

TERMS OF REFERENCE

Individual Contractor

1. Assignment Information

Assignment Title:	Consultant to develop the handbook on “Women’s empowerment and transformative leaderships”
UNDP Practice Area:	Program Results Unit
UNDP Cluster/Project:	Project to Support the Leading the Way for Gender Equality Program (LWGE)
Location:	Phnom Penh
Type of Contract:	Individual Contractor (IC)
Post Level:	Specialist
Language Required:	English and Khmer
Contract Duration:	30 working days (9 December 2019 to 10 February 2020)

2. Program Description

The ‘Leading the Way for Gender Equality’ (LWGE) program (2017-2020) is a program of the Ministry of Women’s Affairs of Cambodia (MoWA) whose overall objective is “Enabled environment for gender equality, women’s empowerment and transformative leaderships in Cambodia through enhanced capacities of the Gender Machinery.” The LWGE program is supported by the Swedish International Development Agency (Sida) and UNDP -through the Project to Support the Leading the Way for Gender Equality Program-, and by Oxfam.

The program is focused on three outcomes: 1) More effective institutionalization of gender policies across government and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls; 2) Promotion of behavioral change in favor of gender equality among the public and young Cambodians; and 3) Increase number of and capacities of women in decision-making positions and strengthen feminist leadership. As part of the third outcome, the program seeks to produce a handbook on “women’s empowerment and transformative leaderships” to promote more citizens-oriented and gender-responsive leadership approaches among decision-makers as well as to help female leaders to overcome barriers and gain self and collective confidence. The handbook will also A a series of case studies of female leaders in Cambodia. A national expert will be deployed to assist the Ministry of Women’s Affairs to formulate the above-mentioned handbook.

3. Scope of Work

The Consultant will work under supervision of the LWGE program management team and the Director of the Gender Equality Department, and in close cooperation with other Technical Assistants of the LWGE program including UNDP team and other relevant stakeholders to *develop a handbook on “women’s empowerment and transformative leadership”*, with inclusion of a minimum 3 case studies of female leaders at various background in Cambodia. The target audiences for the handbook including university students, female candidates commune and national elections, civil servants and young leaders.

The national consultant is expected to perform the below tasks:

- Conduct a literature review and analysis of existing handouts and materials from the Cambodian transformative leadership produced by the Royal School of Administration and other national and international research/knowledge products in relation to transformative leadership.
- Work closely with the LWGE Management Team and Department of Gender Equality to ensure the correct use of terminology in the handbook.
- In close consultation with the LWGE Management Team and Department of Gender Equality, identify the case studies to be included the handbooks. The case studies should illustrate the female leader’s story highlighting barriers and challenges experienced by women and strategies they took to cope those barriers and challenges to achieve their leadership role and position.
- Conduct interviews with identified female leaders to generate their inputs to compose the case studies for the handbook.
- Identify the enablers of women’s empowerment and agency, as well as the strategies used by women to cope with resistance, inequality, and discrimination.
- Summarize the key messages (tips) and recommendations from literature reviews and female leaders' opinions to inspire the handbook readers to become female leaders in their respective areas.

Expected Outputs and Deliverables:

The expected outputs and deliverables of the assignment will be delivered by the national consultant under ownership and leadership of MoWA Gender Equality Department.

No	Outputs/Deliverables	Estimated Duration of Works	Target Due Dates	Review & Approval
1	Inception report with detailed methodology and workplan in response to the scope of work and draft outline of handbook.	2days	11 December 2019	LWGE program coordinator and UNDP Cambodia's Head of Programmes
2	Completion of the literature review of transformative leadership documents from RSA or other national and international feminist leadership book and researchers Provide a draft list of case studies.	10days	25 December 2019	
3	Completion of the first draft of the Feminist Leadership Book in Khmer Version following the agreed outlines and after interviewing with female leaders and relevant stakeholders.	10days	15 January 2020	
4	A final draft of the Feminist Leadership Book in Khmer Version with incorporation of all comments from LWGE teams and stakeholders	8days	30 January 2020	
Total working day		30 days		

4. Institutional Arrangement

The Consultant will work in close cooperation and under the guidance of the director of the MoWA Department of Gender Equality. Overall supervision will be provided by the LWGE program management team (MoWA). The LWGE program coordinator (MoWA) and Programme Analyst (UNDP) will review the deliverables and confirm satisfaction to the Head of Programmes Unit of UNDP for subsequent approval to release the payment.

5. Duration of the Work

The consultant will be given a period of a total of 30 working days spreading over from 9 December 2019 to 10 February 2020.

6. Duty Station

The duty station of the assignment is Phnom Penh with the expectation to travel to provinces for some missions. The travel-related expenses of the Consultant to the provinces will be covered by the PSLWGEP project on actual need basis and, hence, should not be included in the price proposal.

Selected individual contractor is required to undertake the *Basic Security in the Field (BSIF) training* (<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>). CD ROMs must be made available for use in environments where access to technology poses a challenge.

7. Minimum Qualifications of the Individual Contractor

Education:	Master’s degree in Gender and Development, Gender and Leadership, Women of Human Rights, Communications or another relevant field.
Experience:	<ul style="list-style-type: none"> ▪ Minimum 3 years of relevant professional experience in Gender, leadership, and governance. ▪ Solid experience in the development of handbook relevant to leadership. ▪ Professional experience with UN agencies, international and/or national development organizations in Cambodia. ▪ Knowledge of the development of communication materials is an asset.
Competencies:	<ul style="list-style-type: none"> ▪ Excellent facilitation and interpersonal skills and ability to work in and with teams. ▪ Proven ability to set priorities and manage time effectively
Language Requirements:	<ul style="list-style-type: none"> ▪ Fluency in English and Khmer (written and spoken)

8. Criteria for Evaluation of the level of Technical Compliance of Individual Contractor

Technical Evaluation Criteria	Obtainable Score
Minimum 3 years of relevant professional experience in Gender, leadership, and Governance	40
Solid experience in the development of handbook relevant to leadership.	40
Professional experience with UN agencies, international and/or national development organizations in Cambodia.	20
Total Obtainable Score:	100

9. Payment Milestones

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

No	Outputs/Deliverables	Payment Schedule	Payment Amount
1	Upon satisfactory delivery output #1 & 2	25 December 2019	50%
2	Upon satisfactory delivery of output #3	15 January 2020	30%
3	Upon satisfactory delivery of output #4	30 January 2020	20%

10. Approval

Signature:

Name:

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Rany Pen

Title/Unit/Cluster:

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ARR- Programme and Results Unit

Date:

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