                                                   |
| Outcome      | <b>Outcome 2:</b> Targeted core NQI bodies, sectoral regulators, and service users demonstrate increased capacity and understanding of the NQI framework, RCEP commitments, and WTO TBT Agreement requirements. | % of workshop/training participants from core NQI bodies, regulators, private sector, and GEDSI groups demonstrating improved technical knowledge on the NQI framework. | At least 70% of respondents report increased understanding and technical capacity                           | Participant feedback survey                                                                                                              | Results disaggregated by sex and, where feasible, disability, demographic groups, and other relevant characteristics.                                                                                                                               |
| Output       | <b>Output 3.3.1</b> Socialisation workshop prepared and delivered.                                                                                                                                              | Number of participants attending the workshop                                                                                                                           | 80 – 100 participants                                                                                       | Participant registration data; Concept note, detailed agenda, and materials of the socialisation workshop in Khmer and English delivered | a minimum of 30 per cent female participation; youth participation at a minimum of 15 per cent; at least 6 persons with disability.<br><br>Final material package retains agreed accessibility, GEDSI content and inclusive communication language. |

|         |                                                                                                                                                                                                                                            |                                                                                                                                                                           |                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                     |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output  | <b>Output 3.3.2</b> Four stakeholder-specific training sessions prepared and delivered.                                                                                                                                                    | Number of training sessions delivered<br><br>Number of participants in each training sessions                                                                             | 4 training sessions<br><br>15–25 participants in each session                                                                                                                                                                           | Participant registration data; Concept note, detailed agenda, and materials of the training sessions in Khmer and English delivered                                                                                                            | a minimum of 30 per cent female participation at every training session; a minimum of 15 per cent of youth participation at the private sector session; one training session delivered for organisations of people with disability.<br><br>Final material package retains agreed accessibility, GEDSI content and inclusive communication language. |
| Output  | <b>Output 3.3.3</b> A consolidated socialisation and training workshop report approved by ISC and RT4D                                                                                                                                     | Formal approval status of the consolidated post-event report.                                                                                                             | A post-event report approved by ISC and RT4D                                                                                                                                                                                            | Final report; documented endorsement by RT4D and ISC                                                                                                                                                                                           | Report includes GEDSI-responsive selection criteria applied and GEDSI benefit of the pilot. Participation data by sex, by disability and by ethnicity/ indigenous group where stated.                                                                                                                                                               |
| Outcome | <b>Outcome 3:</b> Targeted NQI and STRACAP bodies, MSMEs, women-led enterprises, and Organizations of Persons with Disabilities (OPDs) apply selected framework provisions and establish formal arrangements for sustained implementation. | 1. Extent to which selected NQI framework provisions are operationalized through the pilot.<br><br>2. Status of multi-stakeholder agreements for post-pilot continuation. | 1. Selected framework provisions successfully tested in 1 product-specific pilot by September 2027.<br><br>2. Documented agreement of the follow-up arrangements with the participating bodies by September 2027.                       | Pilot report showing provision applied and the results obtained.<br><br>Documented agreement of participating bodies on their roles and continued implementation.                                                                              | Pilot record of benefit for women-led enterprises / enterprises led by people with disability/ enterprise led by indigenous groups. Data disaggregated by sex/ by disability and by ethnicity/ indigenous group where stated.                                                                                                                       |
| Output  | <b>Output 3.4.1</b> A pilot implementation applying selected elements of the NQI Policy and Implementation Framework is prepared, delivered and documented.                                                                                | Status of preparation, delivery and documentation of the pilot implementation                                                                                             | One product-specific pilot implementation prepared, delivered and documented by June 2027, applying selected elements of the NQI Policy and Implementation Framework and involving relevant government and private-sector stakeholders. | Approved pilot implementation plan; implementation records/reports; participant list; training/workshop materials, where applicable; photos and other documentation; pilot implementation report including lessons learned and recommendations | Pilot design and implementation consider GEDSI by ensuring inclusive stakeholder participation, accessible engagement arrangements, and consideration of gender, disability and social inclusion issues relevant to the selected product/value chain.                                                                                               |

## 10. Reporting and Program Management

Deliverables are subject to feedback and amendments from the RT4D Facility team, the Project Proponent (ISC and MISTI), and the STRACAP Roadmap Implementation Working Group. The Consultant will engage regularly with these stakeholders in the drafting process, including seeking comments and adjustments and revising deliverables 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:

The Consultant will engage with the stakeholders and contact points outlined in the table below throughout the delivery of the project.

| Stakeholder and Contact Points                  | Responsibilities                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Institute of Standards of Cambodia (ISC), MISTI | Project Proponent. Co-manages the project, convenes the STRACAP Roadmap Implementation Working Group, issues formal correspondence to line ministries, provides input and approves all deliverables, and facilitates submission to MISTI leadership.                                                                                                                                                      |
| MISTI leadership                                | Parent ministry for the core NQI bodies. Provides political support and endorses the framework, and facilitates submission to the Council of Ministers and PM approval.                                                                                                                                                                                                                                   |
| STRACAP Roadmap Implementation Working Group    | Drafting and socialisation of the policy among members representing line ministries, private sector and GEDSI representatives.                                                                                                                                                                                                                                                                            |
| RT4D Facility; Regional Manager                 | Provides input, oversight and quality assurance. Reviews and clears assessment and data collection tools, MEL indicators, GEDSI arrangements and communication products. Also ensures approvals are obtained from RT4D, the Project Proponent and DFAT.                                                                                                                                                   |
| Technical Consultant                            | Delivers technical analysis, policy and implementation framework development, stakeholder consultations, capacity-building activities, event management and logistical support, communications and knowledge products, multimedia and video production outputs, and project reporting. Provides technical assistance to support policy endorsement processes and submissions to the Council of Ministers. |

## 11. 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 \(PSEAH\)](#) Policies. In the design of stakeholder consultations and workshop or trainings 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 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:** Anonymized reporting channels will be established for participants and stakeholders to report any breaches of child protection or PSEAH policies.
- **Facilitator Teams:** Workshops and training sessions will be managed by multiple team members to create safer group settings.
- **Gender Balance:** Efforts will be made to ensure gender-balanced representation among facilitators and participants to promote inclusivity.
- **Imagery Guidelines:** Any images used in training materials will avoid reinforcing gender stereotypes and respect cultural values across ASEAN countries.
- **PSEAH Risk Management:** Adherence to Tetra Tech's policy on PSEAH will guide risk assessments, especially for activities involving travel or workshops.
- **Minimum standards.** The consultant team complies with the seven minimum standards set for downstream partners: a documented PSEAH or safeguarding policy with expectations communicated to any sub-contracted individual; documented, survivor-centred reporting and investigation procedures reaching senior management; risk management processes that treat sexual exploitation, abuse and harassment as a named risk with recorded controls; PSEAH training for all personnel, refreshed at least every three years; recruitment and screening covering criminal record checks or the local equivalent, reference checks and disclosure of any related charge; a prohibition on transactional sex while delivering project business; and a prohibition on fraternisation for non-national personnel in the field. Each team member signs a code of conduct that carries these obligations, completes PSEAH training, provides a current criminal record check or local equivalent and undertakes to notify any change in circumstances during the engagement.
- **Safe design of the training sessions and pilot.** Every session is delivered by at least two team members. Sessions are held during working hours at institutional premises or a booked venue, never in private or residential settings, and no one-to-one session is held in a closed setting. A named ISC contact is identified for each session and communicated to participants alongside the reporting pathway.
- **Handling of personal information.** Registration, accessibility, consultation and consent records are stored with restricted access, used only for the purpose stated at collection and reported in aggregate. Participation support is paid against receipt through the event

administration rather than as discretionary cash payments, so that no individual controls a benefit another participant depends on.

- **Reporting pathway.** The reporting pathway is stated at the opening of every event and session and set out in Khmer and English in the participant pack, with more than one channel available, including a channel that does not run through the facilitators. Any concern is reported to RT4D in accordance with the policy regardless of where it arises.
- **Child protection.** Children are not participants. Where a participant is accompanied by a child, no photograph or recording that identifies the child is taken or used, and consent for any image of any participant is obtained in writing before use

***Additional Guidance on PSEAH - Please refer to Tetra Tech's resources on PSEAH for additional guidance on risk assessment and management. Note that any activities that require personnel or participants to be deployed outside their usual location or country of residence (e.g. workshops, trainings, study visits) pose higher PSEAH risks. Examples of risks management measures include:***

- **Confidential reporting pathways:** clear, confidential and accessible reporting mechanisms for concerns or allegations, including options for anonymous reporting where appropriate.
- **Safe activity design:** delivery arrangements for workshops, trainings, study visits, field visits and other direct engagement activities that reduce exposure to PSEAH risk.
- **Partner, consultant and personnel requirements:** contracts, Codes of Conduct and related compliance measures requiring consultants, downstream partners and delivery personnel to comply with PSEAH expectations.
- **PSEAH training and awareness:** training and briefings for personnel and relevant partners appropriate to their role and exposure to risk.
- **Supervision and oversight:** appropriate supervision of activities to reduce opportunities for misconduct, including the use of multiple facilitators in group settings where relevant.
- **Gender-responsive participation:** efforts to ensure gender balance among participants and facilitators, and engagement arrangements that are safe, inclusive and appropriate.
- **Screening and due diligence:** proportionate recruitment, screening and due diligence measures for staff, consultants and partners, based on the level of risk.
- **Power dynamics and conduct expectations:** measures to manage actual or perceived authority imbalances and reinforce appropriate conduct expectations, including fraternisation controls for non-national personnel in the field.
- **Communications and imagery:** project imagery, case studies and communications that are respectful, culturally appropriate, and do not reinforce harmful gender divisions of labour.
- **Child protection considerations:** measures to reduce risks of exploitation, abuse, neglect or inappropriate contact involving children where children may be present or indirectly affected.

## **12. 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 Secretariat and by RCEP FJC and their Subsidiary Bodies that are shared with RT4D's RCEP Implementation Support Program (AISP).

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 (SharePoint). Access to SharePoint 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 for the delivery of outputs set in this Scope of Services are expected to sign these documents before the implementation of this project.

### 13. Risk Management and Safeguards

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                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------|------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Council of Ministers process runs beyond September 2027                                               | High       | Medium | The project outcome is set at ISC and MISTI adoption, with Prime Ministerial approval as an additional milestone. Launch and capacity building are anchored to MISTI-level endorsement in June 2027. |
| MISTI-level political championing weakens through leadership change or competing priorities               | Medium     | High   | Early and repeated briefing of MISTI leadership, including an aide-memoire at inception.                                                                                                             |
| Working Group members cannot obtain timely line ministry positions, delaying the draft                    | Medium     | High   | ISC issues formal correspondence to line ministry leadership at inception.                                                                                                                           |
| Private sector and inclusion organisation participation is limited                                        | Medium     | Medium | Accessible formats, Khmer-language facilitation, participation support and separate small-group settings will be arranged.                                                                           |
| Event delivery is disrupted by venue, accessibility or scheduling constraints                             | Low        | Medium | Three venues are shortlisted for each event against accessibility criteria before contracting. Hybrid participation is offered.                                                                      |
| The pilot is not agreed in a timely manner                                                                | Medium     | Medium | Pilot scope is kept narrow/specific. Approach is agreed by the Working Group as early as possible (during the policy drafting stage).                                                                |
| Training sessions cannot be held at an institution's own premises because the premises are not accessible | Medium     | Low    | Each host venue is checked against the RT4D inclusive events criteria before the session is scheduled. The session moves to a shortlisted accessible venue at project cost.                          |

## About RT4D

Regional Trade for Development (RT4D) is an AUD53.3 million, 6-year initiative funded by the governments of Australia and New Zealand to support the effective implementation of ASEAN-Australia-New Zealand Free Trade Area (AANZFTA) and the Regional Comprehensive Economic Partnership (RCEP) agreements.

RT4D is delivered through 3 programs: the AANZFTA Implementation Support Program, the RCEP Implementation Support Program and the Australia-funded Trade and Gender Equality Incubator. Through these programs, RT4D provides targeted technical expertise, supports planning and coordination with ASEAN partners, focuses on less developed ASEAN economies, and facilitates selected FTA implementation in ways that support inclusive development outcomes.

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