

TERMS OF REFERENCE - LIVELIHOOD IMPROVEMENT SUPPORT TEAM

A. Background

The Smallholder Resilient Economic Sector Development Project (SREDSP) will improve the income, nutrition, and resilience of smallholder farmers, with a dedicated focus on women's empowerment, building on the lessons learned from past ADB projects. The project will target seven provinces that are vulnerable to climate hazards including heatwaves, droughts, and flooding and where poverty incidence remains high: Pursat, Battambang, Banteay Meanchey, Siem Reap, Kampong Thom, Kampong Cham and Prey Veng.

The project is aligned with the following impact: rural economy expanded and made resilient. Its outcome is income, nutrition, and resilience of smallholders improved in target provinces with enhanced women's empowerment. The project implementation period is six years.

The proposed project has the following outputs:

Output 1: Inclusive technical services and green investment rolled out. This output will provide technical support to smallholders and communities to adopt sustainable and climate-resilient practices for crops (such as cashew, cassava, and rice), horticulture, poultry, insect farming, and aquaculture. Advisory services and on-farm demonstrations will support smallholders and communities in upgrading their skills, productivity, climate resilience, and capacities to transition to more commercial agriculture. Smallholders will receive support through green grants to invest in innovations allowing them to strengthen their resilience to climate change impacts, improve their margins, reduce dependence on imported fossil fuels and fertilizers, stabilize their energy costs, and cushion them from global price shocks. Government extension teams, professional associations through peer-to-peer learning, and private sector organizations will provide such services. Women farmers will have equal access to technical services and green investment opportunities for resilient agriculture.

Output 2: Small-scale climate-resilient infrastructure developed. This output will increase agricultural productivity, improve market access, strengthen local food systems, and reduce vulnerability to external shocks. The project will finance construction, and rehabilitation of small-scale irrigation infrastructure, integrating nature-based solutions where feasible. It will support the construction and rehabilitation of rural access roads that connect farmers to markets, with road designs incorporating women's safety and accessibility considerations to promote equitable access to economic opportunities. Subprojects will be selected during implementation through a participatory approach involving smallholders, community leaders, and local stakeholders, based on transparent selection criteria. Women and men will participate equally in decision-making, ensuring that women's perspectives and specific mobility, safety, and productivity needs are fully considered. Priority will be given to investments that enhance connectivity between smallholder farmers and irrigation schemes, road networks, and markets.

Output 3: Gender-responsive community resilience and sustainable, healthy diets promoted. This output will strengthen the long-term climate and disaster resilience of women, poor communities, and climate-vulnerable communities, while also enhancing their long-term economic security. Disaster risk reduction (DRR) activities will strengthen sub-national systems and processes for inclusive and gender-responsive risk reduction and climate change adaptation. They will promote risk-informed and gender-responsive planning in local decision-making; build institutional and community capacity; and improve early warning, preparedness, and response systems. Activities will strengthen the use of multi-hazard risk information, improve coordination, and invest in last-mile communication and modernized DRR infrastructure. This integrated approach will help vulnerable communities better understand climate and disaster risks, make informed livelihood decisions, protect their assets, and recover from climate shocks. Communities

will identify and prioritize activities through participatory approaches during implementation. In selected communes, this output will support dietary education and promote the production and consumption of nutritious foods, particularly by women. Through a social and behavior change approach, it will encourage healthier and more sustainable diets, help mitigate the impacts of rising food prices, and improve household resilience.

Output 4: Women's empowerment across agricultural value chains enhanced. This output will explicitly promote women's empowerment and resilience by resolving inequalities in agriculture and food systems. It will support women's economic empowerment through financial inclusion and literacy programs, digital financial skills training, expanded pre-school and childcare facilities to reduce unpaid care burdens and improve women's economic participation, and access to sustainable agribusiness opportunities. These measures will help strengthen women's resilience to extreme heat. The output will support agribusinesses led by women through the Women in Agribusiness Accelerator Program, helping them develop and implement climate-resilient business development plans. It will provide start-up financing through group revolving funds managed by livelihood improvement groups (LIGs), with a focus on businesses and groups led by women, and the poorest households. The output will also support the development of a Shared Digital Platform that enables LIGs to record transactions, savings, loans, and business activities and facilitate future access to formal financial services. Appropriate institutional ownership, data governance, and sustainability arrangements will support long-term operation beyond project completion.

LIGs are group revolving funds that were formed initially during the previous ADB funded Tonle Sap Poverty Reduction and Smallholder Development Project - Additional Financing (TSSD-AF), as well as new LIGs that are to be formed under this project. These revolving funds will support collective investments in climate resilient livelihood options identified through local community-based assessments of climate risk and vulnerability to ensure they respond to local contexts and climate risk. As part of the review and strengthening of existing saving products by LIGs, emergency social fund mechanisms will also be developed and promoted to improve liquidity and provide quick, flexible financial assistance to members to reduce negative coping strategies during climate related shocks and stresses.

The National Committee for Sub-national Democratic Development Secretariat (NCDDS) will execute the project and will also be the implementing agency. The Implementation Support Consultant Team (ISC) will be embedded within the NCDDS Project Management Unit (PMU) offices within the Ministry of Interior.

B. Scope of Services

Overall scope: The Livelihood Improvement Support Team (LIST) will support the activities under Output 4 relating to strengthening of the FLIA structure and functions to provide a program of continuing support to the existing network of LIGs as well as the establishment of approximately 520 new LIGs in 20 communes of Pursat province and in the 45 new target communes in the other six provinces, which were not covered by the TSSD-AF project. The LIST will work in close collaboration with the Farmers Livelihood Improvement Association (FLIA) that was established under the previous project and has been providing support with bookkeeping assistance to the existing network of LIGs in the seven provinces. The LIST will comprise a group of experts who are embedded within the FLIA office in Kampong Thom provincial town and also a cadre of field staff who are deployed in Pursat province and will be responsible for the establishment of the LIGs in this province. The establishment of the LIGs in the new target communes within the other six provinces will be managed by the FLIA utilizing their existing staff in these provinces.

The LIST will also support the development of a Shared Digital Platform for the FLIA and LIGs including the design and development of the platform, the development of three specific training modules comprising (i) Financial Management Module; (ii) Financial and Digital Literacy Module; and (iii) Empowering Graduate Member Module. The specific tasks will be as follows:

- Develop a roadmap for the design and development of the Shared Digital Platform comprising identified three modules and prepare Software Requirement Specifications (SRS)
- Design system architecture, frontend, and back-end requirement
- Assess the hardware requirement to run the Shared Digital Platform and advise the technical specifications to the PMU and FLIA
- Develop system security and data protection protocols
- Develop and roll out the Shared Digital Platform
- Prepare and implement quality assurance protocols including User Acceptance Testing (UAT)
- Provide necessary training and capacity enhancement program for FLIA and LIGs
- Lead the LIG data migration into Financial Management Module
- Hand-over the Source Code and other material information including the Shared Digital Platform ownership to the FLIA along with completion report
- Provide post roll-out support and maintenance services including bug fixing, performance monitoring, and updates the Shared Digital Platform incorporating user feedback for 12 months from roll-out.

The LIST also covers support to the Women's Business Accelerator Program that will comprise both incubation and acceleration components. There will be support to Women-Led Marketing Groups (Incubation) to provide them with a comprehensive suite of services to support the formation of new women-led marketing groups and to strengthen the capacity of recently established groups. This stream will also cover basic financial literacy training for women marketing group members to understand and participate in the group marketing plan. In addition, support will be provided to existing Women-Led Agribusinesses (Acceleration) that provide value chain services to smallholder farmers within LIGs in the priority commodity value chains to strengthen their operations, expand their growth and increase their leadership in the value chain.

Composition and General Requirements: The FLIA and LIG formation team will comprise 13 national experts with an input of 328 p-m. There will be provisional sums included for the recruitment of an IT firm to support the Shared Digital Platform Software Development team that will comprise 11 national experts with a total input of 91.5 p-m. The Women's Business Accelerator Program includes four national experts with total input of 76.0 p-m. The breakdown of consultant inputs is as follows:

Position	No. of positions	Person-months
FLIA Support and LIG formation		
FLIA Management Adviser/Team Leader	1	30.0
IT Project Management Support Specialist	1	33.0
Livelihood Support and Marketing Specialist	1	33.0
Cluster Coordinator	1	33.0

Communications Specialist	1	21.0
Savings Product Design Specialist	1	9.0
Financial Literacy Training Specialist	1	7.0
Technical Officers (1 - Pursat province)	1	27.0
Field Facilitators (5 - Pursat province)	5	135.0
Shared Digital Platform Software Development		
Project Manager/team Leader	1	6.0
Lead Software Architect	1	4.0
Quality Assurance Specialist	1	2.5
Database Administrator	1	3.0
Backend Developer	1	8.0
Frontend Developer	1	8.0
Data Migration and Training Staff	5	60.0
Women's Business Accelerator Program		
Team Leader/Business Development Trainer	1	36.0
Business Development Adviser and Co-trainer	1	20.0
Access to Finance Trainer	1	10.0
Training Coordinator	1	10.0
Total		495.5

Specific duties and responsibilities

FLIA support and LIG formation

Management Adviser/Team Leader (30.0 p-m). The Advisor will have a bachelor's degree in finance, banking, business administration, economics, rural development, or related discipline, and 10 years of professional experience in livelihood support programs for rural communities, including work with smallholder farmers and agri-value chains. A minimum of 5 years' experience in a leadership role is required. Prior experience providing strategic support to rural savings and credit institutions, village banks, or similar organizations is preferred. Experience in leadership positions on ADB or other donor-funded projects/programs in Cambodia is an advantage. S/he will be based at the FLIA office in Kampong Thom town and must undertake frequent field visits.

The specific duties will be as follows:

- Review FLIA's organizational structure, governance, policies, and operational model, and support to prepare and implement 5 year- strategic plan that includes revisit of vision and mission, ensuring outreach expansion and revenue stream diversification to achieve financial sustainability
- Provide capacity enhancement training to FLIA's board of directors and staff as required
- Support FLIA to design and deliver capacity enhancement program for LIG' s leaders
- Prepare monthly, quarterly, and annual work-plan and submit it to the PMU for endorsement
- Advise team members in planning and implementing their respective activities, monitoring the progress and performance
- Monitor the performance of the team members and provide necessary feedback for improvement
- Prepare project progress report and submit it to the PMU

IT Project Management Specialist (33.0 p-m): The Specialist will have a bachelor's degree in information technology, computer science, or related discipline with 7 years of proven experience in software development company or IT support company, and training and knowledge of software development lifecycle (SDLC) methodologies, strong familiarity with financial systems, fintech platforms and digital platforms, and a solid understanding of information security, data privacy, and data protection principles. Additional certification such as PRINCE2 (Foundation or Practitioner), Business Analysis certification, and Agile / Delivery certifications, such as Certified Scrum Master (CSM), SAFe Agilist, AgilePM will be advantage. Prior experience in ADB or other donor funded projects/program in similar role in Cambodia will have an added advantage. S/he will be based at the FLIA office in Kampong Thom town and must undertake frequent field visits.

Specific responsibilities include:

- Closely work with recruited IT firm to develop the Shared Digital Software Platform including definition of the Software Requirement Specifications (SRS), development, quality testing and roll out plan.
- Support the selected firm to roll-out the Shared Digital Platform including data migration of the LIGs into financial management module of the Shared Digital Platform.
- After the successful roll-out of the Shared Digital Platform, support LIGs with training and capacity enhancement training program particularly focusing on the financial management module.
- After the successful rollout, provide necessary on-going support to LIGs to undertake financing management function in the financial management module of the Shared Digital Software Platform including but not limited to:
 - Configuration, and day-to-day operation of the Shared Digital Platform
 - Manage user accounts, roles, permissions, and segregation of duties
 - Ensure backups, data integrity checks, and recovery plans
 - Maintain documentation, training materials, and knowledge transfer for users
 - Monitor system performance, security logs, and report anomalies
 - Ensure compliance with accounting policy, data protection, and internal control requirements in system configuration and use
 - Conduct testing (functional, UAT, regression) during configuration changes and releases
 - Receive Share Digital Platform's Source Code and other supporting documents including completion report from the consulting firm and keep it securely in the FLIA
 - Support establishment of platform governance arrangements, data governance protocols, ownership transfer arrangements, and post-project sustainability mechanisms in coordination with FLIA and NCDDS.
 - Perform any other tasks that are required for successful implementation and operation of the Shared Digital Platform in LIGs and FLIA
- Support Team Leader Support Team Leader in preparing project progress report.
- Undertake any other activities required for successful implementation and smooth function of the Shared Digital Software Platform.

Livelihood Support and Market Linkage Specialist (33.0 p-m): The Specialist will have a bachelor's degree in finance, banking, business administration, economics, rural development or related discipline, and seven years of professional experience in livelihood support and market

linkage program including forming farmer's group and designing and implementing market linkage facilities for smallholder farmers within LIGs. Prior experience in ADB or other donor funded projects/program in similar role in Cambodia will have an added advantage. S/he will be based at the FLIA office in Kampong Thom town and must undertake frequent field visits.

Specific responsibilities include:

- Based on the value chain assessment and market survey conducted during project preparation stage, support FLIA and LIGs to design and implement climate resilient livelihood support and market linkage programs, identifying potential livelihood activities for LIG members that respond to local level climate risks identified through Output 3.
- Conduct regular information dissemination session about opportunities available on various value chain for LIGs and members
- Support LIGs members to form a group, establish and register MSMAEs with relevant authority, prepare business plan and submit it for matching grant support from the project.
- Provide regular mentoring and market linkage advice to MSMAEs supported by the project.
- As a member of Grant Supervision Committee, review the matching grant proposal received from collective MSMAEs promoted by smallholder farmers, and if satisfactory, support Team Leader to forward it to the PMU
- Support Team Leader in preparing project progress report
- Undertake any other activities required to improve livelihood and market linkage for LIGs members.

Cluster Coordinator (33.0 p-m): The Coordinator will have a bachelor's degree in finance, banking, business administration, economics, rural development or related discipline, and 7 years of professional experience including 2 years in mid-level managing field officers in microfinance, village banking and other similar institutions providing financial services to rural communities including smallholder farmers. Prior experience in group formation and providing training to group particularly targeting women is preferred. Experience in ADB or other donor funded projects/program in similar roles in Cambodia will have an added advantage. S/he will be based in one of the new provinces and must undertake frequent field visits to the other two new provinces.

Specific responsibilities include:

- Lead the Technical Officers responsible for establishing new LIGs in Pursat.
- Support the Team Leader to develop a roadmap for the new LIGs formation
- In collaboration with FLIA and commune leaders, lead the initiative to identify potential beneficiaries (members) in the commune/districts for the establishment of new LIGs
- Lead the discussion and meetings with commune leaders and prospective beneficiaries for the establishment of the LIG including briefing of the process, member selection procedures and other requirements
- Support Technical Officers and commune leaders in LIG formation, including selection of LIG leadership
- Provide support to Technical Officers for delivering training and capacity development program to newly formed LIG's leadership and members
- Regularly review the LIG formation roadmap and ensure progress aligns with the plan
- Support Team Leader in preparing project progress report
- Undertake any other activities required to (a) establish new LIGs in the provinces and (b) enhance technical capacity of newly formed LIGs to operate smoothly

Communication Specialist (21.0 p-m): The Specialist will have bachelor's degree in mass communication, journalism or a related discipline and five years of professional experience in similar role with the development projects supported by ADB and other donor agencies. Proven track record in producing multimedia content, managing social media, and delivering communications strategies, and experience in stakeholder engagement, behavior-change communications, and managing media relations in required. Strong English writing and editing skills, and familiarity with analytics tools, content management systems, and basic design/video editing tools would be added advantage. S/he will be based at the FLIA office in Kampong Thom town and must undertake frequent field visits. The specific responsibilities will be as follows:

- In consultation with FLIA and Team Leader, develop the Project Communication Strategy aligning with project goals
- Support FLIA to create and maintain branding and visibility of the Project including social media accounts
- Produce high-quality content such as press releases, success stories, policy briefs, case studies, social media posts, and multimedia (photos, short videos, infographic)
- Manage social media accounts and optimize digital content for reach and engagement
- Support FLIA to design and implement stakeholder engagement and outreach campaigns, including engagement with donors, government agencies, private sector, and communities for mission driven collaboration
- Monitor and report on communications performance through analytics and media coverage tracking
- Support Team Leader in preparing project progress report
- Undertake any other activities reasonably required to improve branding and visibility of the Project

Saving Product Design Specialist (9.0 p-m): The Specialist will have bachelor's degree in finance, banking, business administration, economics, or a related discipline, and seven years of professional experience banks or microfinance institutions particularly focusing designing new deposit product to retail clients. Prior experience in designing and rolling out saving products to rural and underprivileged communities, rural farmers in areas of high climate risk, and women is preferred. Experience in ADB or other donor funded projects/program in similar roles in Cambodia will have an added advantage. S/he will be based at the FLIA office in Kampong Thom town and must undertake frequent field visits. The specific responsibilities will include:

- Review existing saving product by LIGs and collaborate with FLIA to design a Recurring Saving Plan for LIG's members to improve their saving habits
- Assess options for developing and integrating an emergency social fund mechanism where each LIG sets aside a portion of its revolving fund or savings plan for emergency support to provide quick, flexible financial assistance to members to reduce negative coping strategies during climate related shocks and stresses.
- Prepare roll-out plan for the Recurring Saving Plan and Emergency Social Fund
- Design and deliver training program to LIG's leaders and members on the benefits and enrollment procedures for the Recurring Savings Plan
- Work closely with FLIA, LIGs, and the Project IT Management Specialist to develop required functionality in the financial management module of the Shared Digital Platform to account for the Recurring Savings Plan
- Support Team Leader in preparing project's progress report
- Perform any other activities necessary to develop and successfully roll out the Recurring Savings Plan

Financial Literacy Training Specialist (7 p-m): The Specialist will have bachelor's degree in finance, banking, business administration, economics, or a related discipline, and seven years of professional experience financial inclusion and literacy. Prior proven experience in designing and delivering financial literacy and financial management training to rural communities including smallholder farmers and women is required. Experience in ADB or other donor funded projects/program in similar roles in Cambodia will have an added advantage. S/he will be based at the FLIA office in Kampong Thom town and must undertake frequent field visits.

The specific responsibilities will be as follows:

- Design training materials covering financial and digital literacy, and financial management modules, including presentations, handouts, and interactive activities.
- Design and conduct a Train-the-Trainer (TOT) Program for the Technical Officers of the Farmer's Livelihood Improvement Association (FLIA),
- In consultation with the Team Leader and FLIA, prepare financial literacy and financial management training program, and submit it the PMU for approval
- Conduct at least one training session with FLIA's Technical Officer and support them in delivering financial literacy and financial management training module independently
- Monitor and evaluate the effectiveness of training sessions conducted by the Technical Officers through participant feedback and assessments.
- Support Technical Officers to prepare session reports and final training report.
- Facilitate collaboration with other stakeholders to enhance training outreach.
- Support the Communication Specialist in creating and delivering digital financial literacy and financial management messages to the target audience through social media and other platform
- Support Team Leader in preparing project progress report
- Undertake any other activities required to deliver financial literacy and financial management training to target audience and achieve desired result

Technical Officer (27.0 p-m): The Technical Officer will have a bachelor's degree in finance, banking, business administration, economics, rural development or related discipline, and five years of professional experience in microfinance, village banking and other similar institutions providing financial services to rural communities including smallholder farmers. Prior experience in group formation and providing training to group particularly targeting women is preferred. Prior experience in ADB or other donor funded projects/program in similar roles in Cambodia will have an added advantage. S/he will each be based in Pursat province and is required to undertake frequent field visits.

The specific responsibilities will be as follows:

- Support the Team Leader and the Cluster Coordinator to develop a roadmap for the new LIGs formation
- Under the Cluster Coordinator's guidance, work closely with commune leaders to identify potential beneficiaries (members) in target communes/district to form new LIGs
- Organize and facilitate meetings with commune leaders and prospective beneficiaries and brief them about the LIG establishment process, member selection procedures, and other requirements.
- Closely work with prospective beneficiaries for the establishment of LIG, and facilitate leadership selection for the first term
- Support newly formed LIGs to set up processes and procedures for smooth operation

- Support the Field Officer to provide training and capacity enhancement support such as financial literacy and financial management training to newly formed LIG's leadership and members
- Support the Field Facilitator to provide handholding to LIG leadership and accountant in organizing group meeting, and documenting group meeting
- Support Cluster Coordinator in preparing project progress report
- Undertake any other activities required to (i) establish new LIGs in the provinces, and (ii) enhance technical capacity of newly formed LIGs to function smoothly

Field Facilitators (5 persons, 27 p-m each): The Field Facilitators will have a bachelor's degree in finance, banking, business administration, economics, rural development or related discipline, and 3 years of professional experience in microfinance, village banking and other similar institutions providing financial services to rural communities including smallholder farmers. Prior experience in group formation and providing training to group particularly targeting women is preferred. Prior experience in ADB or other donor funded projects/program in similar roles in Cambodia will have an added advantage. They will be based in one of the three new provinces identified during the implementation and must undertake frequent field visits.

The specific responsibilities will be as follows:

- Support the Technical Officer to identify potential beneficiaries (members) in target communes/district to form new LIGs
- In the guidance of the Technical Officer, organize and facilitate meetings with commune leaders and prospective beneficiaries and brief them about the LIG establishment process, member selection procedures, and other requirements
- In consultation with the commune leaders, prepare the list of potential beneficiaries
- Closely work with prospective beneficiaries for the establishment of LIG, and facilitate leadership selection for the first term
- In the guidance of the Technical Officer, provide training and capacity enhancement support such as financial literacy and financial management training to newly formed LIG's leadership and members
- In the guidance of the Technical Officer, provide handholding to LIG leadership and accountant in organizing group meeting, and documenting group meeting
- Support the Technical Officer and Cluster Coordinator in preparing project progress report
- Undertake any other activities reasonably requested by the Cluster Coordinator and the Technical Officer to (i) establish new LIGs in the provinces, and (ii) enhance technical capacity of newly formed LIGs to function smoothly

Shared Digital Platform Software Development

Project Manager/Team Leader (6.0 p-m): The Project Manager/Team Leader will have a bachelor's degree in IT, computer science, or other relevant subject with demonstrated work experience of seven years in IT or software development company or IT support company in a similar role.

The specific responsibilities will be as follows:

- Lead the overall assignment and coordinate with the PMU and the FLIA.
- Lead the consultation with FLIA/LIGs with the support of the IT Support Specialist to finalize the required feature in the Shared Digital Platform.

- Lead the development of roadmap for the design and development of the Shared Digital Platform comprising identified three modules and led the preparation of Software Requirement Specifications (SRS).

Lead Software Architect (4.0 p-m): The Lead Software Architect will have a bachelor's degree in IT, computer science, or other relevant subject with demonstrated work experience of five years in a similar role. S/he must have proven skills in software development lifecycle (SDLC) methodologies, strong knowledge of financial systems, fintech platforms and digital platform and strong understanding of information security, data privacy, and data protection principles. Also required is proven experience designing and governing application solution architecture and evolving production systems.

The specific responsibilities will be as follows:

- Design overall system architecture of the Shared Digital Platform.
- Manage the technical team, assign tasks and organize the development cycle to maximize the outputs of developers and database administrator
- Provide regular technical backstopping during the development.
- Ensure that the architecture supports future extensions and iterations without requiring major redesigns.
- Contribute to the SRS.

Quality Assurance Specialist (2.5 p-m): The Quality Assurance Specialist will have a bachelor degree in IT, computer science, or other relevant subject with proven five years' experience in similar role preferably experience in software testing and QA for web applications, including experience in automated testing tools.

The specific responsibilities will be as follows:

- Lead testing efforts during the development process, ensuring that each release meets predefined quality standards.
- Conduct comprehensive testing, including functional, integration, load, and
- User acceptance testing (UAT). Ensure that bugs and issues are identified and addressed before each release.

Database Administrator (3.0 p-m): The Database Administrator will have a Bachelor's degree in IT, computer science, or other relevant subject with proven 5 years' experience in similar role. Proven expertise in database tuning, optimization, and performance management for large-scale, high-transaction systems.

The specific responsibilities will be as follows:

- Manage database, ensuring optimal performance and scalability as new services are added to the platform.
- Implement and monitor database security, backups, and recovery strategies.
- Work with developers to optimize database queries and data handling processes.

Backend Developer (8.0 p-m): The Backend Developer will have a Bachelor's degree in IT, computer science, or other relevant subject with proven 3 years' experience in similar role. The specific responsibilities will be as follows:

- Develop backend of the Shared Digital Platform ensuring efficient database management.

Frontend Developer (8.0 p-m): The Frontend Developer will have a Bachelor's degree in IT, computer science, or other relevant subject with proven 3 years' experience in similar role. The specific responsibilities will be as follows:

- Develop frontend of the Shared Digital Platform ensuring enhanced user interface for the web application.
- Ensure that UI is user-friendly and accessible, adhering to best practices in UX/UI design

Data Migration and Training staff (5 x 12.0 p-m each): The Quality Assurance Specialist will have a Bachelor's degree in IT, computer science, or other relevant subject with proven 3 years' experience in similar role. The specific responsibilities, which will require substantial field travel in the target communes in the seven provinces, will be as follows:

- Support the data migration for the graduate LIGs and delivery of financial management training modules to the LIG leaders.

Women's Business Accelerator Program

All activities will apply a women's empowerment, inclusive, and participatory approach, and integrate climate resilience, environmental sustainability, and safeguarding considerations throughout program design and implementation.

Team Leader/Business Development Trainer (36.0 p-m): The Team Leader/Business Development Trainer will have an advanced university degree in business administration, agribusiness, economics, rural development, or a related field. At least 5–7 years of relevant experience in business development services, agribusiness advisory, or MSME support, including with smallholder farmers and women-led enterprises. Demonstrated experience in gender-responsive and climate-resilient approaches to business development support. Experienced in project management and understanding of value chain development, market systems, and access to finance for MSMEs. Strong facilitation, coaching, and communication skills and fluency in English.

The specific responsibilities will be as follows:

- Support rapid assessments and diagnostics of women-led agribusinesses and marketing groups, conduct analysis of business operations, market opportunities, financial management practices, climate risks, and capacity gaps.
- Contribute to identifying and selecting women agribusinesses and marketing group leaders for support, in coordination with the PMU and field teams.
- Design business incubation and acceleration training programs tailored to the needs of target participants.
- Develop training modules and learning tools for participants, including appropriate business development planning templates.
- Deliver practical training and coaching to women agribusiness owners and marketing group leaders on business planning, marketing, cost and pricing analysis, record-keeping,

cash flow management, digital and social media marketing, product aggregation, branding, logistics coordination, and buyer engagement.

- Support the development and refinement of business development plans and marketing strategies for women-led agribusinesses and marketing groups, integrating climate-resilient and nature-positive practices.
- Provide hands-on mentoring to women agribusinesses as they implement their business plans.
- Monitor the progress of supported women-led agribusinesses and marketing groups against agreed indicators and milestones.
- Document lessons learned, success stories, and challenges related to women's entrepreneurship, market access, and finance.
- Prepare periodic activity reports and inputs to project progress reports as required by the PMU.
- Conduct training-of-trainers sessions for FLIA field personnel to strengthen their capacity to provide follow-up support to marketing group leaders in implementing their business plans.

Business Development Advisor and Co-Trainer (20.0 p-m). The Business Development Adviser/Co-Trainer will have a Bachelor's degree or higher in business administration, agribusiness, economics, rural development, or a related field. At least 3-4 years of relevant experience in business development services, agribusiness advisory, or MSME support, including work with smallholder farmers and women-led enterprises. Demonstrated experience with women's empowerment and climate-resilient approaches to business development support. Familiarity with value chain development, market systems, and access to finance for MSMEs. Strong facilitation, coaching, and communication skills.

The specific responsibilities will be as follows:

- Conduct surveys and interviews to support diagnostic assessments and contribute to training program design.
- Contribute to the development of the incubation, acceleration and financial literacy training modules.
- Deliver practical training and coaching to women agribusiness owners and marketing group leaders in collaboration with the Team Leader/Lead Trainer based on assigned topics.
- Develop coaching and mentoring plans to support marketing groups in implementing their business and marketing plans, including aggregation, quality control, and coordination with buyers and service providers.
- Facilitate linkages between women-led agribusinesses and marketing groups and relevant market actors, including buyers, input suppliers, processors, and service providers.
- Identify business mentors in sectors similar to marketing and agribusiness. Train mentors and assist in establishing contact between mentors and training participants. Follow-up to guide and support mentoring activities.
- Support training participants to prepare proposals for Small Grants under Output 1 to support their business plan implementation.
- Prepare reports on the progress of marketing groups.
- Liaise with other project partners to identify opportunities to strengthen services to women-led marketing groups and agribusinesses. Provide training-of-trainers for FLIA and other project personnel to enable ongoing coaching and follow-up support for training participants on marketing strategies learned under the program.

Access to Finance Trainer (10 p-m). The Access to Finance Trainer will have a bachelor's degree or higher in business administration, financial management, accounting, or a related field. At least 3-4 years of experience in business advisory services, including direct experience with lending institutions such as banks, MFIs, or other financial services. Demonstrated expertise in gender-responsive financial products and facilitating women's access to finance. Familiarity with value chain development, market systems, and access to finance for MSMEs. Strong facilitation, coaching, and communication skills.

The specific responsibilities will be as follows:

- Support women agribusiness leaders and marketing group leaders to improve investment readiness by refining business plans, financial projections, and other loan application materials.
- Provide guidance on access to finance, including identification of suitable financial products and services (loans, merchant advances, impact investment, and revenue-based financing) and support preparation of loan applications where relevant.
- Facilitate linkages between LIG members, women-led agribusinesses, and formal financial institutions, including banks and microfinance institutions, using information generated through the Shared Digital Platform to support investment readiness and access to finance.
- Identify appropriate digital financial applications and digital services for women agribusinesses and women smallholder marketing groups
- Provide technical support to agribusinesses and marketing groups to prepare cash-flow-based analysis, credit history, group agreements, and other materials needed for non-collateral loans.
- Deliver basic financial management and digital literacy sessions to members of women-led marketing groups.
- Support training-of-trainers activities for FLIA and other project field staff to enable ongoing coaching and follow-up support to training participants in using digital financial services.

Training Coordinator (10 p-m). The Training Coordinator will have a Bachelor's degree or higher in business administration, education, or a related field. At least 2-3 years of experience coordinating training and learning events, including experience with online learning platforms.

The specific responsibilities will be as follows:

- Plan and organize logistics for in-person acceleration and incubation seminars, training events, and networking activities aligned with the program design. Manage online learning platforms and support users in their use.
- Maintaining a registry of participants and serving as the main contact for organizing training logistics.
- Identify and coordinate subject-matter experts, including business mentors, value-chain buyers and suppliers, green technology companies, financial institution representatives, and professional facilitators.
- Prepare training evaluation tools and monitor participant progress through milestone tracking and regular consultations. They also provide guidance on business resources and regulations.

- Prepare online tools to facilitate participants' needs assessment and compile information to identify skill gaps, assisting in tailoring training content to participants' specific needs
- Design and administer tools to analyze the effectiveness of training sessions using surveys and performance metrics, ensuring they meet the program's strategic goals.

C. Deliverables

The LIST will be required to provide the following deliverables:

- **Inception Report** - within two months of mobilization, presenting the approach to the tasks and reporting and detailing how each task will be performed, and identifying what resources will or may be required.
- **Quarterly Progress Reports.** Each progress report will document the activities that have been completed during the quarter including reporting achievement of targets for outputs and inputs defined in DMF. Quarterly Progress Reports to be submitted within one month of the first month of the succeeding quarter.

For the **Shared Digital Platform Software Development team**, the following deliverables and payment schedule will apply:

Deliverable	Duration	payment of the contract value
Mobilization payment	Within 15 days of signing contract	10%
Final design of the Shared Digital Platform and Road Map for Development and Roll-out	Within 3 months of signing the contract	10%
System architecture and system security and data protection protocols, and assessment of the hardware requirement to run the Shared Digital Platform and specifications to the PMU and FLIA	Within 3 months of signing the contract	10%
Completion of UAT and Pilot-roll out including data migration and training to LIGs	Within 9 months of signing the contract	30%
Full rollout, hand-over the Source Code and other material information including the Shared Digital Platform ownership to the FLIA and completion report	Within 12 months of signing the contract	30%
Post roll-out support and maintenance services including bug fixing, performance monitoring, and updates the Shared Digital Platform incorporating user feedback	12 months of submission of completion report	10%

For the **Women's Business Accelerator Program** the following deliverables will be produced:

- Rapid assessment and diagnostic reports.

- Established and/or strengthened women-led marketing groups with approved business and marketing plans.
- Women-led agribusinesses completed tailored acceleration support.
- Trained marketing group leaders and members, improving business, financial, and digital skills.

Strengthened linkages to markets, climate-resilient technology suppliers, and to financial service providers.