

Terms of Reference

National Consultant for a Research on “Unlocking Opportunities to Build a Better Normal: Toward Gender Responsive and Resilient MSMEs in the Manufacturing & Support Industries in the Philippines”

Background

With the UN Secretary General António Guterres recognizing that Covid-19 pandemic is not just a health crisis, but a human crisis too – it is noted that the impact of the pandemic despite its devastating effects globally is not equally borne. It is heaviest among the most vulnerable, marginalized and underserved sectors and communities.

The Philippines, despite being among countries with longest lockdown measures mirror this reality. Amid the continuous need to limit/localize mobility and contain transmission, there is increasing pressure to open up the economy and support survival of livelihoods and businesses. Torn between ensuring health and safety against economic and financial needs from the households up to the national scale – a well thought solution and recovery plan should be put in place. With MSMEs, contributing to 36% of total value-added in 2018 and employed 63% of the workforce, they remain to be one of the highly-vulnerable groups to economic impact need the most support not only during emergency periods but also during the recovery phase. They will definitely need resources to also build resilience against future shocks.

Recognizing this dilemma, various UN agencies and related organizations conducted rapid assessments and studies about the socio-economic impact of Covid-19 among different target groups, communities, sectors and agencies. The UNIDO, ILO and UN Women held parallel efforts to understand this and saw the critical role that MSMEs play in providing livelihoods in the communities and also supply key needs of bigger companies and market players. Results of these parallel studies surfaced systemic issues relating to supply chain integrity, business continuity operations including workplace safety and flexible work arrangements, ensuring industrial safety and labour standards add to this the huge need to access additional financing to support operations. This is also an opportunity to highlight value adding linkages of initiatives at the agency level. For instance, as UNIDO emphasizes information gathering and better understanding of the aspects of product/service diversification and digitalization of MSMEs in the manufacturing sector, as these are one of the conduits for successful recovery, resilience-building, and adoption to the “new normal” and the new business environment created by the COVID-19 pandemic, this is also reinforced by ILO’s recent country study on the Future of Work.

As ILO Monitor¹ reported the anticipated massive job losses because of these challenges in the business sector, it has noted the severe impact of COVID-19 on women workers because of their over-representation in some of the sectors worst affected by the crisis, such as accommodation, food, sales and manufacturing. This validates UN Women’s assessment and raises the concern about losing the gains and all the work done in promoting women’s empowerment and gender equality. Women dominate the manufacturing industry specifically in the apparel/garments, consumer goods, and electronic components, peripherals and accessories² along with their smaller suppliers where

¹ ILO Monitor: Covid19 and the world of work: 5th Edition, July 2020

² <https://psa.gov.ph/content/women-manufacturing-industries>

operations were affected because of lockdown measures. But, the situation no matter how difficult and challenging is also unlocking opportunities to build a better normal. This include (1) leveraging the fast-evolving digital environment for productivity and competitiveness; (2) adopting quality and safety standards to facilitate access to new markets; (3) strengthening sustainability and resilience aspects in the preparation of financing packages, especially in support of the: “missing middle”; (4) capitalizing on the momentum created by the pandemic to further promote the creation of gender inclusive, greener industries and decent jobs.

Despite the wide scope of work that needs to be done to understand further the possibilities and the importance of having resilient MSMEs, the opportunity to look into how this can be translated into the manufacturing industry and support services sector is wanting, given the high contributions it offers to the Philippine economy. Further data gathering and analyses is needed to guide joint programme development, taking into account differences, challenges and the specific needs of various enterprises within different value chains and its accompanying workforce.

The proposed research will contribute to the Prosperity and Planet Pillar strategic objectives under the Philippines Socio-economic and Peacebuilding Framework (SEPF) highlighting the crosscutting issue on gender and diversity particularly on emerging areas including: (1) integrating green and climate lens in recovery efforts; (2) promoting dialogue-based mechanisms as leverage to derive innovative solutions; (3) strengthening resilience building in all sectors and all levels of government. The work also highlights the interlinking nature of aspirations under Prosperity and Planet Pillar, recognizing the importance of creating a balance between the two, focusing on decoupling economic growth from environmental degradation and ensuring that women’s situation and context are incorporated in all these emerging areas and tackled in all recovery and resiliency building efforts.

Importantly, the research will likewise support the Government’s efforts under “We Recover as One” where government priorities highlighted for MSMEs include (1) access to finance; (2) provision of additional support for businesses; and (3) capacity building.

Objective

This engagement aims to conduct an evidence-based research, focused on establishing the current state of MSMEs belonging to the manufacturing sector and related support industries, to understand and assess the evolving impacts and unique challenges posed by Covid19 pandemic, such as:

1. Coping mechanisms, awareness of opportunities, and perceived barriers at the enterprise level, with regards to preserving employment, product/service diversification (including access to markets as well as opportunities to participate in the global value chain through exports), digitalization efforts, maintaining cash flow and where they are seeking support.
2. MSMEs’ needs and other pre-conditions to help them recovery and become better, gender inclusive and greener businesses in the new normal; this should also include a review of how the support from the government, financial institutions and other private sector & interest groups and organizations are contributing to respond to these needs;
3. Emerging good practices that will lead to gender responsive and sustainable recovery, and the creation of climate-smart enterprises and green jobs.
4. Understand how all of the above efforts and initiatives can better situate and facilitate women’s opportunity to thrive and lead in the changing business environment and work contexts, further looking at how to enhance strategies and refine mechanisms in place.

The engagement is expected to deliver the following outputs:

1. A multi-stakeholder consultation involving groups from the manufacturing industry, government agencies, labour groups and women’s organizations
2. A Research Report³ that forwards recommendations and highlights good practices based on consultation/s with MSMEs and stakeholders, and the validation process using prior research and collated information from recent policies and updated data sources on the subject.
3. Communication & Info package / materials based on the results and findings of the research report, which can be used for advocacy, knowledge sharing and action programming purposes. (Briefers, Flyers and presentation assets ie 15 min ppt presentation and/or 1 min motion graphic AVP, etc).

Tasks

The production of research will involve tasks based on the phases indicated below.

Taking advantage of the recently concluded surveys and impact assessment studies by the respective UN agencies and considering the intent to add value to these assets, despite the limited time duration and resources, an *Evidence-Based Research* approach can be used. Combined with collaborative inquiry & participatory methods, analytical frameworks such as the ILO’s Value Chain Analysis for Decent Work & green jobs and Just Transition framework, UNIDO’s sectoral assessment guides, and UNWomen’s gender analysis tools, can also be applied. The details of methods and process to be used will be discussed and agreed with the technical consultant, during project inception. Further, agreement on the scope and coverage of research will also be included in the discussion, and comprise the research design, to frame the rest of the tasks.

(Refer to appended Annex: Tentative Research Framework)

Time frame, deliverables and fees

	Deliverables	Time frame	Professional/Consultant Fees		
			Days	Costs/ day in USD	Total in USD
	Phase 1 : Data Gathering and Research				
1	Finalized Research Framework, methods and instruments to use, and expected deliverables, presented and agreed upon during an inception meeting	1 week			
2	Desk Research to collate various assessment studies and research & respective info on priority sector/subsectors/value chains	3 weeks			
3	Key Informants’ Interviews (key agencies, manufacturing enterprises and sector groups, workers’ org, employers’ org and women’s network, etc)	2 weeks			
4	Report Draft 1	1 week			
	Phase 2: Consultations and Information Packaging				
5	Multi-Stakeholder Consultation* focused on the Manufacturing Industry’s situation and needs to build	1 day			

³ Main content no more than 30 pages

	back better, be more resilient and gender inclusive businesses				
6	Report Draft finalization and packaging	1 week			
7	Communication / Briefing Materials development	1 week			
8	Final Report** + Info launch	1 day			
TOTAL					

*Multi-stakeholder Consultation/s conducted no later than 04 Dec 2020

**Final report submission by 15 December 2020

Deviations from these deliverables can occur according to the evolution of the assignment; however, any changes observed or anticipated should be consulted with the focal person.

Payment Terms

Payment will be made only for services that have been performed and for deliverables that are successfully completed to the satisfaction of the ILO, UNIDO and UNWomen. The payments will be made according to the following schedule:

- The first payment of **USD XXX** will be made upon receipt of deliverable 4 (Phase 1) on or before **01 December 2020** to the satisfaction of the ILO, UNIDO and UNWomen and presentation of the invoice.
- The second payment of **USD XXX** will be made upon receipt of deliverable 8 (Phase 2) on or before **15 December 2020** to the satisfaction of the ILO, UNIDO and UNWomen and presentation of the invoice.

Staffing, Roles, and Reporting

The consultant will provide regular updates for the work carried out to the ILO, UNIDO and UNWomen Country Offices for the Philippines, including respective UN Agency Specialists designated to provide technical backstopping for this engagement, during scheduled joint meetings and/or through emails.

Specific Clauses

Throughout the course of this assignment, the consultant will report on a weekly basis during joint meetings with ILO, UNIDO and UN Women for coordination and follow-up. All communication to other relevant stakeholders should be coordinated/confirmed during these joint meetings with ILO, UNIDO and UN Women. If it appears necessary to modify the tasks of work or exceed the time allocated, the consultant must discuss the circumstances and obtain prior written approval. ILO, UNIDO and UN Women may disclose the draft or final documents and/or any related information to any person and for any purpose they may deem appropriate.

Required skills/experience

- An advanced degree in the field of economics, business, governance, social development, social sciences, anthropology, or related area with demonstrated expertise and/or track-record on works related to MSME, Industry development and value chains, human resource and employment, gender, sustainability, innovation and financial inclusion issues.
- Relevant experience in development economics, industrial and social policy development, gender-based approaches, supply chain management and/or value chain development.

- Excellent knowledge of industry sectors development in the Philippines and corresponding analyses in respect of trade and economy, supply chains, labour market, social inclusion, as it links to policy research & development
- Excellent drafting and report writing skills. Ability to present information in readily understandable forms, which should include data visualization.
- Ability to communicate effectively both orally and in writing, with excellent command and proficient working ability in English.
- Ability to work on own initiative as well as a member of a team. Ability to plan and organise work.

The interested candidates must submit their short proposal with the following: i) proposed workplan, ii) proposed detailed budget, and iii) qualifications and relevant experience of consultant/s and/or institution (include CV/s as annex). The short proposal must be submitted through Ms Georgia M. Pascual, National Project Coordinator of ILO CO-Manila at pascualg@ilo.org , with copy to Mr Ricardo G. Misa, Programme and Administrative Assistant at misa@ilo.org on or before 5.00 p.m. Manila time, 4 November 2020, Wednesday. Only shortlisted candidates will be contacted for short interviews for the final selection.

Annex

The ILO, UNIDO and UNWomen will provide relevant documentation, references, and data sets available. All available assets, including those sourced by the consultant will be compiled and form part of the full reference set for the research.

TENTATIVE RESEARCH FRAMEWORK:

