
Terms of Reference

Position: International expert on Three-Year Investment Promotion Strategy and Implementation Workplan

Reports to: Trade, Investment and Agri-food Innovation Lead

Location: Cambodia and home base

Period of Assignment: September 2024 – May 2025

Duration: up to 85 working days

Employment type: short-term, part-time

Contractual arrangement: International recruitment

Program Background

The CAPRED Facility is Australia’s flagship bilateral economic development program in Cambodia, focusing on economic recovery and resilience over the next four years, with a possible three-year extension.

The Facility supports Cambodia in implementing a range of necessary economic interventions and reforms to maintain the country’s economic transition. These interventions and reforms are primarily aimed at encouraging more productive and inclusive public and private investment, which promotes a resilient, inclusive and sustainable economy (RISE).

CAPRED interventions fall under three technical components including: Agriculture and Agro-processing; Trade, Investment and Enterprise Development and Infrastructure Development; and one Cross-Cutting component comprising: Gender Equality, Disability and Social Inclusion (GEDSI); Climate Resilient initiatives, and policy support. GEDSI is at the heart of all that CAPRED does.

Context

The Council for the Development of Cambodia (CDC) is committed to developing a Three-Year Investment Promotion Strategy and Implementation Workplan, hereinafter referred to as “the/this Strategy Document”. This Strategy Document is expected to significantly contribute to strengthening the role of CDC as an Investment Promotion Agency (IPA) and an “Etat-Major” and One-Stop Service of the government responsible for overseeing and managing private investment and special economic zones, improving investment climate – and ultimately the implementation of the Royal Government of Cambodia’s (RGC) Pentagonal Strategy – Phase 1 (PS-1), particularly by enhancing economic diversification and competitiveness and Cambodia Industrial Development Policy 2015-2025. To support the CDC’s efforts in developing this Strategy Document, CAPRED has pledged its technical and financial assistance to the CDC. This collaboration has been formalised through a Memorandum of Understanding (MOU), executed in April 2024 between the CDC and CAPRED.

CAPRED aims to support the CDC in developing a comprehensive Strategy Document for internal use. The focus will be on creating a Strategy Document for key sectors. This Strategy Document will also encompass pragmatic strategic directions, actionable and amendable implementation plans, and a robust monitoring and evaluation framework to track progress and measure the effectiveness of the investment promotion implementation efforts. The CDC will amend this Strategy Document from time to time, as Cambodia progresses and lessons are learned.



CAPRED, as part of its technical and financial assistance to the CDC, is seeking a qualified international expert to support the CDC in developing this Strategy Document for internal use. This Strategy Document will be aligned with the RGC’s PS -1 (specifically, Pentagon 2: Economic Diversification and Competitiveness Enhancement), and Cambodia Industrial Development Policy 2015-2025.

Scope of Work

The selected international expert will closely collaborate with the CDC, CAPRED and other key relevant stakeholders to deliver the following indicative technical tasks and activities. All outputs and deliverables from the international expert will be subject to the CDC’s and CAPRED’s assessment and approval.

The international expert is required to train the team, appointed by the CDC and CAPRED, by providing all relevant resources, and contacts, so that they are capable of upgrading this Strategy Document from time to time or on an as need-basis.

The international expert will be responsible for the following tasks:

Key Tasks	Key Activities	Key Outputs/Deliverables	Expected Dates
Task 1: Inception Plan:	<p>1. Develop inception plan, detailing project plan, outlining the methodology, data collection methods, and timeline. This should include resource allocation for completing the project within the expected timeframe.</p> <p>This plan is expected to address the full scope of work and key activities as detailed here in the mentioned in the terms of reference and during consultations with the CDC and CAPRED.</p>	<p>Final inception plan, demonstrating clear and precise methods and workplan for addressing each task with expected timeframe including:</p> <ul style="list-style-type: none"> Detailed methods and workplans, including an initial draft content of the Situational Analysis report. Detailed methods and workplan including a draft initial content of this Strategy Document. <p>This plan and documents are to be approved by the CDC and CAPRED.</p>	<p>September 2024</p> <p>(10 days)</p>
	<p>1. Conduct a comprehensive analysis of the current</p>	<p>1. Draft report 2. Final Situational</p>	



<p>Task 2: Situational Analysis:</p>	<p>investment promotion landscape in Cambodia.</p> <p>a. This analysis should thoroughly examine existing strategies, policies, and practices against international best practices to identify areas for improvement and potential growth opportunities, including:</p> <ul style="list-style-type: none"> • Existing legal and regulatory framework for investment. • Cambodia's competitive advantages and challenges for attracting FDI. • Cambodia's unique selling points. • Strengths, weaknesses, opportunities, and threats (SWOT) analysis of current investment promotion efforts. <p>The expert will evaluate the existing resources and investment promotion effort that has been done. That will include:</p> <ul style="list-style-type: none"> • Performance of past investment promotion efforts by the CDC. • Evaluate the CDC's internal resources, including: <ul style="list-style-type: none"> - investment promotion platform, - staff's expertise and experience in investment promotion activities, - available budget for promotion and facilitation activities, - existing technology infrastructure and data management systems, - external key stakeholders leverage and collaboration for investment promotion, 	<p>Analysis Report</p> <p>This report is to be approved by the CDC and CAPRED.</p>	<p>September - October 2024</p> <p>(up to 15 days)</p>
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	<ul style="list-style-type: none"> - identify gaps in resources and capabilities required to effectively promote the targeted sectors. <p>b. This analysis also should include:</p> <ul style="list-style-type: none"> • Further in-depth assessment of the focus on two key sectors with a deeper dive into two sub-sectors within each key sector, focusing on those with high growth potential and strong linkages to the Cambodian economy, and • Develop potential investors’ profiles for each target sector, outlining ideal potential investor types based on industry experience, investment size preferences, and risk tolerance. <p>Note: This analysis is expected to be very comprehensive and provide analysis of the current investment promotion landscape and providing recommendations for improvement.</p>		
<p>Task 3:</p> <p>Development of Strategy Document:</p> <ul style="list-style-type: none"> • Strategy Document 	<ol style="list-style-type: none"> 1. Based on the situational analysis, draft a comprehensive Strategy Document. This may include: <ul style="list-style-type: none"> • Develop missions, vision and objectives of CDC as an IPA. • Align with the four functions of IPA, namely Image Building, Investment Generation, Investment Services and Policy Advocacy, identify and outline action plan (for each function) that CDC should undertake to strengthen its roles as an 	<ol style="list-style-type: none"> 1. Draft Strategy Document with consultation workshop/meeting(s) with key relevant stakeholders, organised to garner inputs and feedback. 2. Presentation of the draft Strategy Document to relevant key stakeholders, 	<p>Late October 2024-March 2025</p> <p>(up to 35 days)</p>



	<p>IPA.</p> <ul style="list-style-type: none"> Develop a detailed action plan, outlining strategies and tactics for achieving the defined objectives and the target markets and investors and outreach strategies and methods for investment promotion activities, such as marketing materials, regular newsletters and investment updates, investment facilitation services, events, roadshows and other marketing strategies. Ensure aligning the strategy with CDC/CIB’s internal capabilities and existing structures and leveraging opportunities for external stakeholder collaboration and investment promotion outreach campaigns with other key government agencies in a cost-effective manner. Establish a framework for monitoring and evaluating the effectiveness of the strategy and implementation in a cost-effective manner. Develop a robust monitoring and evaluation framework to track progress and measure the effectiveness of the implemented strategies. This may include an approach to regularly assess the workplan and make adjustments as needed based on performance data and changing market conditions. <p>2. Finalise draft Strategy Document, incorporating inputs</p>	<p>including slide presentation and brief summary of all consultations.</p> <p>These documents are to be reviewed and commented by the CDC and CAPRED.</p>	
		<p>1.) Final Strategy Document: A final Strategy Document, incorporating stakeholders’ feedback received during consultations.</p> <p>Final Strategy Document must include all resource materials and literature reviews.</p> <p>2.) Presentation of the final Strategy Document to key relevant stakeholders, including final slide presentation.</p> <p>These documents are to be reviewed/commented and approved by the CDC and CAPRED.</p>	<p>March - May 2025</p> <p>(up to 25 days)</p>



	<p>and feedback from key relevant stakeholders, receiving consultations and comments from the CDC and CAPRED.</p> <p>Note: the development of Strategy Document is expected to be consulted with key relevant stakeholders, including the CDC and CAPRED for inputs and feedback.</p>		
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Selection Criteria

❖ **Qualifications:**

These tasks require multidisciplinary skillsets. The international expert must demonstrate your qualifications with the following:

- Hold advanced degrees in political economy, international trade and investment, international economics and development, public policy, or other related disciplines.
- Demonstrate at least 10 years of experience in leading and developing investment promotion strategies or roadmap and implementation workplan for investment promotion agencies, preferably in developing, emerging, and frontier economies.
- Demonstrate extensive experience and expertise in reviewing investment climates and developing investment promotion policies and strategies for various emerging or frontier economies. Prior work experience in Cambodia and knowledge of the Cambodian institutional context are strong assets.
- Possess an excellent understanding of the needs of various investor categories and sectors, including local, regional players, and multinational corporations.
- Demonstrated strong analytical and research skills, including data access, collection, and analysis; economic policy advocacy; dialogue facilitation; and stakeholder consultations and interviews.
- Deep understanding of investment processes. A thorough knowledge of ASEAN investment climates and a strong grasp of FDI fundamentals (policies, sustainability, portfolio investment) and global sustainable investment trends are essential.
- Proven track record of successfully working with government agencies especially investment promotion agencies and private sector stakeholders to deliver high-quality reports, particularly investment promotion strategies, roadmaps, and implementation workplans.

❖ **Additional Requirements:**

The international expert should be familiar with the following:

- Demonstrated knowledge and experience in implementing GEDSI principles or integrating social impact opportunities with associated risks into investment promotion strategy and implementation roadmaps is highly desirable.
- Demonstrated knowledge and experience in implementing climate change mitigation and adaptation opportunities, considering associated environmental risks, into investment promotion strategy and implementation roadmaps are highly desirable.



- Good relations with Investment Promotion Agencies (IPA) in ASEAN region and/or beyond.
- Be familiar with relevant Cambodian policies and strategic documents, including, but not limited to Pentagonal Strategy 2023-2027, Law on Investment 2021, Industrial Development Policy 2021 - 2025, Cambodian Trade Integration Strategy, National Policy Framework on Productive Economy 2022-2035, and other Free Trade Agreements (FTAs) at the bilateral and regional levels, including the Regional Comprehensive Economic Partnership (RCEP), ASEAN Comprehensive Investment Agreement, Cambodia-Korea Free Trade Agreement (CKFTA), Cambodia-China Free Trade Agreement (CCFTA), US-Cambodia Trade and Investment Framework Agreement, US-ASEAN Trade and Investment Framework Arrangement, UK's Developing Countries Trading Scheme, AJCEP, AHKFTA, ACFTA, AIFTA, AKFTA, AANZFTA, and other upcoming FTAs that Cambodia is negotiating to facilitate integration into regional and global supply chains.
- Demonstrate high ethical standards, personal and professional integrity.
- Have common sense on confidentiality and non-disclosure, especially when working with various stakeholders.
- Excellent organisational, time-management, research, analytical and consultation skills.
- Flexibility, responsiveness and adaptation toward changes and demands.
- Strictly comply with DFAT Child Protection Code of Conduct and policy: (<https://www.dfat.gov.au/sites/default/files/child-protection-policy.pdf>).
- Strictly comply with DFAT's Preventing Sexual Exploitation, Abuse and Harassment (PSEAH) Policy, and other policies as they come into force from time to time.

This is a part-time position with an attractive monthly remuneration package being commensurate with qualifications and experience.

Closing Date and Time: 18 August 2024 at 5:00 P.M. (Cambodia time)

How to apply

CV and cover letter, with name and contact details (phone and email) of three professional referees with your expected daily rate, along with work and fee proposals shall be emailed to: recruitment@capred.org mentioning the position you apply for in the subject line "International Expert on Investment Promotion Strategy (2025-2028)".

Cowater International is an equal opportunity employer, basing employment on merit and qualifications as they relate to the professional experience and position expectations. Cowater does not discriminate against any employee or applicants on the basis of race, religion, sex, gender identity, disability, age, or any other basis protected by law. CAPRED aims to have a diverse workforce at all levels, and a workplace that is supportive of gender equality, disability and social inclusion. Women, people with disabilities and other minorities are highly encouraged to apply.

Only applicants shortlisted will be contacted for interview.

