



## **Terms of Reference**

*for*

### **Gender Agent(s)**

#### **UNDP Turkey Technical Support Program for Gender Mainstreaming in Private Sector**

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##### **1. Background**

UNDP Turkey's Technical Support Programme for Private Sector implementation will target companies that applies and/or wishes to apply for both the global award programmes and the national certification programmes for gender mainstreaming in Private sector. The technical support programme mainly draws on the UNDP Gender Equality Seal (GES) methodology and focuses on pre-certification assistance aiming at to build equality management system as a sustainable internal capacity and to help the organization get prepared to external audit and/or evaluation.

UNDP supports companies who declare an intention to mainstream gender within their internal and external processes and also the companies who apply the national certification and/or global award programmes. In case of application to a certification process including GES for Private sector, UNDP Turkey first supports companies for their basic capacity development and self assessment processes. Second, UNDP provides supports for the companies throughout the gender mainstreaming process in line with the programme they applied. In this context, UNDP offers flexible packages of assistance to each company that can be mutually developed based on the needs determined by the self-assessment and the level of excellence the company aims to reach. This includes but not limited to

- developing basic capacities on gender, gender mainstreaming and equality management through trainings,
- access to and effective use of tools and mechanisms of the global GES programme such as online assessment tools (equality@work) and evaluation matrix;
- assistance for strategy development and planning for improvement;
- roadmaps and techniques for enhancing capacities for establishment of gender equality management system systems (in which gender equality principles are mainstreamed in M&E, reporting, recruitment, procurement, marketing etc.functions of the companies) and for creating gender responsive work environment in line with the international standards and benchmarks;
- creating gender responsive communication, learning, advocacy, partnership plans.

The company will benefit from the expert pool that will be established by UNDP and consists accredited and informed gender agents. UNDP Turkey Technical support programme aims to catalyse the application to the GES global and national programmes and ease the process of gender mainstreaming for the company without compromising the global standards. In this regard the technical support includes all steps starting from the first conduct of with the company to receiving the certification.

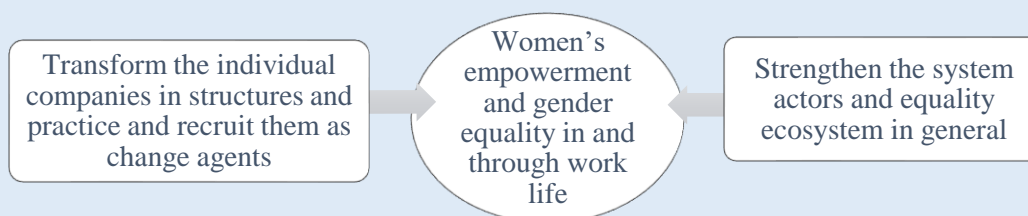
UNDP will establish the Gender Agent pool and accredit the agents to work closely with selected private sector companies to identify and address gender gaps within the selected companies and improve a more equalitarian work environment and management system as well as generate a more gender responsive identity through GES Methodology.

Therefore, qualified Gender Agent(s) will be mobilised under framework contract modality for supporting UNDP Turkey Technical Support Program for Gender Equality Seal. Specific expectation from the Gender Equality Expert will be articulated in the service requests to be made by UNDDP during the course of the contract.

### ***UNDP Gender Equality Seal for Private Sector Programme***

UNDP Gender Equality Seal for Private Sector Programme is a gender equality tool which was launched in 2009. Since its implementation, 1,400 public and private companies in 11 countries are participating in the Program and many more are expected to participate. Due to its success, the Seal is now being implemented around the world as a global programme, adaptable to country-specific contexts.

The Programme offers a framework for private organizations to strengthen organizational gender mainstreaming mechanisms; to implement measures that will close gender gaps and to create equitable conditions for women and men. It provides companies with the information and tools for becoming agents of change by offering working conditions that promote gender equality while increasing their productivity and economic gains.



GES is designed as adaptable to regional, national and local contexts and still capable of applying the same global standards. Built-in methodological sophistication and practicality that has been gained in time and through widespread practice and the global standards underpinning the programme approach are the main assets and competitive advantages of GES among other mainstreaming programmes.

GES is an organizational capacity builder: It enables companies to develop better organizational management systems and practices. Although designed with a focus on the goal of achieving gender equality, the Gender Equality SEAL includes all the essential elements of generic organizational change/development programmes. Based on this quality, it builds capacities for both organizational management and change management; especially enhances the functions of HR, communication, corporate relations, corporate social responsibility departments and their capacities for coordination and inter-departmental work.

GES is an advocacy and communication tool for good business and gender equality: GES specifically targets increasing the visibility of the programme and the GES certificate. It will effectively portray the Programme and certified companies as ethically accountable and holding up good business principles.

GES is a strong gender marker: GES will be endorsed to government, sector leaders and financial institutions encouraging them to use GES certification as a marker in evaluation of the applications for support/incentive and credit programmes and in developing supply chain relations. It is an indicator for the responsible production and consumption.

## **2. Scope of Work**

UNDP will mobilize at least one (1) or more individual consultant(s) [hereinafter referred as IC] (at most 5) as **Gender Agent** for UNDP Turkey Technical Support Program for Gender Mainstreaming in Private Sector on a framework contract basis. The following duties and responsibilities are indicative and subject to further detailing through specific service requests to be made by UNDP during the contract duration.

The overall objective of the assignment for each and every individual gender agent to provide technical assistance to the selected private sector company during the implementation process of the Gender Mainstreaming. *Within the scope of the assignment*, the Individual Consultant(s) (IC) is expected to provide consultancy services for the following measurable outputs through framework agreement:

- a. Participation of Gender Agent Training
- b. Conducting the self-assessment processes for gender mainstreaming
- c. Developing the action plan for improvement and development of gender equality management
- d. Providing advisory support to implement gender mainstreaming and gender equality management system
- e. Supporting the process of self-evaluation of the improvement

Measurable Outputs	Key Results Expected/Major Functional Activities
<b>Participation of Gender Agent Training</b>	<ul style="list-style-type: none"> <li>Participate Gender Agent Training of UNDP Turkey CO</li> </ul>
<b>Conducting the self-assessment processes for gender mainstreaming</b>	<ul style="list-style-type: none"> <li>Provide technical support to the selected private sector company for Equality@Work platform</li> <li>Provision of top quality analysis and substantive inputs for self-assessment process</li> <li>Provide initial capacity development trainings for company staff</li> </ul>
<b>Developing the action plan for improvement and development of gender equality management</b>	<ul style="list-style-type: none"> <li>Provision of technical expertise in determining the road map of the Gender Equality Seal Programme.</li> <li>Draft “action plan for improvement” and propose activities to be identified together with the Gender Equality Committee of the company.</li> <li>Provide advisory support for Gender Equality Committee of the company to establish a work plan in which the activities as well as duties and responsibilities are identified.</li> </ul>
<b>Providing advisory support to implement gender mainstreaming and gender equality management system</b>	<ul style="list-style-type: none"> <li>Advise the company during the implementation process of the Gender Equality action plan.</li> <li>Provision of strategic advice to the company work on the new processes of Gender Equality Seal Programme at every step as required.</li> <li>Provide trainings for the company staff on gender issues.</li> <li>Organize trainings with the contribution of relevant experts.</li> <li>Provision of technical expertise in effective implementation of Gender Equality Seal “action plan for improvement”.</li> <li>Provide advisory support to the Gender Equality Committee of company on their duties and responsibilities.</li> <li>Provision of technical expertise in implementing the action plan.</li> </ul>
<b>Supporting the process of self evaluation of the improvement</b>	<ul style="list-style-type: none"> <li>Monitor progress in the implementation of the action plan, supporting the company in the identification of bottlenecks and corrective action required to improve the programme.</li> <li>Provide technical support to the selected private sector company for reevaluation process.</li> </ul>

UNDP may request additional actions/services within the scope of and related with this Terms to improve/enhance the quality of the overall output. Each activity to be conducted by the IC(s) is subject to UNDP approval.

### **3. Expected Outputs and Deliverables**

The IC(s) will be contracted through a framework basis agreement in which the services will be received through the specific service requests. The deliverables will be identified by UNDP Turkey CO in the multiple service requests.

### **4. Specific Service Requests**

The framework contract will be executed based on assignments detailed in each specific service requests to be made by UNDP. The consultant(s) will have the overall responsibility to the preparation of specific ToRs for each assignment and quality control of deliverables. Service requests will be developed in close coordination with the company and UNDP Turkey CO's Gender Agent. The time schedule for each assignment will be determined by UNDP in direct consultation with the consultant(s). Service request will be effective upon signing and return by the consultant.

### **5. Institutional Arrangement**

UNDP Turkey CO will;

- Provide the consultant with relevant documents,
- Provide the consultant to get support from the UNDP Regional Hub—the Bureau for Latin America and the Caribbean for online Gender Equality Seal Certification Programme,
- Provide the consultant with full support in any further analysis of the data where necessary,
- Facilitate communication with the company and other stakeholders,
- Give feedback to the draft, final reports and all other deliverables prepared by the Consultant.

**All documents and data provided to the consultant are confidential and cannot be used for any other purposes or shared with a third party without any written approval from UNDP.**

Meetings in the field will be facilitated and organized by UNDP. Travel and transportation to and from duty station will be organized by UNDP. Travel costs will be reimbursed by UNDP upon provision of documents on proof of travel.

The consultant will be under the direct supervision of the UNDP Turkey Gender Equality Analyst and work in close collaboration with selected company and UNDP Turkey CO's Gender Focal Point and Gender Equality Advisor.

### **6. Timing and Duration**

The assignment is expected to start in **4 December 2020** and be completed by **31 December 2022**. The each and every consultant is estimated to invest (at maximum) 100 working days to fulfill the required tasks as per specific service requests to be made by UNDP throughout contract validity.

## 7. Place of Works

Place of work for the assignment is home-based (*duty station of consultant*). Travels, accommodation and living expenses with respect to UNDP's -various projects needs- and the duties and responsibilities of the consultant stated in Item 2; (inter-city, intra-city travels, living costs such as breakfast, lunch, dinner, etc.) in place of residence will be borne by the consultant. In case of travel needed, travel related costs will be reimbursed to contractor or covered by UNDP through its Travel Agent. The cost and terms of reimbursement of any travel authorized by UNDP for Individual Contractors must be negotiated prior to travel. Assignment-related travel and accommodation costs, **which are pre-approved** by UNDP, outside of the Duty Station will be borne by UNDP in line with UNDP's corporate rules and regulations and arranged through the travel agency UNDP works with. During the travels the respective travels of the consultant may either be;

1. Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the IC or
2. Reimbursed to the consultant upon the submission of the receipts/invoices of the expenses by the consultant and approval of the UNDP. The reimbursement of each cost item subject to following constraints/conditions provided in below table;
3. covered by the combination of the above options

The following guidance on travel compensation is provided per UNDP practice.

Cost item	Constraints	Conditions of Reimbursement
Travel (intercity transportation)	Full-fare economy class tickets	1- Approval of UNDP before the initiation of travel 2- Submission of the invoices/receipt, etc. by the consultant with the UNDP's F-10 Form 3- Approval of UNDP
Accommodation	Up to 50% of the effective DSA rate of UNDP for the respective location	
Breakfast	Up to 6% of the effective DSA rate of UNDP for the respective location	
Lunch	Up to 12% of the effective DSA rate of UNDP for the respective location	
Dinner	Up to 12% of the effective DSA rate of UNDP for the respective location	
Other Expenses (intra city transportations, transfer cost from /to terminals, etc.)	Up to 20% of effective DSA rate of UNDP for the respective location	

## 8. Required Qualifications

The consultant should have the following experience and qualifications:

	Minimum Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>Bachelor's Degree in social sciences, or related field is required</li> <li>Very good command of both written and spoken English and Turkish is required</li> </ul>	<ul style="list-style-type: none"> <li>Higher university degree (i.e., Master and Ph.D.) is an asset</li> <li>Proven experience in writing reports and making research are asset</li> </ul>
<b>Professional Experience</b>	<ul style="list-style-type: none"> <li>Minimum five (5) years of professional experience</li> </ul>	<ul style="list-style-type: none"> <li>More than five (5) years of professional experience is an asset</li> </ul>
<b>Specific Experience</b>	<ul style="list-style-type: none"> <li>Proven knowledge in gender equality, gender mainstreaming, women's work and employment, gender relations in organizational settings.</li> </ul>	<ul style="list-style-type: none"> <li>Proven experience in reporting and analysis of figures and statistics, and/or action plan elaboration is an asset</li> <li>At least 1 year of work experience in the areas of organizational change, and/or total quality management systems, and/or organizational performance improvement consultancy, and/or strategic planning, and/or human resources management</li> </ul>
<b>Notes:</b> <ul style="list-style-type: none"> <li>Internships (paid/unpaid) are not considered professional experience.</li> <li>Obligatory military service is not considered professional experience.</li> </ul>		

The consultant should avoid any kind of discriminatory behavior including gender discrimination and ensure that

- human rights and gender equality is prioritized as an ethical principle within all actions;
- activities are designed and implemented in accordance with "Social and Environmental Standards of UNDP";
- any kind of diversities based on ethnicity, age, sexual orientation, disability, religion, class, gender are respected within all implementations including data production;
- differentiated needs of women and men are considered;
- inclusive approach is reflected within all actions and implementations, in that sense an enabling and accessible setup in various senses such as disability gender language barrier is created;
- necessary arrangements to provide gender parity within all committees, meetings, trainings etc. introduced.

## **9. Payment**

The contract to be signed between UNDP and the consultant will not entail a financial commitment from UNDP. UNDP's financial commitment will be established on an ad-hoc basis every time as services are officially requested by UNDP.

Payment terms and conditions will be specified in the specific service requests. Payment terms and conditions along with the daily fee rate (indicated in the contract) and number of days invested (not to exceed maximum number of days in the service request) will be the basis of payment to the IC. Payments will be made against submission of the deliverable(s) in the specific service requests by the IC and approval of such deliverables by UNDP. UNDP will cover pre-approved travel and accommodation costs of the IC when traveling outside of the duty-station and upon submission of relevant documentation.

The consultant shall provide IC Timesheet together with the deliverables/progress report (that shows specific service requests provided by consultant) in order to proceed with the payment. Without submission of and approval of the deliverables, the IC holder shall not receive any payment even if he/she invests time for this assignment. The amount paid shall be gross and inclusive of all associated costs such as social security, pension and income tax.

The consultant shall be paid in US\$ if he/she resides in a country different than Turkey. If he/she resides in Turkey, the payment shall be realized in TRY.

The amount paid shall be gross and inclusive of all associated costs such as social security, pension and income tax.

**Tax Obligations:** The IC is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the IC.