

## REQUEST FOR PROPOSALS

<b>Cambodia Australia Partnership for Resilient Economic Development (CAPRED)</b>	
<b>RFP Number</b>	RFP26-061
<b>Project Name</b>	Inclusive employment for productivity: Improving workforce performance through accessibility support in the private sector
<b>Domain Name</b>	GEDSI
<b>Application Closing Date</b>	<b>5 pm (Phnom Penh Time), 18 March 2026</b>
<b>Assignment Duration</b>	Up to 14 months

### 1. Background

#### 1.1. About CAPRED

The CAPRED Facility is Australia's flagship bilateral economic development program in Cambodia, focusing on economic recovery and resilience until 2027, with a possible three-year extension. Funded by the Department of Foreign Affairs and Trade (DFAT) and implemented by Cowater International, CAPRED supports Cambodia in implementing a range of important economic reforms to support the country's economic transition. These interventions and reforms aim to encourage more productive and inclusive public and private investment, promoting a resilient, inclusive, and sustainable economy (RISE).

CAPRED interventions fall under three technical components: Agriculture; Trade, Investment and Enterprise Development and Infrastructure Development; and three Cross-Cutting components: Gender Equality, Disability and Social Inclusion (GEDSI); Climate Resilience, and Policy support.

#### 1.2. About the Project

Cambodia's private sector, particularly manufacturing, is highly competitive and strongly driven by productivity. Firms place significant emphasis on output, quality, and cost control, with performance metrics closely linked to workforce efficiency and task allocation. In factory settings, job progression is often based on demonstrated productivity, precision, and reliability, with workers moving into higher-value roles as performance improves over time.

However, productivity constraints are not always driven by skills alone. In practice, a range of functional difficulties, particularly related to vision, hearing, mobility, and wider workplace and HR practices, can materially affect output, increase error rates, and slow production processes. When such constraints are not identified or addressed, workers may struggle to meet expected output or quality standards, contributing to rework, absenteeism, and higher turnover. Workers with manageable functional limitations may also remain in lower-productivity roles despite having the capacity to perform higher-value tasks if appropriate adjustments are made.

**Defining accessibility support:** For the purposes of this intervention, accessibility support includes, but is not limited to:

- Reasonable workplace adjustments and functional supports such as vision and/or hearing services.
- Flexible or adaptive HR practices related to recruitment, placement, and progression, task redesign and allocation, as well as accessible work instructions and communication.

#### 1.3. Purpose of the Intervention

The primary objective of this intervention is to generate **credible, firm-level evidence** that enables business leaders to assess whether accessibility-related workplace and HR adjustments represent a **cost-effective investment in workforce productivity and performance**. It is a **productivity-focused, business-facing intervention** that works directly with private-sector companies to pilot practical accessibility solutions, measure commercially relevant outcomes, and inform company investment decisions. For the purposes of this assignment, productivity metrics are expected to be practical, firm-relevant indicators such as output per worker, error or rework rates, task completion time, attendance, or supervisor-assessed performance. CAPRED does not expect experimental or quasi-experimental designs.

This RFP is open to private sector firms, NGOs, including consortiums, who meet the selection criteria listed below to collaborate with CAPRED in designing and implementing an Inclusive Employment (IE) intervention that demonstrates how improving accessibility within existing workforces affects productivity, quality, and retention.

This assignment is best suited to organisations with **strong Cambodian private-sector engagement** experience and a proven track record of working directly with companies on a range of initiatives, e.g., operational, workforce, productivity-related, etc. CAPRED is not seeking a purely research-led, advocacy-focused, or service-provider-only proposal. Successful applicants are expected to work hands-on with companies to co-design, implement, and measure practical productivity improvements.

## 2. Scope of Work

### 2.1. Key Tasks, Activities, and Deliverables

Applicants must respond to the activities below and budget accordingly.

While CAPRED will offer cost-sharing grant to cover most of the engagement costs in Stage 1 (pre-work), Stage 2 activities and Stage 3 activities will assume some level of private sector co-investment. The co-investment may include financial contribution, staff time, data access, and partial cost-sharing for services. At the proposal stage, private sector co-investment commitments may be indicative only and based on reasonable estimates. The level or percentage of co-investment that the provider thinks they can generate should also be included in the proposal.

During Stage 2 (pilot phase), lower co-investment is acceptable, provided there is a clear pathway to increased investment during Stage 3 (scale-up). Scale-up beyond the pilot phase is subject to satisfactory proof of concept and demonstrated willingness of companies to increase cost-sharing.

The selected applicant is expected to facilitate engagement with relevant technical or service providers where required. These may include functional supports (e.g., vision or hearing services) as well as specialists in workplace accessibility, job design, or inclusive HR practices. Direct provision of services or equipment is not required, unless explicitly proposed and justified.

Stage	Key activities	Key deliverables	Tentative timeline
<b>Stage 1: Pre-work</b>	Identify companies to participate in the pilot	<ul style="list-style-type: none"> <li>Assessment of approximately 20 companies across priority sectors</li> <li>Assessment summaries including willingness to co-invest and interest in productivity tracking</li> <li>Five pilot companies jointly selected with CAPRED</li> </ul>	April 2026
	Pilot company selection and	<ul style="list-style-type: none"> <li>Consolidated baseline report for five companies (workforce profile, HR practices, absenteeism and retention indicators, accessibility-related productivity</li> </ul>	June 2026

Stage	Key activities	Key deliverables	Tentative timeline
	baseline assessment	constraints) <ul style="list-style-type: none"> <li>• Practical productivity tracking framework</li> <li>• Agreed company-specific action plans</li> </ul>	
<b>Stage 2: Pilot</b>	Implement pilot (5 companies)	<ul style="list-style-type: none"> <li>• Evidence of service-provider engagement</li> <li>• Screening completion records (up to 500 workers screened, 100 eyeglasses, 100 hearing/mobility devices provided)</li> <li>• Records of assistive devices provided</li> <li>• Documentation of additional workplace/HR improvements supported</li> </ul>	July-September 2026
	Monitoring and productivity tracking	<ul style="list-style-type: none"> <li>• Quarterly progress reports covering productivity, quality, absenteeism, and retention</li> <li>• HR teams trained to collect relevant data</li> </ul>	July 2026 – May 2027
	Knowledge dissemination (pilot phase)	<ul style="list-style-type: none"> <li>• One lessons-learned workshop with private and public stakeholders</li> </ul>	September – November 2026
<b>Stage 3: Scale-up</b>	Scale-up implementation (15 companies, subject to proof of concept)	<ul style="list-style-type: none"> <li>• Extension of pilot activities to up to 15 additional companies with increased private-sector cost-sharing</li> <li>• Evidence of service-provider engagement</li> <li>• Screening completion records (up to 1,500 workers screened, 300 eyeglasses, 300 hearing/mobility devices)</li> <li>• Records of assistive devices provided</li> <li>• Documentation of additional workplace/HR improvements supported</li> </ul>	September 2026 – May 2027
	Evidence consolidation and national engagement	<ul style="list-style-type: none"> <li>• Quarterly progress reports covering productivity, quality, absenteeism, and retention</li> <li>• HR teams trained to collect relevant data</li> <li>• One national dissemination and learning event</li> </ul>	May 2027

### 3. Qualifications or Specialised Knowledge/Experience Required

Applications are open to all Cambodian, Australian or International-based firm or consortium, that meet the following criteria.

#### Organisational Requirements:

- Possess strong, existing relationships with private-sector companies in Cambodia.
- Proven experience in working directly with businesses on operational, workforce, or productivity-related initiatives.
- Ability to deliver hands-on implementation rather than purely advisory or research services.
- Ability to create evidence-based strategic recommendations for campaign development.
- Able to commit resources for a minimum of 12 months.

#### Other compliance requirements:

- Demonstrate integrity and high ethical standards.
- Display sensitivity and adaptability towards culture, gender, religion, racial, nation and age differences.
- Treat all people fairly without favouritism.
- Fulfilling obligations to GEDSI sensitivity and maintaining a zero tolerance policy for sexual harassment.

- Strictly comply with DFAT Child Protection Code of Conduct and policy (<https://www.dfat.gov.au/sites/default/files/child-protection-policy.pdf>).

#### 4. Evaluation criteria

CAPRED will use an objective and reliable process to evaluate each application. The applications will be evaluated on the following criteria (in no particular order):

Criterion	Weight	Description
Understanding of the assignment	15	Demonstrated comprehension of the objectives, context, and challenges of improving productivity through accessibility and inclusive employment. Feasibility of the proposed approach and alignment with CAPRED objectives.
Technical approach & methodology	20	Clarity, practicality, and innovativeness of the proposed approach to identify, implement, and measure accessibility and HR practice interventions. Appropriateness of monitoring and productivity measurement methods.
Private-sector networks and engagement strategy	20	Quality and breadth of existing networks with Cambodian private-sector companies. Feasibility and clarity of strategy for securing co-investment and company participation.
Evidence generation & measurement capability	15	Demonstrated capacity to track productivity, quality, absenteeism, retention, and workforce performance outcomes. Ability to produce actionable, credible business evidence.
Value for money/financial proposal	15	Appropriateness of budget relative to proposed outputs, quality of deliverables, and cost-sharing arrangements. Focus on maximising impact per dollar invested, not just lowest cost.
Experience & capacity of key personnel	10	Relevant experience of team members and organisation in implementing operational, productivity, or HR interventions with the private sector. Experience in Cambodia is highly valued.
Risk management	5	Identification of key delivery risks (e.g., company engagement, co-investment, data access) and proposed mitigation strategies.
<b>Total</b>	<b>100</b>	

**Note:** While price is a factor, it is more important that the applicant can demonstrate value for money. CAPRED reserves the right to contract more than one supplier for these services and may actively seek to contract more than one supplier to ensure supply of technical services. CAPRED reserves the right to vary the contract terms, and to exercise the option period at its sole discretion.

***Due diligence checks will be conducted on the organisation/s and individuals nominated in the RFP prior to awarding contract/s. We reserve the right to conduct Reference checks of nominated personnel as determined necessary.***

#### 5. How to Apply

The proposals including the Technical and Financial Response Form must be submitted no later than **5 p.m. (Phnom Penh time), 18 March 2026** by email to [procurement@capred.org](mailto:procurement@capred.org) with “Inclusive Employment proposal” in the subject line. Any proposals submitted after this time and date will not be considered.

CAPRED is available to answer questions or provide more details on the scope of work. Please email [procurement@capred.org](mailto:procurement@capred.org) with “Inclusive Employment proposal - Enquiry” in the subject line.

**Attachments:**

- *Technical Response Form*
- *Financial Response Form*

*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 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.*