

**Partnership Agreement**  
**Between**  
**Swisscontact - Swiss Foundation for Technical Cooperation**  
**and**  
**Cambodia Women Entrepreneurs Association**  
**and**  
**Khnum Technology Co. Ltd.**

This Partnership Agreement (hereinafter “Agreement”) is made and entered into by and between:

**Swisscontact**, represented by **Mr. Rajiv Pradhan**, Country Director Swisscontact Cambodia, whose office is located at No 46, 7<sup>th</sup> floor, Thans Corp building, Mao Tse Toung Blvd (245) Sangkat Boeng Trabek, Khan Chamkarmorn, Phnom Penh, Cambodia.

And

**Cambodia Women Entrepreneurs Association**, known as CWEA, Non-Government Organization, registered under Ministry of Interior Sor Chor Nor 483, year 2012, with registered office address at Room 486, 4<sup>th</sup> Floor Building H, Phnom Penh Center, corner Sothearos Blvd and Sihanouk Blvd, Sangkat Tonle Bassac, Khan Chamkarmorn, Phnom Penh, Cambodia 12301.

And

**Khnum Technology Co. Ltd.**, known as Khnum, a company and a service provider, whose business address is located at 21 Street 337, Phnom Penh, Cambodia.

(individually the “Parties” and collectively the “Partners”)

### **Article 1: Background**

- 1.1. Cambodia Women Entrepreneurs Association (hereinafter referred to as CWEA) was established in year 2011, with the support of World Bank and Ministry of Women Affairs. The organization is registered at Ministry of Interior. Now with over 700 members who are generating jobs for approximately 20,000 workers, CWEA is the biggest business association representing women business owners in Cambodia.
- 1.2. Khnum Technology runs an impact-focused e-commerce platform (Khnum-eShop) since March 2020 that already connects over 200 registered vendors, with 80 percent are women-own businesses, to markets. Other services include onboarding process to raise digital literacy of SMEs, and financial reporting services to help sustain their growth. Khnum Technology is concurrently a core member of CWEA.
- 1.3. Swisscontact on behalf of the Global Alliance for Trade Facilitation (hereinafter “the Alliance”) is developing and implementing the Alliance-funded trade facilitation projects in Cambodia. One such project is the “Improving Small Package e-Trade for SMEs (SeT4SME)”.

- 1.4. The Alliance is a public private partnership established for the purpose of supporting World Trade Organisation (hereinafter “WTO”) member countries to implement the WTO “Trade Facilitation Agreement”. The Alliance designs, funds and implements focused projects aimed at contributing the economic development of countries by aiming to reduce the time and cost of cross border trade. All the Alliance’s projects are aimed to be inclusive by convening both public and private sectors around a common goal, in a gender sensitive way and focus on assisting the development of SMEs. All the Alliance’s project outputs are measurable seeking reduction in time and cost to conduct trade and boost exports. In Cambodia, the Alliance’s project is delivered by Swisscontact.

## Article 2: Purpose

- 2.1. The Partners agree to jointly implement Workstream 2: e-Trade Portal Development and Promotion of the SeT4SME project. The objective of this workstream is to enhance Cambodian SMEs' presence online and their engagement in cross-border e-trade, particularly the exports of their products in small packages, taking full advantage of the enhanced postal logistic capacity and expedited customs clearance procedures of postal items - also supported under SeT4SME. Workstream 2 features the development and promotion of e-trade one stop service portal (hereinafter “e-trade portal”), with trade-related information and cross-border e-commerce service specifications oriented toward exports of small packages from Cambodia by SMEs. Outline of SeT4SME project is laid out in the Annex 1 of this Agreement.
- 2.2. In addition to the SeT4SME project plan as outlined in the Annex, this collaboration is also reflected in (1) the Memorandum of Understanding (MoU) between the Swisscontact and CWEA, signed on 26th March 2021 (Annex 2a), (2) MoU between CWEA and Khnum Technology, signed on 7<sup>th</sup> September 2021 (Annex 2b), (3) Khnum Technology’s Technical Proposal for the e-trade portal development (Annex 2c).

## Article 3: Scope

- 3.1 This Agreement sets forth possible cooperation activities including the following:
  - 3.1.1 Development and promotion of a fully operational e-trade portal.
    - 3.1.1.1 Develop an e-trade portal on the basis of the existing MoU between CWEA and Khnum Technology, where the later commits to provide an e-commerce platform to CWEA members.
    - 3.1.1.2 Develop a Service Agreement between CWEA and Khnum Technology to define role and responsibility as well as model for the governance, operation, functional and service specification, as well as fee structure and revenue management of the e-trade portal. This Service Agreement shall align with the proposed business model of the e-trade portal as outlined in Annex 3.
    - 3.1.1.3 Provide onboarding support to Cambodian SMEs in promoting of the e-trade portal.
    - 3.1.1.4 Scale up the e-trade portal service solution to onboard and benefit Cambodian SMEs.
  - 3.1.2 Provide capacity support to Cambodian SMEs to establish ‘champions’ and ‘early adopters’ of cross-border e-commerce through collaborative activities with other SMEs associations including FASMEC, YEAC, etc.
  - 3.1.3 Discuss and dialogue with the government and other related parties for improvements in cross-border small package exports and imports

3.1.4 Continuous monitoring and regular reporting of the project's implementation progress and impact evaluation.

3.2 The Partners intend to coordinate activities with other related parties that are involved in the preparation and execution of the SeT4SME project, specifically with Cambodia's customs, Cambodia Post, UNCTAD, UPU, and Ministry of Commerce.

3.3 The Parties, in mutual trust, shall jointly organize, link, promote and support events, conferences, common social activities, business activities in full cooperation for the good of both Parties and its members in extending the opportunities, locally, regionally, and internationally.

3.4 The Parties help each other's growth and sustainability by participating in the invited project activities.

#### **Article 4: Roles and responsibilities of Swisscontact**

4.1 To lead the SeT4SME project implementation and coordinate across different project implementing actors.

4.2 To provide capacity support to CWEA, including the establishment of an e-trade portal, through granting a Service Contact with budget of US\$ 45,000.00 to Khmum Technology for the software development work.

4.3 To coordinate and facilitate the development of Service Agreement between CWEA and Khmum Technology.

4.4 To follow up with CWEA and Khmum Technology on the progress with the activities mentioned in this Agreement.

4.5 To call for and attend the meetings between the Parties to coordinate the ongoing project activities, sharing information and problem solving.

4.6 To review and provide technical clearance of the project reports prepared by CWEA and Khmum Technology.

4.7 To ensure consistent and effective monitoring and evaluation of the project.

4.8 To work closely with CWEA and Khmum Technology to maximize transfer of skills and to strengthen technical expertise and capacity of Cambodian SME counterparts.

#### **Article 5: Roles and responsibilities of CWEA**

5.1 To provide a dedicated Project Manager and Project Team to work with Swisscontact and Khmum Technology in driving the day-to-day support operations of the project and supervise and co-ordinate the implementation of the project activities.

5.2 To provide qualified personnel resources for the implementation of the project.

5.3 To provide appropriate venues (such as training/meeting rooms) for cooperation activities and events where necessary

5.4 To work closely with Swisscontact, Khmum Technology and other related parties to ensure a successful development and promotion of a fully operational e-trade portal.

- 5.5 To work closely with Swisscontact and Khmum Technology to develop a Service Agreement with Khmum Technology for defined role and responsibility as well as model for the governance, operation, functional and service specification, as well as fee structure and revenue management of the e-trade portal
- 5.6 To co-host and co-maintain the e-trade portal by implementing the Service Agreement between CWEA and Khmum Technology.
- 5.7 To involve Swisscontact at any of the steps laid out in the Article 3 for a consistent and effective monitoring and evaluation of the project.
- 5.8 To coordinate with Khmum Technology in providing updates to Swisscontact on the progress with the activities mentioned in this Agreement.
- 5.9 To attend the meetings with Swisscontact and Khmum Technology to coordinate the ongoing project activities, sharing information and problem solving.
- 5.10 To provide adequate knowledge management assistance, including but not limited to sharing of relevant information, project documents, and discussion results.
- 5.11 To work with Khmum Technology in preparing the progress report for review and technical clearance by Swisscontact. This shall cover following operational Key Performance Indicators (KPIs):
  - Number of services provided by the e-Trade Portal
  - Number of complaints received regarding the e-Trade Portal service / functionality
  - Number of SMEs registered on the e-Trade Portal
  - Percentage of WOBs registered on the e-Trade Portal
  - Number of small packages export via e-Trade Portal
  - Number of SMEs actually export on the e-Trade Portal
  - Number of WOBs actually export on the e-Trade Portal
  - Number of hits on trade-related information services of e-Trade Portal
- 5.12 To work closely with Swisscontact and Khmum Technology to maximize transfer of skills and to strengthen technical expertise and capacity of Cambodian SME counterparts.

#### **Article 6: Roles and responsibilities of Khmum Technology**

- 6.1 To provide a dedicated Project Manager and Project Team to work with Swisscontact and CWEA in driving the day-to-day support operations of the project and supervise and co-ordinate the implementation of the project activities.
- 6.2 To provide qualified personnel resources for the implementation of the project.
- 6.3 To use the awarding Service Contact and its budget exclusively for expenditures within the project described in Article 3, in support of CWEA in establishing an e-trade portal.
- 6.4 To undertake the development and deployment of e-trade portal, with dedicated project manager, software developers, trainers, and other human resources for the implementation of the agreed project activities as mentioned in this Agreement. Specifically, the tasks include:
  - 6.4.1 analysing of business requirements,

- 6.4.2 consultation/UI/UX design,
  - 6.4.3 android and iOS platform development,
  - 6.4.4 API connectivity across platforms,
  - 6.4.5 Web front-end, web back-end web administration development,
  - 6.4.6 testing and piloting support,
  - 6.4.7 debugging support,
  - 6.4.8 manuals and training tools,
  - 6.4.9 at least two dedicated trainings to CWEA,
  - 6.4.10 at least six end-user monthly trainings,
  - 6.4.11 onboarding processes and trainings to SMEs on various aspects including digital marketing, financing, and financial reporting;
- 6.5 To work closely with Swisscontact and Khnum Technology to develop a Service Agreement with Khnum Technology for defined role and responsibility as well as model for the governance, operation, functional and service specification, as well as fee structure and revenue management of the e-trade portal.
- 6.6 To co-host and co-maintain the e-trade portal by implementing the Service Agreement between CWEA and Khnum Technology.
- 6.7 To involve Swisscontact at any of the steps laid out in the Article 3 for a consistent and effective monitoring and evaluation of the project.
- 6.8 To coordinate with CWEA in providing updates to Swisscontact on the progress with the activities mentioned in this Agreement.
- 6.9 To attend the meetings with Swisscontact and CWEA to coordinate the ongoing project activities, sharing information and problem solving.
- 6.10 To provide adequate knowledge management assistance, including but not limited to sharing of relevant information, project documents, and discussion results.
- 6.11 To work with CWEA in preparing the progress report for review and technical clearance by Swisscontact, including producing system logs that capture the KPIs described in Article 5.11.
- 6.12 To work closely with Swisscontact and CWEA to maximize transfer of skills and to strengthen technical expertise and capacity of Cambodian SME counterparts.
- 6.13 To prepare the final technical report before the closing of the project and submit to Swisscontact for review and final sign off.

#### **Article 7: Project Steering and Reporting**

- 7.1 The governance and reporting rests within the Project Steering Committee (PSC) set up as the governance body for the implementation of the project SeT4SME.
- 7.2 Swisscontact leads and coordinates the implementation and reporting of project activities described in this Agreement across different SeT4SME project implementing actors and with the PSC.

#### **Article 8: Other Terms**

- 8.1 The Parties respect and apply the responsibilities and duties listed within the documents listed below:

Document	Source
ILO conventions on international labour standards: <ul style="list-style-type: none"> <li>- Nr.29 Forced Labour Convention, dated 28 June 1930 (SR 0.822.713.9);</li> <li>- Nr. 87 Freedom of Association and Protection of the Right to Organise Convention, dated 9 July 1948 (SR0.822.719.7);</li> <li>- Nr.98 Right to Organise and Collective Bargaining Convention, dated 1 July 1949 (SR 0.822.719.9);</li> <li>- Nr.100 Equal Remuneration Convention, dated 29 June 1951 (SR 0.822.720.0);</li> <li>- Nr.105 Abolition of Forced Labour Convention, 1957, dated 25 June 1957 (SR 0.822.720.5);</li> <li>- Nr.111 Discrimination (Employment and Occupation) Convention, dated 25 June 1958 (SR 0.822.721.1);</li> <li>- Nr. 138 Minimum Age Convention, dated 26 June 1973 (SR 0.822.723.8);</li> <li>- Nr.182 Worst Forms of Child Labour Convention, dated 17 June 1999 (SR 0.822.728.2).</li> </ul>	<a href="http://www.ilo.org/global/standards/introduction-to-international-labour-standards/lang--en/index.htm">http://www.ilo.org/global/standards/introduction-to-international-labour-standards/lang--en/index.htm</a>
Swisscontact’s Policy on Gender Equality and Social Inclusion	Annex 4a
Swisscontact’s Code of Conduct	Annex 4b
Swisscontact’s Child and Youth Protection Policy	Annex 4c
Swisscontact’s Whistleblowing Policy	Annex 4d

**Article 9: Duration, Termination and Amendment**

- 9.1. This Agreement is agreed for a period of 24 months from the day of signature by the duly authorized representatives of the Parties and shall be renewable thereafter.
- 9.2. Any Parties may terminate this Partnership Agreement for a valid reason, in whole or in part, with thirty (30) day notice to the others. In the event of any termination, any mission in progress provided by any of the Partner shall be completed in an orderly manner in accordance with this Partnership Agreement.
- 9.3. This Partnership Agreement may be modified by mutual consent of the Parties, in accordance with their respective rules and regulations. Such amendments shall enter into force one month following notifications of consent by the Parties and may automatically apply to individual project implementation agreements ongoing at the time of execution of the amendment, if agreed upon between the Parties, or if the terms of the amendments(s) are required by law.

**Name:** Mr. Rajiv Pradhan  
**Position:** Country Director,  
 Swisscontact  
**Signature:**




**Name:** Lct. Oknha. Keo Mom  
**Position:** President,  
 CWEA  
**Signature:**




**Name:** H.E. Chea Ratha  
**Position:** Founder & CEO,  
 Khmum Technology Co. Ltd.  
**Signature:**




Signed on 7<sup>th</sup> September 2021

## Annex 1

# Outline of Project Plan and Project Organization of SeT4SME

### 1. Project Overview

The objective of the project, **Improving Small Package e-Trade for SMEs (SeT4SME)**, is two folds; (1) contribute to **Cambodia's undertaking of digital trade facilitation to enhance the enabling environment for cross-border trade** and progress its commitment under World Trade Organization's Trade Facilitation Agreement (WTO TFA), specifically Art. 7.1 on Pre-Arrival Processing and Art. 8.2 on Border Agency Cooperation – both of which are under Category C which implies the need for technical assistance. It also contributes to further enhancing Risk Management and the availability of information through the internet which are currently Category A measures; and (2) **strengthen Cambodia's e-Trade environment for SMEs, by establishing of an e-trade portal** and helping Cambodia's SME to **take full advantage of an improved customs clearance process of postal shipments and postal service** from time and cost reduction for their small package exports and imports.

### 2. Project Plan

The project will consist of 2 technical workstreams, implemented over the period of 18 months (June 2021 until December 2022).

#### Workstream 1: Institutional Capacity Support for EAD Implementation

The objective is to develop a fully operational EAD by interfacing and integration of GDCE's AW and Cambodia Post's CDS. The workstream also features complementary interventions such as awareness-raising, capacity development, and PR support, etc. before and after the deployment of EAD. Workstream 1 also features coordination and capacity development support to the Post for future expanding of strategic partnership with other logistics operators to enhance their logistics capacity for the small package delivery while taking full advantage of their improved postal shipment customs clearance process after EAD development.

The outcome envisaged for workstream 1 are:

- GDCE and Cambodia Post have fully operationalised EAD exchange, with streamlined customs clearance processing of small package

The related outputs for Workstream 1 are as follows:

Outputs
Business Process Analysis on EAD completed
Change management workshops conducted (awareness raising, technical exchanges)
EAD interface on AW developed and connected to CDS, testing and piloting completed
Customs and Post officials trained
Additional complementary support identified and implemented
Cambodia Post coordinated and capacity enhanced for an improved mail and logistics capacity, with integrated tracking facility developed
Baseline and end-state assessment of EAD implementation completed

Some of the main activities included with workstream 1 are:

### **1.1. Conduct situational assessment on EAD**

The workstream commence with a kick-off meeting with the GDCE, the Post, UPU, and UNCTAD, to review and agree on the workstream objectives, activities, timeline, governance and implementation team and roles. Once a clear governance structure has been established and agreed, ongoing project management will be conducted through the defined governance structure. The situational assessment that follows involves undertaking of background research and detailed stakeholder mapping, collecting, and reviewing of the existing data, studies and materials, as well as assessing of Pre-arrival / Pre-departure baseline for postal shipment. This activity engages an int'l expert to conduct a baseline study to analyse the status quo and prepare for a successful implementation of pre-arrival and pre-departure for the postal shipments in Cambodia with the development and deployment of EAD interface. The baseline findings will inform the capacity development response and monitoring framework.

### **1.2. Organize awareness raising workshops for GDCE and the Post**

This activity involves organizing awareness raising workshops for GDCE and the Post on 'WCO-UPU guidelines on EAD'. The guidelines cover challenges and enablers in EAD, data quality considerations, instruments, and tools, the CN22 and CN23 declaration forms, and best practices, and provides information and resource guidance for postal operators and customs administrations to work collaboratively in establishing the exchange of EAD. The project also proposes facilitating and organizing of a virtual knowledge and technical exchange workshop between Cambodia's postal and customs officials with their peers from one of the EAD countries around issues concerning data sharing agreements, data confidentiality, data exchange frameworks, capacity needs for a successful EAD implementation, etc.

### **1.3. Develop and deploy EAD interface to expedite customs release of postal consignments**

This activity involves UNCTAD to develop and deploy EAD interface on the GDCE's AW and UPU to develop and deploy EAD interface on the Post's CDS to expedite the customs release of postal consignment. All activities related to the system development can commence in May 2021 and complete by April 2022. This activity stream will commence with the funding arrangement and agreement signing with UNCTAD and UPU. The development work that follows shall include the business process analysis, assessing the existing regulatory framework and the clearance workflow of international postal shipments in Cambodia, including of risk management and payment facility. It is then followed by defining of business requirements and corresponding functional and technical specifications, coding, upgrading of server and application infrastructure at the Cambodia Post's side, pilot testing and debugging, training-to-trainers (ToT), manual development, and the release of the fully operational EAD interface. An interim report will be produced, describing the results of the pilot tests, what coding issues arise, and what debugging work take place. The findings set out in the interim report will contribute to the planning for roll-out and future capacity building support. Whilst the core function of UNCTAD and UPU is more on the IT technical aspects in terms of developing and releasing of the fully operational EAD, the Alliance team will take a leading role in overseeing and supervising the implementation of this activity stream to ensure it aligns with the whole Workstream 1 advisory packages.

### **1.4. Carry out public awareness of the EAD interface**

The project proposes organizing a product launching event of the EAD interface, followed by various public outreach activities including promotion video, TV and social media campaign for the EAD launch.



### 1.5. Carry out trainings to related GDCE and the Post officials

While the ToT is covered under the development phase, the project proposes to carry out at least two training workshops to train other related GDCE and the Post officials. The trainings take place in Phnom Penh and the related officials from the regional offices will be invited. The trainings will strive for the participation of female officials to the largest extend possible, by always noting the importance of gender balance on the invites as well as at the partner meetings around the organization of the events. A summary report of the training will be produced, highlighting the lessons learned and providing recommendations for future training activities.

### 1.6. Carry out complementary support to GDCE and the Post

Relying on the recommendation of the situational assessment produced in activity 1.1., the project will identify and select 1-2 non-IT areas and support GDCE and the Post in implementing them. The project also considers facilitating the participation of selected GDCE and the Post officials at EAD-related event where the Cambodian officials can display at the regional and international forum their accomplishments regarding the EAD implementation. The forum will be a good opportunity for the officials to stocktake lessons shared from their peers for future improvements of EAD implementation in Cambodia. Possible arrangement for physical participation can happen sometime in 2022, depending on the Covid and travel restriction situation. Otherwise, virtual event is considered.

### 1.7. Provide coordination and capacity development support to the Post for expanding of strategic partnership with other logistics operators to enhance logistics network

While coordination support is the core of this activity stream, the project also anticipates assessing of the current and future capacity development needs of the Post, with a view to recommend ways to address the identified needs for future expanding of strategic partnership with other logistics operators. Complementary capacity building will be provided to the Post, corresponding to the identified needs. This could potentially include identifying potential collaboration areas, developing communication strategies and plans, alongside with reviewing and implementing of the existing or upcoming agreements with their partnered logistics operators, if any, both commercial and technical IT aspects (i.e., fee and margin structure, sharing logistics network, and tracking facilities).

### 1.8. Conduct End State Assessment

The project will engage an international expert again to carry out assessment to track the benefits and improvements of the EAD implementation, focusing on the pre-arrival and pre-departure of the postal shipments. The assessment will produce a report with findings and recommendation for future priorities and implementation. A validation workshop will be organized present the assessment results to the GDCE and the Post.

Main deliverables:

Activity	Key Deliverable
1.1.	- Situational assessment report
1.2.	- Awareness raising workshops for GDCE and the Post on 'WCO-UPU guidelines on EAD' - A virtual knowledge and technical exchange for GDCE and the Post officials with their peers in one of the EAD countries
1.3.	- Release the fully operational EAD interface and make the product live - Train the Trainers (TOT) program for operating EAD - Manual, training tools and documentation of EAD

	<ul style="list-style-type: none"> <li>- Manual of the EAD interface printed (both EN and KH)</li> <li>- An interim report on EAD interface development</li> </ul>
<b>1.4.</b>	<ul style="list-style-type: none"> <li>- Launching event of EAD</li> <li>- Production of public outreach materials</li> </ul>
<b>1.5.</b>	<ul style="list-style-type: none"> <li>- Two training workshops for related GDCE and the Post officials in Phnom Penh, invites regional officers</li> <li>- Summary report of the trainings</li> </ul>
<b>1.6</b>	<ul style="list-style-type: none"> <li>- Complementary support to GDCE and the Post in implementing 1-2 non-IT areas identified 1.1.</li> <li>- Facilitating of GDCE and the Post participation at regional/int'l conference on EAD (covid allows, or virtual - TBC)</li> </ul>
<b>1.7</b>	<ul style="list-style-type: none"> <li>- Coordination and capacity development support to the Post for expanding of strategic partnership with other logistics operators</li> </ul>
<b>1.8</b>	<ul style="list-style-type: none"> <li>- End-state assessment report</li> <li>- A validation workshop with GDCE and the Post on end-state assessment results</li> </ul>

## Workstream 2: e-trade portal development and promotion

The objective is to enhance Cambodian SMEs' presence online and their engagement in cross-border e-trade, particularly the exports of their products in small packages, by providing a one stop e-trade portal with service specification designed to offer both a wide-range of trade-related information and cross-border e-commerce solution. The portal, available as web and mobile applications, is to be built on an existing platform. This improves the cost-efficiency by leveraging existing expertise with added on service modules, oriented toward small packages exports by Cambodian SMEs. The development is built up on the existing Memorandum of Understanding (MoU) between CWEA and Khmum Technology, a local IT solution company that is run by women. Both parties shall co-host and maintain the portal. The operation shall be governed by a newly established service level agreement, also supported under this workstream, with a defined role and responsibility of both parties, fee structure and revenue management, etc. to ensure the undisrupted and sustainable service provision.

This workstream also aims to create 'champions' and 'early adopters' of cross-border e-commerce among SMEs to take full advantage of the enhanced postal logistic capacity and expedited customs clearance procedures of postal items supported under Workstream 1. The project will build up needed capacity of CWEA to become a one-stop service providers providing information and e-commerce portal solution to their members and enable them to scale up the service to benefit other Cambodian SMEs through collaborative activities with other business associations such as CCC, FASMEC, YEAC, etc.

The outcome envisaged for workstream 2 are:

- CWEA provides an information platform and one-stop service supporting SMEs in their import/export of small package

The related outputs for Workstream 2 are as follows:

## Outputs

Readiness factor assessment of SMEs completed

Capacity of SMEs developed

Technical assistance to CWEA provided to develop e-trade portal along with training provided

Public awareness campaign and workshops on e-trade portal conducted

Capacity development support for dialogue between CWEA and the government on cross-border e-commerce provided

Main activities of workstream 2 are:

### 2.1. Carry out 'readiness factors' assessment of SMEs in becoming champions of cross-border e-commerce

The workstream will commence with a kick-off meeting with the CWEA and the Post to review and agree on the workstream objectives, activities, timeline, governance and implementation team and roles. Once a clear governance structure has been established and agreed, ongoing project management will be conducted through the defined governance structure. While CWEA is the primary beneficiary of the e-portal, the objective of this workstream is to create 'champions' and 'early adopters' of cross-border e-commerce among SMEs through collaborative activities with SMEs associations including CWEA, FASMEC, YEAC, et.

The 'readiness factors' assessment will commence with mapping process exercise of related stakeholders and currently existing and emerging services particularly around trade-related information, e-commerce solution, or integrated platforms that combine both. Examples of such include the e-marketplace to be developed under Go4eCam project under the financial support of Enhanced Integrated Framework (EIF) and run by the government (MoC), which aims to allow for the backward linkage with other e-commerce service providers. The assessment shall then assess the current and future capacity development needs of CWEA and SMEs (CWEA and non-CWEA members), explore the missing gaps where the project can fill in and collaborate with other potential partners on the opportunities to contribute, with a view to recommend ways to develop their capacity to become cross-border e-commerce champions and early adopters. The assessment also contributes to formulating capacity building response to CWEA and SMEs, enabling them to become one-stop service providers and provide e-trade portal solution for small package exports and imports and scale up the service to benefit other Cambodian SMEs. Depending on the final evaluation from the assessment, the workstream will adapt the subsequent activities and undertake necessary adjustments, including the possibility of establishing new or additional implementing partners.

### 2.2. Carry out awareness raising campaign on cross-border e-commerce opportunities, practical rules and procedures for small package exports and imports

This activity will engage our private sector partner, EuroCham, to conduct workshops to raise awareness of SMEs with a view to improve their understanding of the booming cross-border e-commerce business arising from the use of new ICT and communication technologies, the rules and procedures regarding the customs clearance, mail and logistics of small package exports and imports. Part of the awareness raising campaign, The project will facilitate a study tour for CWEA and selected SMEs to the Post and logistics providers such as DHL to learn about their operation and implication for their small package export and imports. Lessons learned will be documented to provide guidance and strategies for continuous learning and skill development and be made accessible to other SMEs.

### 2.3. Carry out capacity building support to SMEs to become champions and first adopter of cross-border e-commerce

This activity will engage our private sector partner, EuroCham, to also conduct one-on-one mentoring around both the commercial and technical aspects to selected SMEs. They will be the champions of the cross-border e-commerce and early adopters e-trade portal to be developed in 2.4. This activity will also feature the collaborative activities with other SME associations to onboard other potential SMEs for the training and associated service support, i.e., information, from champions and the early adopters. In this activity stream, The project will also seek for potential collaboration with existing similar programs (i.e., Centre for Promotion of Imports from developing countries - CBI) to ensure the complementarity and synergies.

#### 2.4. Provide targeted technical assistance to CWEA to enable them to become one-stop service providers for small package exports and imports (including e-trade portal development)

Under this activity stream, the project shall commission an IT company to develop an e-trade portal, by adding technical and service specifications to the existing e-commerce platform. This portal will be co-hosted and co-maintained by the developer and CWEA. This activity stream will provide coordinate support for the development and signing of service agreement between the two parties. This service agreement shall define role and responsibility of the parties under a defined model for the governance, operation, functional and service specification, as well as fee structure and revenue management. This arrangement shall allow the IT company to provide technical back-end administrative support and commercially run and maintain the portal for sustainable operation, while CWEA will be the marketing face of and play advocacy role for the portal, and ensure regular information updates and maintenance.

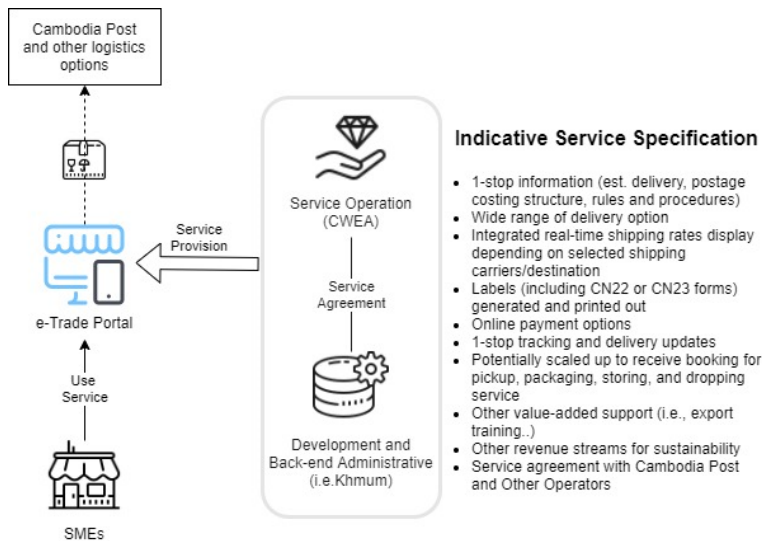


Figure 1: Schematic diagram of the operational model of e-Trade Portal

The development work will commence with the business process analysis, designing of business requirements and corresponding functional and technical specifications, coding, pilot testing and debugging, dedicated training program to CWEA in administering and operating of the portal, manual development, and the release of the fully operational portal. An interim report will be produced, describing the results of the pilot tests, what coding issues arise, and what debugging work take place. The findings set out in the 'readiness factor' assessment and interim report will contribute to the planning for roll-out including the fee structure and revenue administration as well as future capacity building support around the use of the portal and service provision.

While the assessment and interim report will contribute to shaping what and how the services are provided, the standard service module include information dissemination and consultation service around cross-border e-trade and non-information service. The former would consist of information and consultation on markets, delivery options, postage costing structure, related rules and procedures. The later aims to facilitate the exports of small package by Cambodian SMEs, including the documentation advice, delivery support options (postal and other logistics), display of real time shipping rates and tariffs estimates, generate and print out of label and customs declaration form for postal shipment (CN22, CN23 forms), receive the booking for pickup, packaging, storing and drop-offs, online payment options for the postal service fee, and real time package tracking updates.

There will be a connection to the postal API in this regard. The portal will also explore the opportunity to have API connection with international marketplace to display the portal's product listing stronger international exposure.

### 2.5. Conduct public awareness campaign and capacity building on e-trade portal

The project proposes organizing a product launching event of the EAD interface, followed by various public outreach activities including promotion video, TV and social media campaign for the launch of the portal. This activity also involves conducting at least two training workshops for SME end-users in Phnom Penh. Four workshops will also be carried out to sensitize and train SME end-users in selected provincial centres. The trainings will strive for the participation of female officials to the largest extend possible, by always noting the importance of gender balance on the invites as well as at the partner meetings around the organization of the events. A summary report of the training will be produced, highlighting the lessons learned and providing recommendations for future training activities.

### 2.6. Capacity support to CWEA for dialogue with Govt for improvements in cross-border small package exports and imports

The project proposes carrying out trainings to CWEA, enabling them to stocktake the issues regarding small package exports and import to properly discuss and dialogue with the government and other partners for improvements. The activity also involves organizing one workshop with government, development partners, and other private sector to sensitize, receive political buy-in and support, seek for new cooperation around the operation of the e-trade portal.

Main deliverables:

Activity	Key Deliverable
2.1.	- 'Readiness Factors' assessment report
2.2.	- Awareness raising workshops for SMEs on cross-border e-commerce - Study tour for CWEA to the Post and logistics providers - Documentation of lesson learned
2.3.	- One-on-one mentoring to selected CWEA members to become 'champions' in cross-border e-commerce - Trainings by CWEA's 'champions' to non-CWEA SMEs
2.4.	- Service agreement signed by CWEA and IT developer - Fee structure and revenue administration design - Business requirements and corresponding functional and technical specifications developed - Release the fully operational portal and make the product live - System administrative user training - Publishing of the manual (both EN and KH) - An interim report on the portal development
2.5.	- Launching event of the portal - Production of public outreach materials - Training workshops in Phnom Penh and provinces - Summary report of training
2.6	- Training workshops to CWEA for dialogue with government - 1 PPD

## Summary of activities

The summary of activities is illustrated with tentative timeline in Figure .

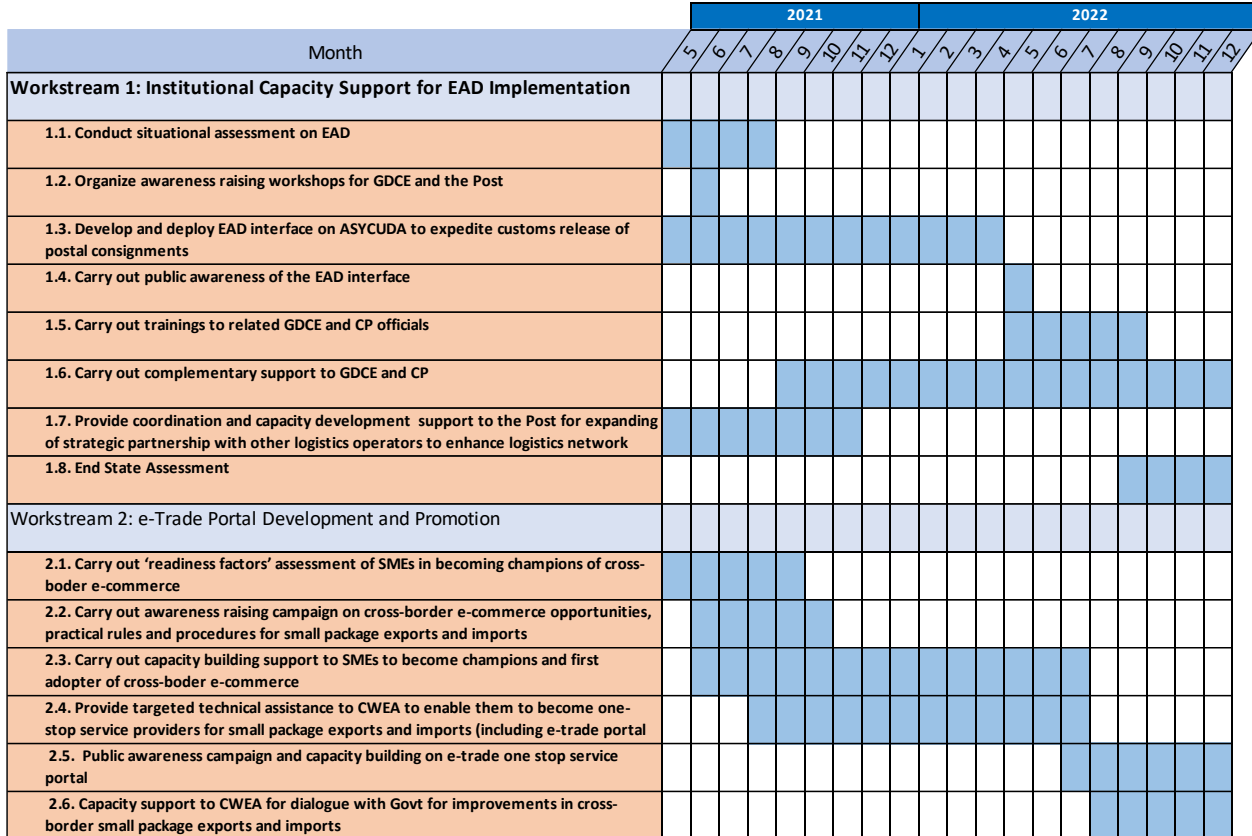
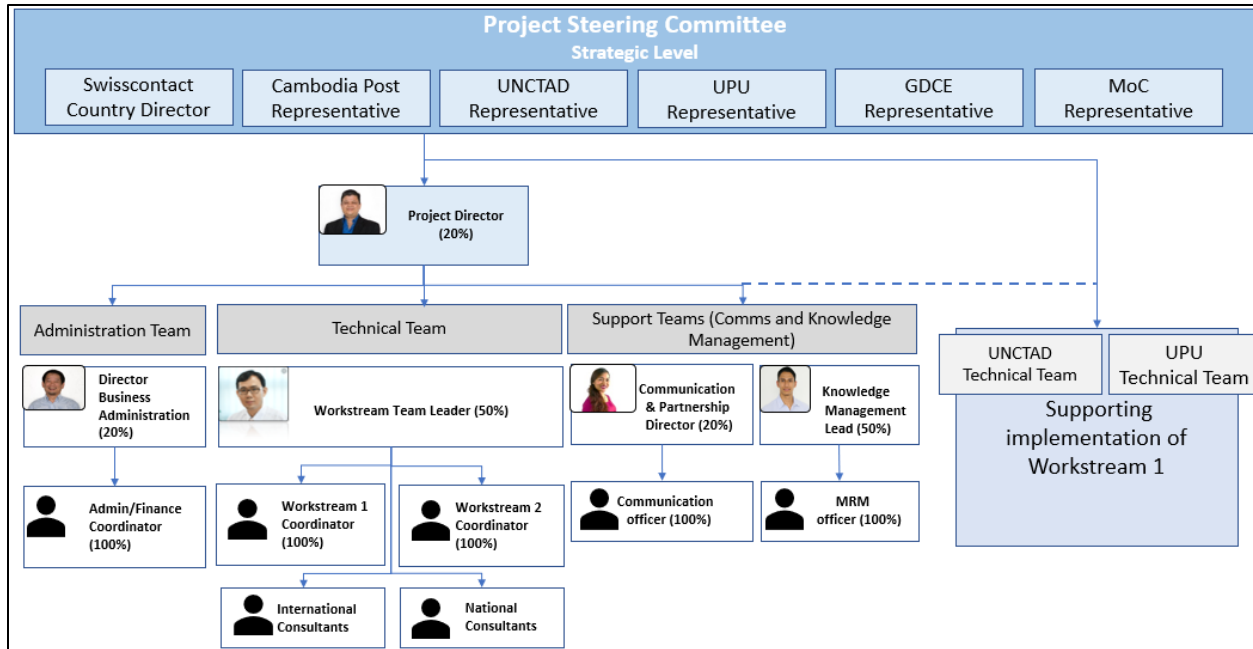


Figure 2: High Level Activities Gantt Chart

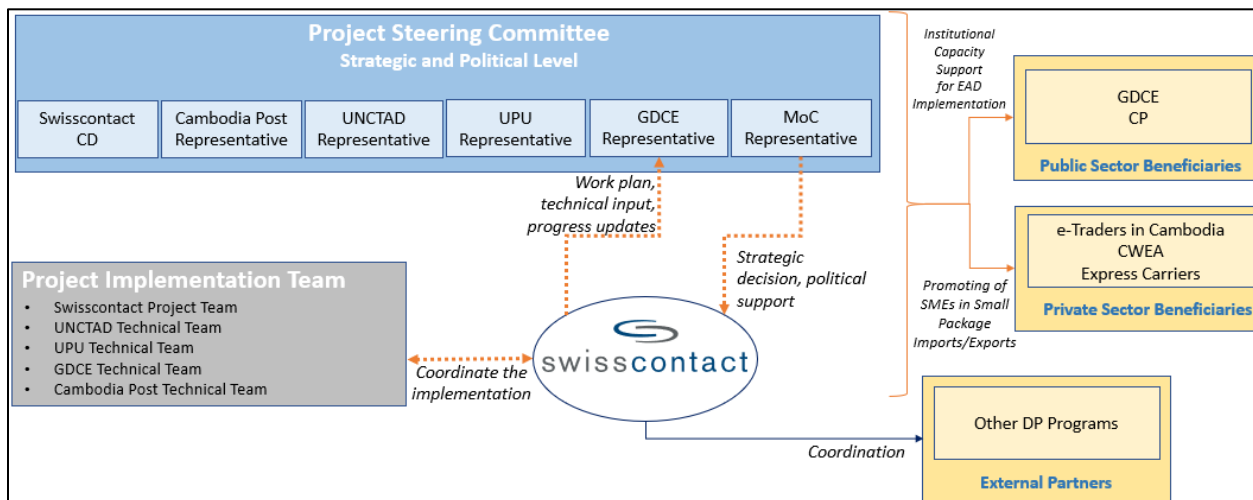
## 3. Project Organization

**Project Implementation Team (PIT):** A Project Implementation Team will be formed consisting of the technical, administration, and the support teams. The overall team will be led by Mr. Rajiv Pradhan, Country Director of Swisscontact Cambodia, in his capacity as the Project Director. The Technical Team will be led by a workstream team leader, supported by coordinators for each workstream, taking care of the project implementation on a day-to-day basis in accordance to the proposed activities and timelines. The Technical Team will also recruit short-term national and international experts for their expertise and sector knowledge contribute to achieving the project objectives. The Administration Team will be led by a team leader supported by one administrative and finance staff. The Support Team will include one team lead for knowledge management and M&E support and another for communications. Each team lead will be supported by one staff in their domains. Figure 5 illustrates the organogram including the level of effort for the different positions.



**Figure 3: Swisscontact PIT team**

This Swisscontact’s PIT will work closely with technical teams of project partners including GDCE, Cambodia Post, UNCTAD, UPU, and CWEA to ensure the implementation of proposed activities under their respective domains to align with the defined objectives, timelines, governance, and roles and responsibility agreed up on at the project workstream kick-off.



**Figure 4: Set4SME Project Steering Committee (PSC)**

**Project Steering Committee (PSC):** For the effective and results-oriented steering of the project, we propose to also establish a Project Steering Committee (PSC) to oversee the two different workstreams. The committee will monitor project progress and provide strategic guidance as well as political support for the design and implementation of the work plans. The PSC shall comprise Head of Swisscontact PIT, representatives from the GDCE, the Cambodia Post, and MoC. The PSC will provide a high-level forum for project-related technical dialogue among these stakeholders and enable strategic discussions on all other matters of concern regarding the project, including financial and administrative matters. At the implementation level, Alliance team, and



technical teams from GDCE, the Cambodia Post, and UNCTAD (who is primarily engaged for the development and deployment of EAD interface on AW) will be engaged. Swisscontact team shall coordinate and facilitate the overall communication between the implementation level with the steering committee level.

The beneficiaries include GDCE and the Cambodia Post in the public sector and Cambodia's e-traders, CWEA, and express carriers in the private sector. The project will coordinate closely with external partners including the UNCTAD Regional Team, UPU, and other developmental programs to strengthen project planning and harness potential synergies and collaboration with different e-trade cooperation activities.



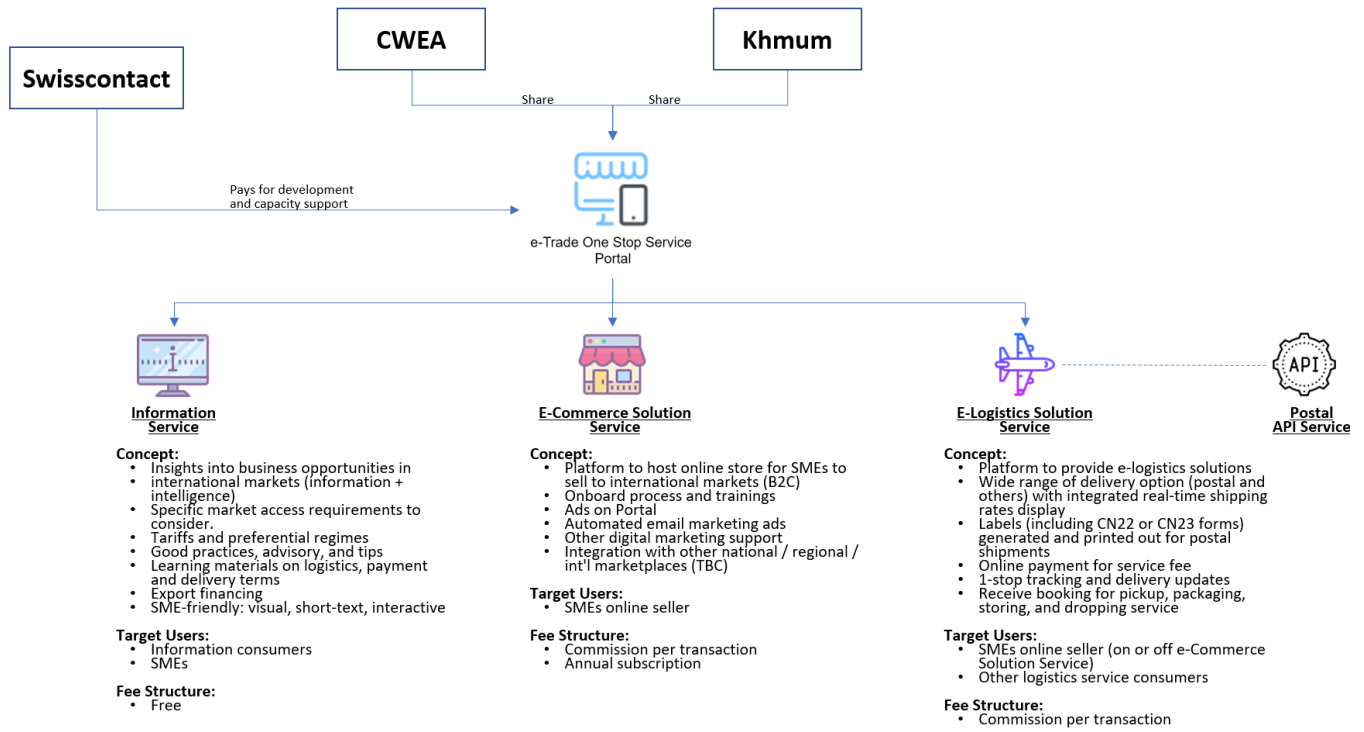
## Annex 2

The following documents are attached in Annex 2:

1. Memorandum of Understanding (MoU) between the Swisscontact and CWEA, signed on 26th March 2021 (Annex 2a),
2. MoU between CWEA and Khmum Technology, signed on 7th September 2021 (Annex 2b),
3. Khmum Technology's Technical Proposal for the e-trade portal development (Annex 2c)

## Annex 3

# Proposed Business Model of the e-Trade Portal



### Proposed Governance and Operation of e-Portal:

- The Portal shall be registered as an entity.
- Founders and owners are CWEA and Khnum.
- The Portal is built up on the Khnum's e-shop technology and available in web portal and mobile applications.
- In future governance and operation, CWEA and Khnum may scale up to onboard other owners through selling shares.
- Owner gets dividend in relation to their share.
- Owner have ranks: Silver, Bronze, Gold.
- Silver is the standard and lowest rank, enjoying dividend benefit.
- Bronze and Gold receives other exclusive business benefits.
- Other business benefits: free online store, multiple staff accounts, ads on Portal, automated email marketing ads, exclusive right for providing pickup, storage, deliver services to SMEs sellers.



## Annex 4

The following documents are attached in Annex 4:

1. Swisscontact's Policy on Gender Equality and Social Inclusion
2. Swisscontact's Code of Conduct
3. Swisscontact's Child and Youth Protection Policy
4. Swisscontact's Whistleblowing Policy