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**Position: Small and Medium Enterprise (SME) Development Specialist–
International consultant (4-5 months)**

Expertise:

The candidate shall have a degree or a post graduate degree preferred in business administration or organizational management. Preferred candidates will have a minimum of 8 years work experience directly in the type of outputs specified below and must have direct experience of working in enterprise and organization development within the context of livelihood improvement strategies and planning, including both structural and organizational systems and options, their formation and operation. Experience must include capacity building for new enterprises.

Past experience in Cambodia or neighboring GMS countries is an advantage however emphasis will be placed on a demonstrable track record in the development of successful enterprises for rural livelihood improvement programs.

Reporting: The position will report to the Livelihoods Program Leader.

The SME Specialist will work closely with the market linkages national consultant.

Duration of contract: 4 months

Timing: As defined by the proposing organization

Work Location: Phnom Penh

Scope of Work: The scope of work for the position is to define organizational structures and governance options that support the potential market linkage and value chain developments identified by the market linkage consultant. The consultant will also review options for enterprise models that can integrate with community management of forest resources in both Community Forests (CFs) and Community Protected Areas (CPAs). The SME Specialist shall develop guidelines for the range of options including strengths and weaknesses of each and how models can be (i) selected, and (ii) established and mentored.

Expected outputs:

Output 1: Report on the range of alternative enterprise models under the current legal and regulatory frameworks

Output 2: Organization models for identified value chains, market linkage and village development fund (VDF) linked opportunities, defined and an establishment plan prepared

Output 3: A capacity strengthening program developed and implemented

Output 4: Guidelines and MoUs for proposed demonstration sites

Output 5: Effectiveness monitored and the CPA/CF management informed of strategic planning and BCC project reporting procedures



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Tasks and Activities by Output

Output 1: Report on the range of alternative enterprise models under the current legal and regulatory frameworks

- (i) The SME Specialist shall review current legal and regulatory frameworks and current business models used by rural enterprises and provide a SWOT analyses of these
- (ii) The SME Specialist shall complete a review of the value chain and market linkage studies completed under the BCC project to identify organizational opportunities and assess the potential viability of such entities
- (iii) SME Specialist shall conduct a workshop for both government and nongovernment stakeholders on the enterprise options – including the strengths and weaknesses of these

Output 2: Define organization models for identified value chains, market linkage and VDF linked opportunities and prepare an establishment plan

- (i) For each value chain and market linkage opportunity, prepare:
 - a. An organizational structure proposal
 - b. A proposed governance structure
 - c. Prepare establishment documentation
 - d. Prepare operational documentation
 - e. Complete the development of business plan through an awareness and training program that mentors local owners in the planning process
 - f. Define key success factors
- (ii) Provide recommendations to the BCC on the viability of such enterprises and identify training needs and required business support required.
- (iii) Conduct a workshop to the Project Implementation Units (PIUs) on the proposed models and entities to be formed along with a forecast on expected impacts

Output 3: Develop and Implement a Capacity Strengthening program. The SME Specialist shall implement an awareness and capability strengthening program for national consultants in the livelihood program and the communities. Specifically the SME Specialist shall:

- (a) Conduct detailed training of national consultants and the communities in the livelihood program on the proposed strategy and implementation plan.



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- (b) Working with national consultants in the livelihood program to develop awareness materials and plan an awareness program to be implemented by the provincial staff
- (c) Work with the same staff to develop a detailed implementation process with assigned steps.
- (d) Support the national consultants in the livelihood program to conduct the livelihood planning processes, and identification of livelihood priorities
- (e) Guide national livelihood specialists to prepare livelihood programs proposals for at least 5 demonstration sites in each province and provide feedback on strengthening the programs
- (f) Ensure linkages are made between the SME development, market linkage programs, and the demonstration sites.

Output 4: Prepare guidelines and MoUs for proposed demonstration sites

The livelihood program focus should build on group based activities through the funding of demonstrations that would be supported and used as an awareness and capacity building option for targeted beneficiaries.

- (a) Define the target beneficiaries and their needs
- (b) For each of the proposed demonstration sites / farms prepare a draft proposal, covering objectives, scope, target of demonstration and how the targeted beneficiaries will be engaged, a detailed implementation time line
- (c) Once agreed by each PIU prepare a budget estimate and obtain a financial approval from the PIU Directors.
- (d) Prepare guidelines for the demonstration sites that describe for each site (i) the location, (ii) the type of livelihoods to be demonstrated, (iii) the operational agreements with the site owner, (iv) management of the sites, and (iv) the proposed budget.
- (e) Train management of each demonstration site in their operations.
- (f) Wherever possible link demonstration sites to the findings and opportunities identified by the national market linkages specialist and integrate the demonstration sites with the market linkage opportunities
- (g) Develop a plan for each demonstration site for the transfer of technology and support national livelihood specialists to train farmers in adoption of new livelihoods opportunities.
- (h) Identify new technology and work practices for each demonstration site as well as barriers to farmers adopting each of those – lack of money, lack of understanding in how to use the new technology or work practice, reluctance to give up existing technology, etc.
- (i) Work with communities and the VDF consultants to link farmers to demonstration sites and the VDF fund to access financial resources



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Output 5: Monitor effectiveness and inform the CPA/CF management strategic planning and BCC project reporting procedures

(i) The SME Specialist shall develop a set of performance indicators to be included in the project monitoring framework by:

(a) Linked to the work planning, the SME Specialist shall develop implementation physical targets, performance indicators, and ensure adequate socio-economic baselines were established to assess a behavior change based livelihood strategy

(b) The SME Specialist shall ensure that the required monitoring and reporting systems are incorporated into the Project Performance Monitoring System (PPMS) and that the project reporting and monitoring data bases are populated and updated

(c) The SME Specialist shall guide the national consultants to ensure that quarterly progress is reported through the Project progress reports in terms of (i) planned work activities, (ii) actual outputs compared with proposed or planned outputs, (iii) effectiveness of livelihood targeting programs and the management gains for CPA and CF arising from livelihood improvements

(d) The SME Specialist shall ensure an independent assessment of livelihood activities is undertaken as part of the evaluation of project activities.

(ii) The SME Specialist will document the specific lessons learned from BCC livelihood activities by:

(a) Reviewing all monitoring material and data sets

(b) Conducting consultative meetings with field staff, CPA and CF management teams

(c) Participating in stakeholder forums for CF and CPA management both within and beyond the BCC project

(d) Preparing knowledge products on how to develop livelihood strategies for CPA management briefs, and reports

(a) Provide input to the policy paper with recommended policy, regulatory and administrative reforms for enhancing the effectiveness of livelihood strategies with a focus on the role of livelihoods in community based management systems and as a tool for changing inappropriate resource use behaviors.