

TERMS OF REFERENCE

Location:	Home-based, with one mission to Bangkok, Thailand
Position Title:	Consultant for strengthening business integrity and responsible business practices in the startup ecosystem in ASEAN
Type of Contract:	Individual Contractor
Post Level:	International Consultant
Languages required:	English
Contract period:	15 June to 30 September 2019 (Max 60 working days)

BACKGROUND

The 2030 Agenda for Sustainable Development recognizes the important role youth play in achieving the Sustainable Development Goals (SDGs), and calls for action against the challenges faced by young people that limits their economic, social and political inclusion. Approximately 300 million young people are either unemployed or underemployed, leaving nearly half of the 700 million young people in a state of economic insecurity. In addition, most often, young people are left out of the decision-making processes, which further exacerbates their marginalization and exclusion.

By developing young people's 21st century skills, and by catalyzing and sustaining youth-led startups and social enterprises across the Asia Pacific region, Youth Co:Lab is positioning young people front and center in order to solve the region's most pressing challenges. In addition to supporting youth entrepreneurship, Youth Co:Lab also works closely with multiple stakeholders, including governments, civil society and the private sector, to strengthen the entrepreneurship ecosystem and to promote policies that will support and enable young people to take the lead in finding and developing new solutions for social and environmental problems in their communities.

The ASEAN region is one of the largest economic zones in the world. But at the same time, corruption and weak governance are also of concern in the region. According to the 2017 ASEAN Business Outlook Survey conducted by the U.S. Chamber of Commerce, the majority of businesses in the region (65 percent) listed corruption, unfair and inefficient law enforcement practices as a major challenge of doing business in the ASEAN countries. In this context, enterprises of all sizes need to take incremental steps to mainstream good governance practices within their overall business strategies and operations and thus become responsible partners in achieving the SDGs.

Standards and compliance can challenge ingrained traits of corruption in many contexts and provide systems of checks and balances. Larger enterprises have the capacity to adhere to business integrity standards and regulations. However, Micro, Small-and Medium-sized Enterprises (MSMEs), who play a significant role in the ASEAN economy, often struggle to comply with these regulations and standards. Services and initiatives supporting MSMEs and startups in issues of business integrity are scarce. Thus, there is a pressing need for engaging enterprises from the early stages to strengthen their capacities to comply and contribute to a more transparent business environment.

To bridge that gap, UNDP, will bring together two regional initiatives: "Promoting Fair Business Environment in ASEAN" and "Regional Youth Project on Leadership, Social Innovation and Entrepreneurship - Youth Co:Lab", to **introduce a new service line for young entrepreneurs, that supports the development and implementation of solutions for business integrity and governance in the startup ecosystem.**

The objective of this initiative is to train a cohort of young entrepreneurs from the Youth Co:Lab movement in ASEAN countries, increasing their capacity to 1) understand the importance of addressing integrity and good governance practices as part of their business models; 2) adopt business integrity and

good governance practices to minimize any risks (reputational or economic) associated with the business environment in which they are operating and 3) identify collective initiatives at the regional and country level aimed at strengthening business integrity and transparency and the overall business environment in the ASEAN region.

This joint initiative will convene members from the Youth Co:Lab community and ecosystem partners from 6 ASEAN countries to participate in a Workshop on Business Integrity and Responsible Business Practices in the Startup Ecosystem in ASEAN in August 2019. The Workshop will be guided by the first draft of an Interactive Toolkit that will be piloted during the workshop and finalized with inputs from participants.

Given that startups in ASEAN (as in many emerging economies) are frequently confronted with the problem of bribery, the training will primarily focus on counter-bribery principles and practices. Other areas, such as business ethics, conflict of interest, and anti-harassment to promote diversity and non-discriminatory practices will also be considered.

DUTIES AND RESPONSIBILITIES

Scope of Work

This assignment's key tasks and scope of work can be summarized as follows:

The main objective of this consultancy is to bring an international expert who could develop an interactive toolkit for improving business integrity and responsible business practices in the startup ecosystem in ASEAN and facilitate a regional workshop on business integrity for social enterprises to be held in August 2019 (TBC).

Expected Outputs and Deliverables

The expected outputs are:

1. Develop the first draft of an **Interactive Toolkit** for improving business integrity and responsible business practices in the startup ecosystem in ASEAN. This Interactive Toolkit should be piloted with Workshop participants and refined into a final draft after users' feedback.
2. Conduct a **pre- and post-survey** of the participants to help tailor the workshop, webinar and the future direction of the initiative.
3. Conduct 1-2 preparatory **Webinars (tutorials)** with workshop participants prior to the event, to introduce them to basic concepts in understanding governance and business integrity practices. The/se tutorials will also be used in the roll-out of the initiative in 2019-2020.
4. Facilitate a 2-3-day Regional Training **Workshop** on Business Integrity for Social Enterprises for 25 participants (tentatively on 21-23 August 2019)

The consultant is also expected to:

- Work closely with UNDP to provide a **detailed activity plan and workshop agenda** and conduct pre-workshop activities including scheduling and conducting the webinar.
- Deliver a report and coordinate post event activities: conduct a retrospective with the UNDP team to review lessons learned and areas for improvement, then **deliver a final report of the activities**.
- Identify potential partnerships and avenues of collaboration with other organizations pursuing similar goals and provide strategic advice to UNDP on how to ensure the sustainability of the project.

The outputs for this assignment are expected as follows:

Outputs	Target Due Date	Review and Approvals Required
Detailed activity plan and workshop agenda	30 June 2019	Project Manager, Governance, Transparency, Accountability and Anti-Corruption
Draft version of the Toolkit	31 July 2019	
Pre-workshop survey	6 July 2019	
Preparation webinar/s	Between 6 and 14 of August (Tentatively)	
Workshop	21 to 23 August 2019 (Tentatively)	
Final version of the Toolkit	20 September 2019	
Post-event briefing, post-workshop survey and a final report	30 September 2019	

Institutional Arrangement

The assignment will be conducted under the overall supervision of UNDP's Project Manager, Governance, Transparency, Accountability and Anti-Corruption, overseeing the "Promoting Fair Business Environment in ASEAN" project, and work in close collaboration with the UNDP Country offices and other key parties.

Duration of the Assignment

The duration of assignment will be from 15 June to 30 September 2019 (Max 60 working days).

Duty Station

The assignment will be home-based for pre and post event, with the consultant's presence required during the Training Workshop and from 21 to 23 August 2019 (tentatively), in Bangkok, Thailand

COMPETENCIES

Corporate:

- Demonstrates integrity and fairness, by modeling the UN/UNDP's values and ethical standards;
- Promotes the vision, mission and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional/Technical:

- Knowledge, skills and experience on Business Integrity and Responsible Business Practices for Startups;
- Knowledge, skills and experience on developing learning products and training sessions;
- Facilitation experience and skills including good communication, active listening and building synergies.

Interpersonal skills:

- Demonstrates capacity to adopt a customized approach and work with a multidisciplinary team;
- Ability to work with young people and to help guide their learning experiences.

REQUIRED SKILLS AND EXPERIENCE

Education:

- University Degree or equivalent in Communications, International Relations, Public Policy, Social Science or other related fields is desirable.

Work Experience:

- A minimum of 7 years of demonstrated experience in Business Integrity and Responsible Business Practices for Startups and facilitation is required;
- Experience working with major international organizations or the United Nations, governments or international non-profits or for advocacy campaigns;
- Prior work experience in Asia and the Pacific is desirable;
- Excellent written and spoken English are required.

Price Proposal and Schedule of Payments

The method of payment is all-inclusive **output-based lump-sum scheme**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC's duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration.

The payments shall be released upon submitting the required deliverables with satisfactory approval by or before the due dates agreed with the project team. At least seven working days of review time are required prior to approval of payments.

Payment Schedule

Deliverables/ Outputs	Payment (% of total contract amount)
First draft of the Toolkit + Preparation webinar for workshop.	40%
Workshop.	40%
Final report of the activities.	20%

In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed. Travel costs shall be reimbursed at actual but not exceeding the quotation from UNDP approved travel agent. The provided travel allowance shall not exceed UNDP DSA rates.

Recommended Presentation of Offer

Interested candidates must submit the following documents/information to demonstrate their qualifications. **Please group them into one (1) single PDF document** as the application only allows to upload maximum one document.

- **Personal CV or P11**, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- **Letter of Confirmation of Interest and Availability and Financial Proposal** that indicates the daily rate/fee of the candidate, in US dollars, using the template provided in Annex III.
- **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology on how the individual will approach and complete the assignment.

Incomplete proposals may not be considered. The shortlisted candidates may be contacted and the successful candidate will be notified.

Criteria for Selection of the Best Offer

Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%), and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Technical Criteria for Evaluation (Maximum 70 points)

- Criteria 1: Relevance of Education – **Max 10 points**;
- Criteria 2: Minimum 7-year experience with Business Integrity and Responsible Business Practices, in particular for startups – **Max 20 Points**;
- Criteria 3: Track record in planning and implementing similar activities for major international organizations or the United Nations, governments or international non-profits– **Max 20 Points**;
- Criteria 4: Prior work experience in Asia and the Pacific - **Max 10 points**;
- Criteria 5: Excellent written and spoken English - **Max 10 points**.

Shortlisted candidates shall be called for an interview which will be used to confirm and/or adjust the technical scores awarded based on documentation submitted.

There is a possibility for an interview. Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Approval

This TOR is approved by:

Signature _____

Date of Signing _____