

TERMS OF REFERENCE

Location:	Home-based
Position Title:	Researcher on Gender Equality & Fair Business
Type of Contract:	Individual Contract (national consultant)
Post Level:	
Languages required:	English & Thai
Contract period:	40 days between 1 May 2020 – 15 August 2020

BACKGROUND

Fostering gender equal leadership is one of the means to a more efficient and equitable workplace and contributes to the advancement of gender equality and the achievement of the Sustainable Development Goals (SDGs). Women and men should have equal access to decent work opportunities and be able to reach senior management and leadership positions.

The case for gender diversity in businesses and organizations has gained momentum across the globe. Board diversity initiatives are a growing area within good corporate governance practices, globally and in the Asia Pacific region. There are several imperatives for ensuring greater diversity in leadership positions of small, medium and large companies. Compelling research and advocacy have generated awareness and acceptance of the business case for greater gender diversity across all levels, and especially in senior management positions. There is also growing recognition that having more balanced board representation enhances firm performance by bringing in new and diverse insights, experiences, values and perspectives to complex problems and discussions in the boardroom and hence enables boards to make better (informed) decisions¹. Thus, the benefits of more gender equality in leadership positions are considerable not only for women, but for companies' reputation, performance and countries' economic growth. The linkages between women's representation in managerial positions and boards, and stronger corporate governance reinforces the need for gender diversity as part of greater transparency and promotion of integrity and accountability in business practices.

¹Gender Balance Index, OMFIF, 2018

PROJECT DESCRIPTION

As part of the work on transparency, accountability and anti-corruption, UNDP Thailand Country Office works towards promoting inclusive and just societies for sustaining peace, transparent and accountable institutions for sustainable development, effective governance of finance as well as ensuring the rights of marginalized and at-risk groups. This is done with support from the "Transparency, Accountability and Anti-Corruption" team at UNDP Bangkok Regional Hub.

UNDP Thailand is part of the regional project *Promoting a fair business environment in ASEAN*, funded by the UK Government, which seeks to minimize corruption risks and to encourage sustainable practices. In the 6 target countries, namely, Indonesia, Malaysia, Myanmar, Philippines, Thailand and Viet Nam, the project will (1) encourage partnerships between the public and private sector, as well as civil society and development partners at the regional level, to implement and monitor integrity policies in ASEAN; (2) improve transparency in government contracts and increase compliance with international procurement and trade standards; (3) promote business integrity and sustainable practices for private companies and state-owned enterprises; (4) strengthen anti-corruption strategies, policies and laws and improve redress mechanisms for companies, investors and the broader public.

Focus on Gender Equality

In line with UNDP Thailand's work to promote more inclusive employment practices, and as a part of an ongoing knowledge series that explores the intersection of gender equality and fair business under the regional project, UNDP Thailand plans to develop an advocacy report on factors that promote gender-equal leadership at the workplace.

The findings of this part of the project will have two main purposes; provide a foundation for UNDP Thailand to deepen its work on inclusive employment practices with a focus gender equality and social inclusion, and to be incorporated in a broader regional report with practices used in different contexts in the region.

The report will describe the business sector's context, trends, existing gaps and opportunities, and will capture the practices as well as enabling factors in the six target ASEAN countries of the regional project. This information will be collected and synthesized to read as a compelling advocacy document to inspire other companies to apply similar practices.

The report will provide a snapshot on catalytic factors for fostering gender equality at workplace. (government measures, and the roles of business associations and civil society). More specifically, the report will focus on examples of practices and measures implemented by Asian and multi-national companies that have demonstrated positive commitments and/or impacts on promoting gender-equal leadership at workplace. Examples of companies' support to promoting gender equality and women's empowerment in their supply chain can also be documented as they potentially influence internal business practices. It will also consider if and how these practices and measures have impacted companies' business performance and workplace culture.

Three main areas of work done by companies will be considered when doing the research: 1) Foster women's leadership skills and opportunities; 2) Promote the workplace gender diversity and inclusion; 3) Support employees' work-life balance.

One national consultant for each country which will be featured in the regional report will be recruited to collect and document the required information and data listed above (including relevant statistics, policies and regulations) and examples of measures and practices of local businesses designed to improve gender inclusion and gender equal leadership.

One regional consultant will be recruited to develop a synthesis report based on the 6 country inputs, which includes recommendations for ways forward.

DUTIES AND RESPONSIBILITIES

Scope of Work

Under the overall guidance of the Gender and Business Integrity Coordinator based in UNDP Bangkok Regional Hub and in close consultation with UNDP Thailand Country Office, the national consultant will be responsible for collecting and documenting information and data in Thailand on:

- Business sector's context, trends, existing gaps and opportunities, as well as data and statistics related to gender parity of women, men and LGBTI people in labour force participation;
- Country-specific catalytic factors to foster gender equality and LGBTI inclusion at workplace, including government policies and programmes, initiatives and influence of business associations and networks, and of civil society;
- Examples of practices and measures of medium to large size companies started in the country as well as multi-national companies to foster gender equal leadership and their impact on companies' business performance and workplace culture.

Performance of the consultant is monitored closely, and regular feedback will be provided by Gender and Business Integrity Coordinator and UNDP Thailand Country Office.

Expected Outputs and Deliverables

The consultant under this contract is required to:

- Research national laws & policies, programmes, and services that are designed to facilitate more gender equal leadership and gender parity in the private sector;
- Collect and analyze national data relating to gender quality and LGBTI inclusion in labour force participation over the past decades;
- Search measures and practices designed to promote gender and LGBTI inclusion and gender equal leadership at workplace applied in companies, and gender equality and women's empowerment in supply chains, through reviewing business journals and industry magazines, company reports, PR publications, social media, news media, and other sources such as government's and business associations' publications, websites, etc;
- If required, conduct interviews to validate information;
- Through UNDP Thailand Office and Gender and Business integrity Coordinator (based in Bangkok), have the draft country inputs validated for the regional alignment.
- Review and revise the relevant segments of the regional synthesis report in accordance with a national stakeholder review.
- Prepare weekly status reports on outreach to Gender and Business Integrity Coordinator and UNDP Thailand Country Office;
- Store and update an online repository with the collected materials;
- Document all the information collected in English and using accessible language.

The consultant will utilize his/her own equipment to complete the assignment.

Intellectual Property

All information collected for the advocacy report pertaining to the assignments as well as outputs produced under this contract shall remain the property of the UNDP who shall have exclusive rights over their use. The products shall not be disclosed to the public nor used in whatever format without written permission of UNDP in line with the national and International Copyright Laws applicable.

The outputs for this assignment are expected as follows:

Outputs	Target Due Date	Review and Approvals Required
Research on national laws & policies, programmes, and services	15 May 2020	Gender and Business Integrity Coordinator UNDP Thailand Country Office
Collection and documentation of private sector's measures and practices	15 June 2020	Gender and Business Integrity Coordinator UNDP Thailand Country Office
Final draft country report.	28 June 2020	Gender and Business Integrity Coordinator UNDP Thailand Country Office
A brief report on analysis of LGBTI inclusion in the workplace as an annex to the final draft report.	5 July 2020	UNDP Thailand Country Office
Revised (as required) national segments of the first draft of the regional synthesis report.	26 July 2020	UNDP Thailand Country Office

	<p>Institutional Arrangement</p> <p>The assignment will be conducted under the overall supervision of UNDP's Asia-Pacific Regional Gender Equality Team Leader and Project Specialist for "Promoting a fair business environment in ASEAN".</p> <p>Duration of the Assignment</p> <p>Up to a maximum of 40 working days over a period of maximum 3.5 months. The expected starting date is 1 May 2020, and the expected ending date is 15 August 2020.</p> <p>Duty Station</p> <p>The assignment will be home-based.</p>

COMPETENCIES

Corporate:

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

Functional/Technical:

- Excellent writing, editing, research, and proofreading skills both in English and Thai;
- Strong ability to communicate and function effectively in an international and multicultural environment;
- Ability to design and conduct interviews;
- Demonstrated accuracy and attention to details;
- Ability to meet deadlines and work under pressure;
- Ability to be flexible and respond to changes as part of the review and feedback process.
- Excellent interpersonal skills;
- Excellent organizational skills.

REQUIRED SKILLS AND EXPERIENCE

Education:

- Bachelor's degree in business studies, management, public policies or related fields.
- Master's degree in similar fields is preferable.

Work Experience:

- Minimum of 5 years of professional research experience in the areas of nexus between gender equality and the business sector, employment issues, and/or organizational culture with published articles on related issues.
- Experience working with major international organizations or the United Nations is desirable.

Language

- Fluency in written and spoken in English.
- Fluency in written and spoken Thai.

Price Proposal and Schedule of Payments

Consultant must send a financial proposal based on **Lump Sum Amount**. 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, anticipated travel costs, living allowance (if any work is to be done outside the IC's home base) 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. Payments will be done upon completion of the deliverables/outputs and as per below percentages:

Payment Schedule

Deliverables/ Outputs	Payment (% of total contract amount)
1) Research on national laws & policies, programmes, and services.	40%
2) Collection and documentation of private sector's measures and practices.	
3) Final draft report.	30%
4) A brief report on analysis of LGBTI inclusion in the workplace as an annex to the final draft report.	30%
5) Revised (as required) national segments of the regional synthesis report.	

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 individual consultants 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;
- **Portfolio**, including URL links where available, of at least three samples of relevant previous work produced; one in Thai and English.

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**

The criteria which shall serve as basis for evaluating offers as follows:

Technical Criteria for Evaluation (Maximum 70 points)

- Criteria 1: Relevance of Education – **Max 25 points**
- Criteria 2: Relevance of work experience – **Max 30 Points**
- Criteria 3: Fluency in written and spoken English – **Max 10 Points**
- Criteria 4: Fluency in written and spoken national language - **Max 5 Points**

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