

**TERMS OF REFERENCE FOR**  
**CAPACITY BUILDING IN ADVOCACY**  
**OF SELECTED BUSINESS MEMBERSHIP ASSOCIATIONS**  
**IN CAMBODIA**

REQUEST FOR PROPOSALS - AUGUST 1ST, 2008

**1. BACKGROUND**

The International Finance Corporation (IFC), a member of the World Bank Group, fosters sustainable economic growth in developing countries by financing private sector investment, mobilizing private capital in local and international financial markets, and providing advisory and risk mitigation services to businesses and governments. IFC's vision is that people should have the opportunity to escape poverty and improve their lives. In the Mekong region, IFC manages MPDF, a multi-donor initiative delivering advisory services in Lao PDR, Vietnam, and Cambodia. IFC MPDF's donors are Australia, Canada, Finland, IFC, Ireland, Japan, New Zealand, the Netherlands, Norway, Sweden, and Switzerland.

Cambodia's Government-Private Sector Forum (G-PSF), launched by the Royal Government of Cambodia (RGC) in 1999, is a mechanism for public/private sector consultation on investment climate issues ranging from long range policy issues to day-to-day operations. The business community in Cambodia raises issues through regular G-PSF Working Group meetings with government representatives. Twice a year, the Working Groups report on their achievements in high profile, nationally-broadcast meetings chaired by Prime Minister Hun Sen and attended by several hundred government and private sector leaders.

This project is implemented by IFC and funded by the European Union and MPDF.

The Council for the Development of Cambodia, the government's lead agency for coordinating aid and promoting investment, is the Secretariat for the Forum. Since 2002, IFC has operated a Coordinating Bureau which facilitates meetings of the eight working groups, tracks progress on the reforms they propose to government, disseminates key documents in print and through a website ([www.cambodia-gpsf.org](http://www.cambodia-gpsf.org)) and conducts selected research to aid working groups in advocating reforms.

The results of an evaluation conducted in 2007 showed that Cambodia's Government-Private Sector Forum (G-PSF) is an important contributor to private enterprise development in Cambodia. The recommendations made in the evaluation include making more resources available to the Working Groups so that they can produce well-researched analysis on needed reforms, improve outreach through more communication, align donor technical assistance with the work of the Forum, provide support to business membership organizations to improve outreach, strengthen representation and ensure sustainability of the process. In addition, seeing the maturity of the G-PSF, the RGC provided further guidance to commence work on transferring the secretariat from the RGC to the private sector, in particular the Cambodian Chamber of Commerce.

To support this process, IFC MPDF is seeking a consulting firm with extensive experience in building the capacity of Business Membership Organizations (BMOs) to design and implement a program to strengthen

selected BMOs. If the firm is based outside of Cambodia, the consulting firm will work with a local firm or a pool of local trainers to ensure program continuity, in particular related to the delivery of training courses and on-the-site coaching.

## **2. OBJECTIVE OF THE CONSULTANCY:**

### **A - OBJECTIVES FOR CORE GROUP OF BMOs (GROUP A)**

The main objective of the intervention is to assist a core group of 9-10 BMOs (Group A) in becoming more effective dialogue partners with the Government through the G-PSF by representing the voice of their constituents and by playing an active advocacy role. The Group A BMOs consist of the G-PSF Central Secretariat and one or two leading association per working group. Currently 5 working groups (out of 8) are supported more or less by one leading association:

1. Law Tax and Governance Working Group: supported by the International Business Club (IBC)
2. Export and Trade Facilitation Working Group: supported by the Garment Manufacturers Association of Cambodia (GMAC)
3. Tourism Working Group : supported by the Cambodia Travel Agents Association (CATA) and Cambodia Hotel Association (CHA)
4. Services, including Banking and Finance Working Group: supported by the Association of Banks in Cambodia (ABC)
5. Energy, Infrastructure and Transport Working Group: two relatively strong associations are active dialogue partners but do not provide particular support to the working group.
6. Manufacturing and SME Working Group: several SME associations exist but their capacity is low
7. Agriculture and Agro Industry Working Group: Business association to be identified.
8. Industrial Relations Working Group: the Cambodian Federation of Employers and Business Association can play a role.

The mission of the consultant is to build the capacity of the selected nine to ten BMOs to provide proactive policy advocacy and services including:

- Developing functions within the BMOs to support the work of the G-PSF
- Having proper resources for advocating effectively with the Government and other counterparts through the G-PSF and other vehicles
- Being able to advise members in industry-related doing business environment issues
- Developing efficient tools to formulate the BMOs' positions
- Developing efficient tools for BMOs to communicate and ensure that messages are delivered with an impact

The long-term objectives of the intervention are to:

- Strengthen the position of selected BMOs as the voice of their industry in Cambodia;
- Ensure the BMOs are fully supporting and managing private sector participation in the G-PSF
- Enable selected BMOs to provide evidence based input to the legislative and regulatory development process in Cambodia;
- Enable selected BMOs to provide support to members in advocating for the benefits of the industry;
- Ensure that selected BMOs work proactively and not reactively with policy advocacy

### **B – BUILD A POOL OF TRAINERS TO SUPPORT A LARGER GROUP OF BMOs (GROUP B)**

In addition, the intervention aims at preparing a larger group of BMOs (estimated 20) which participate periodically in the GPSF process, to be able to step into the role of the Group A to support the GPSF.

The consulting firm will work with a pool of trainers (if no in-house trainers) and provide training of trainers to the pool of trainers so that it can continue to provide foundational knowledge on what the role of an association is and how they can assume an advocacy role for their members. Over a two to three year period – depending on how the BMOs are maturing – the pool of trainers will provide coaching to this group of BMOs.

The consulting firm will deliver focused interventions to increase GROUP A' s ability to conduct policy advocacy, effectively support the work of the working groups, and consider the possibilities of developing the organization service offering in such areas. Concurrently, it will transfer its skills to a pool of trainers who will be able to support a larger number of BMOs (Group B) in their advocacy effort.

Furthermore, as other Development Partners such as GTZ, Asia Foundation, UNDP, USAID and AusAID are active in establishing provincial dialogues and are working on strengthening local business associations, the existence of this specialized pool of trainers is particularly appropriate in the objective of sharing resources and coordinating Development Partners' activities.

### **3. TASKS**

The immediate tasks of the mission are:

#### **TASK 1: Review of the Appraisal of “Group A” business membership organizations:**

- IFC or a local consultant will perform a rapid appraisal of the nine to ten selected BMOs and their capacities to support the work of their individual working groups. IFC or local consultant will recommend areas of capacity building requiring further assistance based upon their existing capacity and legitimacy. The role of the consulting firm will be to review this appraisal and confirm the recommendations. If required, the consulting firm may meet board members of selected BMOs (Group A) and conduct additional interviews.

#### **TASK 2: Deliver a Train-the-Trainer intervention on the two training courses below (task 3 and 4) to a pool of trainers:**

Work with local trainers to co-deliver training on BMOs management (task 3) and training on advocacy (task 4):

- Adapt (if necessary) the existing training materials to the Cambodia context with the support of the pool of trainers (via email, Skype, etc., if the consulting firm is based outside Cambodia)
- Prepare the workshops with local trainers for two days and select sections which can be delivered by the local facilitators
- Coach the local trainers (co-facilitators) in the delivery of selected sections of the training sessions (tasks 3 and 4) and provide support where necessary
- Help the co-facilitators demonstrate how to make the best use of the training materials to deliver high quality, practical, and stimulating training sessions to SMEs.
- Provide feedback on the skills of the local trainers and make recommendations of those qualified for continuing the delivering of the training courses

**TASK 3: Co-Deliver the first training intervention on BMOs management (estimated: 8-10 days – Group A) to:**

- Help the selected BMOs understand their role and obligations in the context of the GPSF
- Provide guidance on how they can strengthen the secretariat and recruit members
- Set achievable objectives to improve their services

**TASK 4: Co-Deliver a training on Advocacy (estimate: 2 weeks – Group A) to:**

- Provide an overview of BMOs best practices systems for policy advocacy, including methods, tools, and best practices for relevant staff of the BMO, and a presentation on how they can better engage in the GPSF
- Attend if needed Individual meetings with the BMOs' Executive Directors and Chairmen or other delegated members from the board and appointed members
- Provide practical guidance on how to provide professional services in terms of policy advocacy to members
- Provide support to selected BMOs (in the context of the G-PSF) and on how to develop issues and to identify areas of concern in order to raise through G-PSF
- Assess the scope for improved internal advocacy co-ordination (e.g. communication)
- Assist with developing success indicators for the policy advocacy area
- Debriefing of findings to the BMO board members

**TASK 5: Coaching of selected BMOs in their advocacy campaign (20 days during the year for Group A of 9-10 BMOs and to the IFC)**

- Set objectives with the selected BMOs in terms of improvement in the secretariat and provision of advocacy services
- Provide ad-hoc coaching on the implementation progress
- Liaise with the IFC office (and pool of trainers if required by the IFC) in the coaching of the selected BMOs, and provide guidance on how to improve the impact of the BMOs in their advocacy work.

**Target beneficiaries**

- TASK 1: The consulting firm will work closely with the local consultant / IFC staff in charge of the assessment;
- TASK 2: A pool of 5-10 trainers
- TASKS 3 and 4: The consultant will work with the executive staff and policy and information officers (of the estimated nine-ten BMOs – Group A) in order to develop specific policy advocacy tools in the context of the GPSF.
- TASK 4 : The consultant will work closely with board members and executive staff of the selected BMOs

## 4. OUTPUTS

### Task 1: Assessment

- Brief report assessing the recommendations of the local consulting firm on the 9-10 BMOs to support the GPSF process.

### Task 2: Assessment

- Brief report on the Train-the-Trainer activity detailing the sections localized to the Cambodian market and recommendations on the local trainers; training materials if existing
- Guidelines for the pool of trainers on the usage of the materials so that they can continue to deliver the training of the two courses to other associations

### Task 3:

The specific outputs of the first training intervention will be:

- A general course on BMO management (role, administration, membership) covering best practice within the area
- Each of the selected BMOs (Group A) to elaborate a work plan on how to strengthen their secretariat and expand membership
- Each of the selected BMOs (Group A) to elaborate a work plan on how to integrate the G-PSF secretariat support in its organization and lay out the steps and timeline.
- A guide for participation of the BMO in the G-PSF process
- Selected tools on how to strengthen the BMO

### Task 4

The specific outputs of the second training will be:

- A general course on policy advocacy for selected BMOs (Group A) covering best practices
- Each BMO to establish a work plan on how to collect opinions and disseminate information to the members (and in the context of GPSF)
- Best practice on how to prepare topical articles, newsletter and website input related to business regulations and business environment
- Best practice on how to establish networks
- Best practice on policy presentations

### Brief report of the overall intervention:

- To summarize the findings and discussions of Tasks 1 to 4, including:
  - A brief assessment of the intervention, propose recommendations
  - Suggestions on how BMOs can become more pro-active within policy advocacy (in the framework of the GPSF)
  - An overview of tools, systems and best practices that can be used for advocacy
  - Suggestions for new activities to be undertaken to be efficient in supporting the GPSF
  - Suggestion for a roadmap on how to work with a specific issue
- Periodic report on Task 4
- Prepare a plan for further training needs and propose steps forward.

## **5. EXPECTED RESULTS (From IFC perspective)**

The precise indicators for the success of the project will be developed during the visit but will be centered upon:

- Capacity of the BMOs to engage in the G-PSF
- Capacity to provide basic secretariat to the Working Groups
- Number of policy position papers prepared
- Number of policy articles prepared for external media
- Number of participation in the G-PSF meetings and public hearings
- Number of issues successfully pushed through the G-PSF and issues solved
- Number of issues successfully pushed through the legislative system and issues solved
- Members' response to the advocacy strategy measured through the membership satisfaction survey

## **6. LOCATION**

The assignment will be based in Phnom Penh, Cambodia.

## **7. REPORTING**

5.1 The consultant will submit the report to Lili Sisombat who will coordinate the assignment. A draft report with the major findings will be submitted to MPDF during the field assignment.

5.2 A full draft report will be submitted to IFC MPDF within 15.days of completing the fieldwork for discussion and comments before a final report is submitted.

5.3 The final report will be submitted to MPDF within 15 days of receipt of the comments by IFC MPDF.

## **8. ARRANGEMENTS**

All logistics, scheduling, other support as necessary will be provided by IFC MPDF.

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**Prepared by: Lili Sisombat**

**Date: July 23, 2008**

**Approved by: Charles Schneider**

**Date: August 1, 2008**