

TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	Development of strategies and programme document on Women's Economic Empowerment in Cambodia
Cluster/Project:	Programme and Results Unit/ UNDP Cambodia
Contract Type:	Individual Contractor (IC)
Duty Station:	Phnom Penh (Cambodia), field visits in several Cambodian provinces and home-based
Post level:	International Specialist
English required:	English
Contract Duration:	22 days, from 1 st week of June to end of July 2019 latest 15 days required to stay in Cambodia

2. Background information

Over the past 15 years, UNDP has been working with the Ministry of Women's Affairs (MoWA) to put in place and strengthen national institutional capacity to develop, implement, and monitor gender related policies, plans and programme. Through the supports, the Neary Rattanak (I, II, III, IV), the Cambodia Gender Assessment (2004, 2008, 2014), and sector level gender mainstreaming action groups and plans were developed and implemented. Coordination mechanism was also established, including the Technical Working Group on Gender and its sub-groups.

In addition to these important gender related policy, advocacy and capacity development works, strategy and programme on women's economic empowerment (WEE) are areas that UNDP and the Ministry are exploring. The women's economic empowerment is not only about women's and their family's well-being, income and right to decent job, but it also has a strong correlation with the country's economic growth. In EU countries, a study reveals that "a more gender equal EU would have strong, positive GDP impacts growing over time, higher level of employment and productivity and could respond to challenges related to the ageing population in EU.¹" On the other hand, economic growth does not systematically translate into gender equality. Close to home, a study in Vietnam in 2016 shows that pattern of growth is a determining factor and some patterns build on gender inequalities rather than reduce them. For instance, the export oriented semi-industry relies on low cost female labor yields short-term benefit for women, yet it is not gender-equitable nor sustainable². This type of policy-oriented researches not only sheds light on the gender equality and growth nexus but calls for a re-think of our traditional approaches to policy and programme, if they are going to be inclusive, sustainable and have greater impact on gender equality.

3. Scope of Work

The main objective of the assignment is to develop a programme proposal/document on women's economic empowerment in Cambodia. Specifically, through desk review of policies, existing initiatives, and other relevant literatures, and through interview and consultations with relevant stakeholders, including women business/entrepreneur groups/associations, the consultant will:

1. Identify key issues and challenges that women face and opportunities for them to advance

¹ Economic Case for Gender Equality in the EU: <https://eige.europa.eu/gender-mainstreaming/policy-areas/economic-and-financial-affairs/economic-benefits-gender-equality/economic-case>

² Making Inclusive Growth Work for Women, UN Women, 2016

- their economic status and improve their livelihoods.
2. Identify key stakeholders currently implementing WEE related initiatives in Cambodia, identify their gaps, and analyze their challenges, patterns of success, and lessons learnt.
 3. Facilitate consultative co-design workshop with relevant women association/groups, key stakeholders, UNDP and the Ministry of Women's Affairs a) to identify potential areas of supports and interventions, b) to identify as approaches and strategies within the Ministry of Women's Affairs and/or UNDP's mandate and comparative advantage, and c) to develop **Theory of Change** for WEE.
 4. Based on the above, develop **WEE related strategies** for the Ministry of Women's Affairs and for UNDP based on its relevant mandates (5 pages maximum each) and draft **WEE programme document** that includes but not limited to context/situation analysis, approaches, strategy, Theory of Change, Resources Results Framework, budget, governance structure, implementation arrangement, partnership, and Term of References of core staff and consultancies. The draft programme will be consulted and appraised by Local Programme Appraisal Committee (LPAC) where relevant stakeholders will be invited.

The consultant will provide regular ongoing feedback to UNDP and the Ministry of Women's Affairs and share information about different stakeholders' views and positions with the goal of identifying synergies, avoiding overlaps with other development partners' interventions and ensure that added value and comparative advantages of UNDP and the Ministry of Women's Affairs remain central in the programme proposal.

Although consultant is expected to provide a final draft of Programme Document, this proposal might still be adjusted after end of consultancy.

4. Expected Outputs and Deliverables

N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Approvals Required
1	Inception report with detailed methodology and workplan in response to scope of work.	2 days	15 June 2019	Head of Programme Unit, UNDP and Director General of Gender Equality and Economic Development, MoWA
2	Presentation of context analysis, stakeholders mapping, proposed areas of intervention, approach and strategy, and Theory of Change to UNDP, MoWA, and other relevant stakeholders.	7 days	25 June 2019	Head of Programme Unit, UNDP and Director General of Gender Equality and Economic Development, MoWA
3	<ul style="list-style-type: none"> Based on the discussion above (output 2), submission of two separate WEE overall strategy (one for MoWA and one for UNDP) and of the first 	10 days	15 July 2019	Head of Programme Unit, UNDP and Director General of Gender Equality and Economic

	draft Programme Document. • Presentation of the draft Document to LPAC.			Development, MoWA
4	Final draft Programme Document that address comments collected through the LPAC.	3 days	20 July 2019	Head of Programme Unit, UNDP and Director General of Gender Equality and Economic Development, MoWA
Total # of Days:		22 working days		

5. Institutional Arrangement

The consultant will work closely with UNDP and Ministry of Women's Affairs, Director General of Gender Equality and Economic Development. UNDP will contract the consultant and ensure the timely provision of per diems and travel arrangements. The consultant is primary responsible for identifying relevant literature, existing initiatives, and stakeholders to be met and interviewed. If necessary, UNDP and the Ministry of Women's Affairs will assist in making appointment. UNDP will also provide logistic and coordination support for the organization of presentation (as stated in deliverable 2) and of LPAC meeting (as stated in deliverable 3).

The main review team of this assignment consists of Director General of Gender Equality and Economic Development from Ministry of Women's Affairs and UNDP's focal person. They will review the inception report, including the methodology and stakeholders to be met, and the draft strategies and Programme Document. The payment can be made upon the technical clearance of the outputs/deliverables by the review team.

The consultant will propose a review methodology in the inception report. At the beginning of the assignment, the detailed and final methodology shall be worked out in close consultation with UNDP's focal person and Director General of Gender Equality and Economic Development from MoWA. In particular the schedule and field work shall be defined at this stage.

6. Duration of the Assignment

The assignment is expected to be completed within 22 working days (in June and July 2019). S/he is expected to start the assignment one week after signing the contract. In Cambodia, the working week is from Monday to Friday.

7. Duty Station

The consultant is expected to have one in country mission for 15 working days maximum for field work (including interviews, consultative workshops to develop ToC, presentation of initial findings and ideas, and for validation workshop/LPAC).

The travel related expenses for one mission work in Phnom Penh (except transportation during field visits to provinces, if needed) should be included in the price proposal of the consultant. If the decision to visit locations outside Phnom Penh is made, UNDP will arrange transportation and cover travel related expenses.

The selected consultant is required to undertake the BSAFE training through <https://training.dss.un.org/course/category/6> prior to travelling.

8. Minimum Qualifications of the Individual Contractor

Education:	<ul style="list-style-type: none"> Master's degree in economics, business, gender studies, arts, social science, or other relevant fields of study.
Experience:	<ul style="list-style-type: none"> At least 7 years of solid experiences in managing and providing technical advice to development programme/project related to women's economic empowerment. Solid experiences in formulation/design of development programme/project with demonstrated success in resource mobilization. Previous working experiences in Cambodia or Southeast Asian countries with similar contexts and proven solid understanding of local context. Experience working with UNDP, UN agencies, or other development agencies.
Competencies:	<ul style="list-style-type: none"> Strong analytical skills and ability to communicate and summarize this analysis in writing. Good facilitation and presentation skill. Demonstrated ability to communicate effectively with various partners including the Government, UN and other development. Strong interpersonal skills, ability to work with people from different backgrounds to deliver high-quality products. Excellent organizational and time management skills. Commitment to UNDP's mission, vision and values. Be flexible and responsive to changes and demands. Be client and development results oriented, honest, discreet, and open to feedback. Excellent computer literacy.
Language Requirement:	Full proficiency in English

9. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

Technical Evaluation Criteria	Obtainable Score
At least master's degree in gender studies, economics, arts, social science, or other relevant fields of study.	10
At least 7 years of solid experiences in managing and providing technical advice to development programme/project related to women's economic empowerment .	30
Solid experiences in design/formulation of development programme/project with demonstrated success in resource mobilization.	30
Previous working experiences in Cambodia and proven solid understanding of local context.	10
Previous working experiences in Southeast Asian countries with similar contexts and proven solid understanding of local context.	10
Experience working with UNDP or other UN and development agencies.	10

Total Obtainable Score:	100
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10. Payment Milestones

The consultant will be paid on a lump sum basis under the following installments:

No	Outputs/Deliverables	Payment Schedule	Payment Amount	Payment Approval
1	<ul style="list-style-type: none"> Satisfactory submission of inception report with detailed methodology and workplan in response to scope of work. Presentation of context analysis, stakeholders mapping, proposed areas of intervention and strategy and Theory of Change 	30 June 2019	30%	Head of Programme
2	Satisfactory submission of first draft Programme Document	15 July 2019	40%	Head of Programme
3	<ul style="list-style-type: none"> Contributed to the validation workshop (inc. presenting the draft Programme Document and facilitating the discussion) Satisfactory submission of the final draft Programme Document, taking into account comments collected through the validation workshop. 	30 July 2019	30%	Head of Programme

11. Approval

Signature:

Name:

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Rany Pen

Title/Unit/Cluster:

Date:

Head of Programme and Results
Unit