

REQUEST FOR PROPOSALS

Cambodia Australia Partnership for Resilient Economic Development (CAPRED) Program	
RFP Number	RFP25-0054
Project Name	G-PSF Dialogue Results Evaluation
Domain Name	MERL and G-PSF - Policy Hub
Initial Application Closing Date	5 pm (Phnom Penh Time), 10 December 2025
First Extension of Application Closing Date	5 pm (Phnom Penh Time), 26 December 2025
Second Extension of Application Closing Date	5 pm (Phnom Penh Time), 5 January 2026
Assignment Duration	January-July 2026 (Commencement date as soon as possible)

1. Background

Cambodia Australia Partnership for Resilient Economic Development (CAPRED) is Australia's flagship economic development program in Cambodia. CAPRED encourages sustainable, inclusive, and resilient economic growth. To achieve these objectives, CAPRED focuses on three key pillars: a) Agriculture; b) Trade, Investment and Enterprise Development; and c) Infrastructure Services. Gender Equality, Disability and Social Inclusion (GEDSI) is integrated into all activities. CAPRED is funded by the Government of Australia through the Department of Foreign Affairs and Trade (DFAT) and implemented by Cowater International.

As part of its support to improving Cambodia's business enabling environment, CAPRED is strengthening the **Government-Private Sector Forum (G-PSF)**, the country's primary mechanism for public-private dialogue (PPD). Using the *Public-Private Dialogue for Results (PPDR)* methodology, CAPRED works with stakeholders including the Council for the Development of Cambodia (CDC), relevant ministries, the Cambodia Chamber of Commerce, business associations, and chambers of commerce to enhance both **institutional resilience** and **outcome-focused dialogue** within the G-PSF. The support is expected to result in reforms to taxation, customs, laws, regulations, policies, access to finance, and market development.

In the seventh mandate, the Royal Government of Cambodia convened the 19th G-PSF Plenary on 13 November 2023, which resulted in a package of reform measures issued on 22 November 2023. CAPRED has been supporting the G-PSF Secretariat to monitor these reforms and track implementation progress. This assignment aims to validate the results and early impacts of reforms emerging from the 19th G-PSF Plenary and related Working Group processes.

2. Purpose

CAPRED seeks to engage a qualified consulting firm to evaluate and validate the outcomes of the 19th G-PSF and the G-PSF Working Groups (WGs). The evaluation will focus on identifying reforms that have been implemented through CAPRED's G-PSF interventions and understanding their quantitative and qualitative impacts on both public and private sector stakeholders. The G-PSF Progress Reports have a detailed list of outcomes achieved through the G-PSF mechanism and will, therefore, be used as the basis for the evaluation process.

The assignment will be delivered in two stages:

- a) **Pilot stage:** Develop the research methodology and test it on a selected Working Group, focusing on



Law, Tax, and Governance (mini-evaluation). This stage will allow refinement of tools, data collection approaches, and analysis methods while validating early impacts.

- b) *Full evaluation stage*: Adjust and deploy the refined methodology across all Working Groups to assess the depth, scale, and systemic impact of reforms. This stage will provide a comprehensive understanding of both horizontal (across WGs) and vertical (line ministry-level) effects, as well as early indications of institutional and policy change.

Note: Both stages are being advertised in this TOR, but the second-phase contract will be awarded based on performance in the first stage.

3. Scope of Work

This assignment will evaluate the outcomes and early-stage impacts of reforms stemming from the 19th Government–Private Sector Forum (G-PSF) plenary, held in November 2023, and subsequent Working Group (WG) processes. The purpose is to assess the extent to which these reforms have been implemented, examine their impact on the public and private sectors, and offer recommendations to strengthen the G-PSF as a platform for effective, inclusive policy dialogue.

The evaluation will be delivered in two stages.

- The first stage functions as a mini-evaluation, in which the consulting firm will design, test, and refine the research methodology using one Working Group—specifically the Law, Tax, and Governance cluster—as a pilot. This phase will involve reviewing existing G-PSF documentation, consulting with relevant stakeholders, validating implementation claims, and assessing early signals of economic or institutional impact. The intent of this stage is to ensure the methodology is practical, credible, and acceptable to partners. The consulting firm will produce a report as an early sign of the impact of the implementation of the 19th G-PSF plenary. The pilot will also help reveal where quantitative results may currently be underreported and where data collection tools can be strengthened.
- Building on the lessons learned, the second stage will apply the refined methodology across all G-PSF Working Groups to assess both the depth and scale of change. This full evaluation will examine horizontal impacts across Working Groups and vertical impacts within line ministries and relevant institutions. It will analyse selected reforms in terms of their contribution to policy or regulatory change, improvements in efficiency or cost, market access, institutional strengthening, and sustainability. The evaluation will also explore how the G-PSF functions as a policy dialogue mechanism, including the extent of stakeholder participation, ownership of reform agendas, and accountability for implementation.

Both stages will draw on mixed-methods research, combining desk review, stakeholder consultations, interviews, and data validation against the G-PSF Progress Reports and the G-PSF MIS database. Particular attention will be paid to differences between government-reported implementation and stakeholder experiences, as well as to identifying early systemic change linked to CAPRED's support. Stakeholder consultations and interviews will be conducted with government ministries relevant to the G-PSF Working Groups (WGs), private sector representatives of the G-PSF Private Sector Working Groups (PSWGs), and relevant civil society actors. These engagements will validate the implementation of selected reforms and capture diverse perspectives on their effectiveness.

The consulting firm will work closely with CAPRED's MERL and G-PSF teams throughout the assignment. At the conclusion of the work, the firm will provide a concise evaluation report, methodological tools for future monitoring, and practical recommendations to strengthen evidence generation and results reporting within the G-PSF mechanism. Findings will be presented to CAPRED, DFAT, and key G-PSF stakeholders.

3.1. Key Tasks and Activities

The consulting firm is expected to undertake a structured evaluation process to assess the progress, quality, and early outcomes of reforms emerging from the 19th G-PSF Plenary and subsequent Working Group



discussions. The assignment involves close collaboration with CAPRED, the G-PSF Secretariat, and relevant public and private stakeholders to ensure the evaluation is evidence-based, credible, and useful for future reform dialogue. **The key tasks are outlined below.**

1. Evaluation design and methodology:

- a. Develop a framework for assessing the G-PSF outcomes and early signs of impact resulting from the 19th G-PSF plenary and subsequent G-PSF WGs.
- b. Collaborate with CAPRED's Monitoring, Evaluation, Learning, and Reporting (MERL) team and G-PSF teams to refine methodologies and data collection tools.

2. Test the methodology through data collection, analysis and reporting:

- a. Coordinate closely with CAPRED team to engage and interview relevant main stakeholders.
- b. Conduct stakeholder consultations (government officials, business associations, private sector representatives of the G-PSF PSWGs and WGs, civil society organisations) to identify reforms that have been implemented.
- c. Document any differences between government-claimed and stakeholder-perceived implementation of reforms.
- d. Use a mix of research methods to assess the impact of selected reforms.
- e. Present preliminary results to CAPRED, DFAT, and key G-PSF partners for feedback.
- f. Utilise the G-PSF Progress Reports as produced by the CDC for Semesters 1 and 2 of 2024, and Semester 1 of 2025.
- g. Produce a concise evaluation report with findings, challenges, and recommendations.
- h. Include examples of practical evaluation approaches that G-PSF Working Groups can use to build evidence for future reforms.
- i. Assess reform impacts on both public and private sectors.
- j. Support dissemination of results, including presentations to RGC and PSWG meetings.

3. Research expansion and deployment across all working groups:

- a. Adjust and strengthen the methodology.
- b. Apply the revised methodology to all Working Groups to assess the breadth and depth of reforms emerging from the 19th G-PSF Plenary.
- c. Conduct comprehensive interviews and consultations across public and private sector stakeholders in all groups.
- d. Validate government-reported outcomes against stakeholder perceptions and experience and use mixed methods to quantify and qualify the impacts of the implemented reforms.
- e. Consolidate findings into a final evaluation report presenting system-wide results, challenges, and actionable recommendations.
- f. Support dissemination of results, including presentations to CAPRED, DFAT, RGC, and PSWGs.

Key activities to accomplish this assignment are detailed as follows. This will be further refined with the selected consulting firm.

No.	Key deliverables	Expected dates
Deliverable 1: Evaluation design and methodology		
1.1	<ul style="list-style-type: none"> Desk review of the G-PSF mechanism and existing documents Develop the evaluation framework, including stakeholder lists, data collection tools, and quantification approaches. Consult with CAPRED to approve and finalise the methodology based on feedback. 	January-February 2026



No.	Key deliverables	Expected dates
Deliverable 2: Test the methodology through data collection, analysis and reporting:		
2.1	<ul style="list-style-type: none"> In line with the agreed methodologies and tools, conduct fieldwork and assessment with the stakeholders against the resolved measures identified by the government. Record different opinions. Record both quantitative and qualitative impacts. 	February-April 2026
2.2	<ul style="list-style-type: none"> Analyse the data and validate the findings with different stakeholders. 	April-May 2026
2.3	<ul style="list-style-type: none"> Submit a concise final evaluation report with findings, challenges, and recommendations, including quantifying the impact of issues implemented as a consequence of the 19th G-PSF and Working Groups. The report should include tools, methods, formulas, and raw data. 	May-June 2026
2.4	<ul style="list-style-type: none"> Present findings to CAPRED, DFAT, and relevant stakeholders (e.g. RGC, PSWGs). 	June 2026
Deliverable 3: Research expansion and deployment across all working groups:		
3.1	<ul style="list-style-type: none"> Adapt methodology if needed and conduct expanded fieldwork across all relevant Working Groups. Analyse and validate findings with stakeholders. Submit a final evaluation report with findings, challenges, recommendations, and supporting tools, methods, formulas, and raw data. 	June-July 2026

4. Qualifications or specialised knowledge/experience required

This assignment requires a relevant evaluation and impact assessment skillset, expertise, and experience. The consulting firm shall have personnel within the team composition with the following qualifications.

Essential qualifications:

Education:

- Subject matter experts in monitoring & evaluation, public policy, economics, or international development.

Experience:

- Proven experience in evaluating regulatory reforms or public-private dialogue mechanisms.
- Strong quantitative and qualitative research methods/skills, with experience in survey design, data collection, and statistical analysis.
- Possess a team member with the ability to read Khmer regulatory documents. Familiarity with relevant laws and frameworks such as the Cambodia Investment Law, the tax regulatory frameworks are a plus.
- Ability to present complex information clearly and concisely to diverse audiences.
- Strong interpersonal skills with the ability to engage effectively with a wide range of stakeholders, including government officials, private sector representatives, and civil society organizations.
- Demonstrated ability to manage multiple tasks and deadlines effectively, ensuring the timely delivery of high-quality outputs.
- A commitment to ethical standards in research and evaluation, including respect for confidentiality and the rights of participants.

Desirable:

- Familiarity with the Cambodian economic context, particularly in relation to taxation, customs, agriculture, trade, investment, and infrastructure.
- Excellent written and verbal communication skills in English; proficiency in Khmer is an asset.



- Knowledge of GEDSI: Understanding of Gender Equality, Disability, and Social Inclusion (GEDSI) principles and their application in development programming.

Other requirements and compliance:

- Demonstrate integrity and high ethical standards.
- Display cultural, gender, religion, race, nationality, and age sensitivity and adaptability.
- Fulfill obligations to GEDSI sensitivity and zero tolerance for sexual harassment.
- Strictly comply with the DFAT Child Protection Code of Conduct and policy (<https://www.dfat.gov.au/sites/default/files/child-protection-policy.pdf>)

5. Evaluation

CAPRED will use an objective and reliable process to evaluate each proposal. The proposals and responses will be evaluated based on (in no particular order):

- Compliance with this Request for Proposal (RFP).
- Understanding of and ability to meet the requirements and deadlines as specified.
- Consulting firm comprises of skillsets and experience with delivery of similar assignments.
- Experience in evaluation or impact assessment of government's reforms.
- Experience and familiarity in the Royal Government of Cambodia's policy measures, business climate in Cambodia and the works involved in government-private sector dialogue.
- Expertise of individuals and overall team nominated to deliver the assignment. CAPRED reserves the right to reject any individual being proposed and to ask the supplier to provide an alternative.
- Past performance relevant to this RFP (as determined by referee checks)
- Relevant examples of previous work.
- Proposed financial plan for the services.

Note: Whilst 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 the 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.

6. How to Apply

The proposals including Technical and Financial Response Forms must be submitted no later than **5 pm (Phnom Penh time), 5 January 2026** by email to procurement@capred.org with "G-PSF Dialogue Results Evaluation" 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 with "G-PSF Dialogue Results Evaluation - Enquiry" in the subject line.

Attachment:

- 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.

