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Women Entrepreneurs as Drivers of Business Integrity in Emerging and Developing Markets

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Abbreviations

Full Names	Abbreviations
Alliance for Integrity	Afin
Association of Southeast Asian Nations	ASEAN
Federation of Business and Professional Women of Thailand	FBPW
National Public Procurement Agency of Indonesia	LKPP
Organization for Security and Co-operation in Europe	OSCE
Promoting a Fair Business Environment in ASEAN	FairBiz
Saya Perempuan Anti-Korupsi	SPAK
Small and Medium-sized Enterprises	SMEs
United Nations Development Programme	UNDP
United Nations Office on Drugs and Crime	UNODC
Women-owned Small and Medium-sized Enterprises	WSMEs

Executive Summary

Background

Business Integrity is identified as a set of principles, rules, practices, and policies to run companies based on transparency, accountability, strong ethical guidelines, and anti-corruption compliance.¹ Research indicates that female-owned businesses pay less in bribes, and corruption is seen as less of an obstacle in companies where women are represented in top management.² At the same time, women are often vulnerable to unfair and discriminatory business practices. Recently, there is a tendency that suggests the research and practice have been slowly shifted to women's role in promoting business integrity. Nonetheless, further investigation is needed in this area.

In 2018, UNDP BRH launched a regional project on “Promoting a fair business environment in ASEAN (2018-2022)” (the “FairBiz”), targeting 6 countries: Indonesia, Malaysia, Myanmar, the Philippines, Thailand and Viet Nam. This project aims to promote fair, transparent and predictable business environment by working with both governments and the private sector in a collaborative manner. The FairBiz project's interventions in Thailand and Indonesia have, for the first time, produced empirical evidence of how practical training can have impact on individual companies, and with the support of local grassroots organizations, how it can create the beginnings of a social movement led by women entrepreneurs for women entrepreneurs.

Thus, based on the aforementioned experiences, this report is aimed at exploring how to efficiently mobilize women entrepreneurs to promote business integrity in the emerging and developing markets.

Methodology

A comprehensive methodology is used to carry out the investigation on the relevant issues. A systemic literature review was conducted; in particular, United Nations Office on Drugs and Crime (UNODC)'s publication “The Time is Now- Addressing the Gender Dimensions of

¹ [Gender Diversity and Inclusion for a Fair Business Environment \(undp.org\)](#)

² [Diversity and Inclusion \(undp.org\)](#)

Corruption”, which presents a unique perspective to examine the gender and anti-corruption issue.³ Secondly, the review and analysis of data produced by UNDP FairBiz Project were carried out, with a focus on examining the data collected from pre- and post-training surveys, observations from training, Open Days and Action Days, and results of participants’ responses to feedback questionnaires. Furthermore, Semi-structured interviews on the relevant personnel were conducted. The interviewees were from different stakeholders, such as UNDP personnel who closely involved in the projects, members of staff of the organizations who were intimately involved in the similar projects, members of staff of the women business/industry associations who actively facilitated the formation and delivery of the training of the women entrepreneurs and following up events, women entrepreneurs who participated in these projects, as well as the trainers who delivered the training and facilitated the following-up Open Day events.

Key Findings and Recommendations

The UNDP FairBiz projects have successfully promoted female leadership in the aspect of promoting business integrity with an innovative approach; however, certain areas such as pre-training self-assessments design can be improved. Based on this study; in particular the successful experience and lesson learnt this report recommends the following systemic steps for the future endeavours:

- Understanding the long-term nature of the activities to promote business integrity, and enhancing the sustainability of the business integrity promotion programs
- Investigating the major social, legal, and political constraints in the region concerned before launching the work of promotion business integrity from female perspective
- Choosing the key stakeholders who will be actively involved in the project
- Identifying the real needs of the female leaders in the process of the promoting business integrity
- Organizing effective trainings and implementation plan through real actions
- Establishing a full scope supporting network for the female entrepreneurs to drive the change in business integrity practice
- Identifying the role model and showcasing their successful stories
- Actively engaging with new generation female entrepreneurs and students

³ UNODC, 2020.

- Continuing examining how to actually bring out female entrepreneurs’ potential to promote business integrity based on their behavior patterns

I. Background

Women are often vulnerable to unfair and discriminatory business practices.⁴ Though, research indicates that female-owned businesses pay less in bribes, and corruption is seen as less of an obstacle in companies where women are represented in top management.⁵

There is a tendency that suggests the research and practice have been slowly shifted to women’s positive role in anti-corruption. However, until recently, studies on the topic were few and far between. United Nations Development Programme (UNDP), Alliance for Integrity, etc. have been leading the field in both policy development and practical interventions in this regard. In 2020, United Nations Office on Drugs and Crime (UNODC) published a major paper [The Time is Now](#) Addressing the Gender Dimensions of Corruption, which has significantly added to the world’s understanding of the issues confronting women entrepreneurs.⁶ Nonetheless, a crucial question that has not been answered is that how to efficiently mobilize women entrepreneurs to promote business integrity in the emerging and developing markets. Subsequently, there is a lack of clear and comprehensive guidance for policy makers and practitioners who work in this field.

The issues in the Association of Southeast Asian Nations (ASEAN) countries have reflected this situation. The ASEAN Economic Community is the 7th largest global economy with a combined Gross Domestic Product of US\$2.6 trillion, which represents a huge potential for lifting people out of poverty in the region.⁷ Nevertheless, corruption has been cited by the private sector as one of the significant challenges of doing business in ASEAN, which discourages investment and threatens the sustainability of economic and social development in the region.

⁴ [Diversity and Inclusion \(undp.org\)](#)

⁵ [Diversity and Inclusion \(undp.org\)](#)

⁶ [THE TIME IS NOW 2020 12 08.pdf \(unodc.org\)](#)

⁷ [56.-December-2015-Fact-Sheet-on-ASEAN-Economic-Community-AEC-1.pdf](#)

To tackle this, in 2018, UNDP launched a regional project on “Promoting a fair business environment in ASEAN (2018-2021)” (the FairBiz), targeting 6 countries: Indonesia, Malaysia, Myanmar, the Philippines, Thailand and Viet Nam.⁸ The multi-year regional project is carried out by UNDP in cooperation with the UK Government and aims to promote fair, transparent and predictable business environment by working with both governments and the private sector in a collaborative manner.

FairBiz’s project design and operations in Thailand and Indonesia, did not only focus on the one-off training, but instead a more hand-on practice such as Open Days, Action Days, were effectively involved. As mentioned earlier, one important aspect has been missing is that the women’s positive role and impacts in fighting corruption. FairBiz’s projects have demonstrated that, women can be - and indeed are - the solution, not the victim of corruption. The FairBiz project’s interventions in Thailand and Indonesia have, for the first time, produced empirical evidence of how practical training can have impact on individual companies, and with the support of local grassroots organizations, how it can create the beginnings of a social movement led by women entrepreneurs for women entrepreneurs.

The FairBiz interventions are not only limited to their impact on individual companies; they provide the basis for the wider role of women entrepreneurs as agents of social change. As the FairBiz’s experience in Thailand and Indonesia has demonstrated, the projects have boosted the women entrepreneurs’ confidence in anti-corruption action, encouraged the relevant authorities to cooperate with this important driver of economic and social development, promoted dialogues between individual, industry associations, and authorities about harnessing women entrepreneurs as a key contributor to building back better following the COVID pandemic. In the long term, these achievements will be an important cornerstone and blueprint for governments in the emerging and developing markets to effectively promote and apply business integrity.

Therefore, this report will investigate and summarises the “pains” and “gains” from the projects, in order to better mobilize women entrepreneurs to promote business integrity in the emerging and developing markets.

⁸ [FairBiz - Promoting a Fair Business Environment in ASEAN \(undp.org\)](https://www.undp.org/en/projects/fairbiz)

II. Methodology

The research was conducted based on a comprehensive methodology, in order to draw on the experience from UNDP's FairBiz projects in Thailand and Indonesia. In general, the methodology used consisted of the following three parts:

2.1 Review of relevant Literature on Gender and Anti-corruption

The relevant literature was examined. As identified, there are some existing publications in this field; for instance, *Seeing Beyond the State: Grassroots Women's Perspectives on Corruption and Anti-Corruption*, *Good Corporate Governance and Gender Diversity in ASEAN*, and *the Future of Leadership is Gender Equal*, from the UNDP.⁹ Furthermore, UNODC's publication *The Time is Now- Addressing the Gender Dimensions of Corruption* presents a unique perspective to examine the gender and anti-corruption issue.¹⁰ OSCE's *Gender and Corruption: What Do We Now?* also examines the relevant issues.¹¹

The literature review provided a comprehensive understanding of this study, as to what has been done in the past, what is the status quo now, and how policy makers and practitioners shall proceed on promoting women's leadership on business integrity in the future. The literature review also conducted with a purpose of identifying the deficiency and limitation of the existing publications, with a purpose of producing a more practical and helpful report to the target audience.

2.2 Review and Analysis of Data Produced by the UNDP FairBiz Project

UNDP's FairBiz project on women and anti-corruption provided solid data sets for this report. The data collected from pre- and post-training surveys, observations from training, Open Days

⁹ UNDP, "Seeing Beyond the State: Grassroots Women's Perspectives on Corruption and Anti-Corruption", UNDP Survey 2012; "Good Corporate Governance and Gender Diversity in ASEAN", UNDP Study 2019; "Future of Leadership is Gender Equal", UNDP Report 2019.

¹⁰ UNODC, 2020.

¹¹ OSCE, 2021

and Action Days, and results of participants' responses to feedback questionnaires were examined and analysed.

Through this approach, the best experiences from the FairBiz projects in Thailand and Indonesia were studied. This will have significant impacts for the future practice in field of women entrepreneurs as the drivers and leaders to promote business integrity in emerging and developing countries.

2.3 Semin-structured Interviews

Semi-structured interviews were used to discover the further experiences regarding the FairBiz projects in Thailand and Indonesia. In order to understand these issues in detail from different stakeholders, interviews were carried out on the following groups:

- Key UNDP personnel, who have been closely involved in the delivery of the relevant projects, such as the staff of the UNDP Bangkok Regional Hub and FairBiz project;
- Members of staff of the organizations who have been intimately involved in the similar projects, such as those from Alliance for Integrity (Afin), etc.;
- Members of staff of the women business/industry associations who actively facilitate the formation and delivery of the training of the women entrepreneurs and following up events, such as Federation of Business and Professional Women of Thailand (FBPW);
- Women entrepreneurs who participated in these projects;
- Trainers who have delivered the training and facilitated the following-up Open Day events.

The interviews on the above were conducted in March 2022. In total, 21 interviews were conducted. The interviewees were asked the questions below:

- What are the major “pains” and “gains”, you have experienced in the process of the UNDP FairBiz project? What aspects you would like to see being introduced to the future practice, and what aspects would you like us to do differently in the future?

- In your opinion, what are the most important factors to encourage women entrepreneurs to take leadership to promote business integrity?
- In your opinion, what are the major social, political, legal, and cultural obstacles preventing female entrepreneurs from promoting business integrity?
- How is a women-led company affected by corruption differently from a man-led?
- In your opinion, how can women entrepreneurs be the drivers of change in business integrity in your country

The results of these interviews will be analysed in the later part of this report.

III. Literature Review

Publications in this area were reviewed. Due to the nature of this report, particular focus was given to the recent policy papers and the practical notes.

The Time is Now Addressing the Gender Dimensions of Corruption

In 2020, UNODC published a major paper, *The Time is Now Addressing the Gender Dimensions of Corruption*, which systematically addresses the issues confronting women.¹² This publication has examined the following aspects: What is the Connection between Gender Inequality and Corruption, What is the Impact of Gender on Corruption and Corruption on Gender, International Frameworks, National Policy Responses to International Commitments, as well as Case Studies covering Brazil, Indonesia, and Ghana.

Among other issues, the connection between gender inequality and corruption is summarized and reviewed. This publication further seeks to consolidate the evidence base for “what is frequently asserted, yet often insufficiently supported: that women are disproportionately affected by corruption”.¹³ This publication suggests that “this is in part because, in most societies, women as a group have less socioeconomic power than men, and in part because there are certain public services that women rely on and where corruption is more likely to be prevalent”.¹⁴ It also suggests that in both of these situations, “intersectional identities of gender with ethnicity, class, age, etc., play a critical role”.¹⁵

In terms of how corruption impacts women and those who are not part of collusive networks, among other issues, this publication illustrates that these networks, maybe referred to as ‘old boys’ clubs, “tend to be predominantly male and cater to their selected members by continuing to exclude outsiders”.¹⁶ This publication also underlines that “gender itself implies a greater risk of exposure to particular forms of corruption; for example, a woman’s body as a currency

¹² [THE TIME IS NOW 2020 12 08.pdf \(unodc.org\)](#)

¹³ Ibid.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ Ibid.

where sexual favours rather than money (or assets with obvious monetary value) are requested or paid as a bribe”.¹⁷

One important perspective reviewed by this publication is the correlation between women’s power-holding and levels of corruption in a country. For the matter, “gains in women’s representation leading to lower corruption”, it happens “when female politicians face greater social pressures than their male colleagues to avoid corruption, and when, choosing to act in the interest of women, they cut large-scale corruption that inhibits their own careers, and cut bribery in key sectors where it most affects women”.¹⁸

The publication also presents three case studies. Indonesia, Ghana, and Brazil were examined due to their experiences in the aspect of the gender perspective of anti-corruption practice. The Indonesia case study explains the complexity and multidimensional nature of the gender dimensions of corruption. This case study reviews that how patronage networks (usually predominantly male) collude and exclude for private gain and limited benefit in the country. Though, this publication also gives an example where women formed clientelist networks to influence local elections in 2017. A further dimension, the Saya Perempuan Anti-Korupsi (SPAK) Initiative (“I am a Woman against Corruption”) shows how women “can be active agents of change by mobilizing their communities to fight corruption”.¹⁹

In summary, this publication has addressed some fundamental theoretical issues. And the case studies on the three countries are helpful to illustrate the gender perspective of anti-corruption. Some innovative approaches maybe serve as practical inspiration to some other regions and countries.

Gender and Corruption: What Do We Now?

Organization for Security and Co-operation in Europe (OSCE) published Gender and Corruption: What Do We Now?²⁰ This publication addresses some important issues from the gender aspects and anti-corruption systemically, such as women in parliament – anti-corruption

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ [507569.pdf \(osce.org\)](#)

force or purity myth, the origin of research on gender and corruption, what role can women play in anti-corruption, what are the differential effects of corruption on men and women, the linkages between poverty and corruption, as well as do men and women experience different forms of corruption-- the role of sextortion.

This paper also briefly suggests some good practice in this field from four dimensions, namely, education, public procurement, civil services, criminalization of sextortion.

Gender Diversity and Inclusion for a Fair Business Environment—An ASEAN Narrative

UNDP's publication *Gender Diversity and Inclusion for a Fair Business Environment—An ASEAN Narrative* addresses business integrity from gender diversity and inclusion perspective.²¹ The key contents presented by this publication are the barriers and opportunities in this area; namely, social norms, enabling environment, and organizational practice (company policies and measures). Situation from five ASEAN countries, Vietnam, Thailand, Philippines, Malaysia, and Indonesia is featured in this report.

This publication reviews case studies from different companies; for instance, Maybank in Malaysia, SM Investments Corporation in Philippines, Magsaysay in Philippines, Thai Union in Thailand Translating, Danone in Indonesia, SAITEX International in Viet Nam, SGV & Co. in Philippines, as well as Blue Bird Group in Indonesia, etc.

This publication concludes that “challenges for promoting gender equal leadership are complex, but the opportunities are promising”.²² Thus, through the analysis and above case studies, some measures and best practices are summarized in this publication, which can potentially inspire companies search for the suitable solutions in this dimension.

Gender Analysis and Recommendations on Law and Policy Framework for Transparency and Business Integrity in Indonesia

²¹ [Gender Diversity and Inclusion for a Fair Business Environment \(undp.org\)](https://www.undp.org/publications/gender-diversity-and-inclusion-for-a-fair-business-environment)

²² Ibid.

UNDP's Indonesia Country Office's working paper has produced this timely piece: Gender Analysis and Recommendations on Law and Policy Framework for Transparency and Business Integrity in Indonesia in January 2022. It examines the legal framework, state of affairs: women and business, as well as companies' good practices. This publication presents the key laws, regulations, and guidelines in this field in Indonesia. It further examines the glass-ceiling and glass wall issues, women's participation in the workplace, gender pay gaps, and gender representation at the leadership level. Some leading practices organised by XL Axiata, PT Unilever, PT Astra, PT Astra Agro, PT Nestle Indonesia, PT Danone, PT Johnson & Johnson Indonesia, as well as PT SMART Tbk, etc. are presented in this publication.

To conclude, aforementioned publications have made remarkable contributions to the gender perspective and business integrity related topic. Nonetheless, having examined the key contents of them, it can be noticed that there is still a significant gap in the current literature and practice. In particular, there is a lack of clear and comprehensive guidance for policy makers and practitioners in the field. Furthermore, although these documents present some interesting case studies which trainings, networks setting, awareness raising were employed; nonetheless, the FariBiz's project design and operations in Thailand and Indonesia were more systemic, which will be introduced in turns below.

IV. Case Studies

4.1 Cultural and Social Environment for Female Entrepreneurs in Thailand and Indonesia

It is worthy to examine the local cultural and social aspects for female entrepreneurs in Thailand and Indonesia, for the purpose of developing effective approaches to promote female leadership in business integrity. The gender norms, are known for being difficult to change, because they are often considered as “normal.”²³ These norms have imposed significant impacts on promoting business integrity from gender perspectives.

As two major countries in ASEAN, Thailand and Indonesia face some common issues, as well as both developed their own trajectories in this aspect.

Thailand

There are many improvements in gender equality perspectives in Thailand in the past few years. Comparing to both Asia-Pacific region and global average, Thailand has a greater percentage of women in senior leadership positions.²⁴ In Thailand’s mid-market companies, women hold 32% of senior leadership positions, which is higher than the global average (27%) and the Asia-Pacific average (26%).²⁵ Furthermore, 24% of CEOs or Managing Directors in Thailand are female, compared to worldwide (20%) and in Asia-Pacific (13%).²⁶

Nonetheless, it shall be noticed that in public and private sectors, women are still underrepresented; in particular, in the parliament, government, judiciary and administration both at national and local levels.²⁷ Furthermore, there is a regional imbalance within Thailand, women in rural areas are still affected by poverty, discrimination and exploitation.²⁸ Many women work in insecure and vulnerable jobs in the informal sector, such as agriculture and as own account and contributing family workers.²⁹

²³ [Improving gender equality in Indonesia: The importance of addressing gender norms | The Abdul Latif Jameel Poverty Action Lab](#)

²⁴ UN Women, [Thailand Country Page - UN Women Asia Pacific | UN Women – Asia-Pacific](#)

²⁵ Ibid.

²⁶ Ibid.

²⁷ Ibid.

²⁸ Ibid.

²⁹ Ibid.

And the discrimination against women still exists in Thailand. More specifically, there is a lack of policy to promote economic empowerment and access to financial services to disadvantaged groups of women.³⁰ In Thailand, women were spending four times (9.6 hours per day) the time men spent (2.4 hours per day) on unpaid care and domestic work before the beginning of COVID-19.³¹

Indonesia

Based on the Indonesia's Central Bureau of Statistics census, per August 2020, women's labour force participation rate in Indonesia was 53 percent, in contrast to men's 82 percent.³² Furthermore, in government, women only comprise 21 percent of parliament.³³ Though it is worth noting that it is estimated that there are around 170,300 Women-owned SMEs (WSMEs) in Indonesia, comprising around one in four of all SMEs in the country.³⁴ WSMEs tend to employ more female comparing to the businesses run by me; thus, there is possibility to increase the rate of paid employment for women.³⁵

In Indonesia, the notion of gender equality become increasingly popular. Nevertheless, in practice, women still face glass ceilings (vertically) and glass walls (horizontally).³⁶ It is "more difficult for women to penetrate more lucrative male-dominated business areas, either by moving upwards to higher management levels or sideways to male dominated business fields".³⁷ And, husbands are considered as the "natural breadwinner" of the family.³⁸ Furthermore, unfortunately the impact of the COVID-19 pandemic has been gendered as

³⁰ Ibid.

³¹ ASEAN and UN Woman (2021), Asian Gender Outlook- Achieving the SDGs for all and Leaving no Woman or Girl behind.

³² [Improving gender equality in Indonesia: The importance of addressing gender norms | The Abdul Latif Jameel Poverty Action Lab](#)

³³ Ibid.

³⁴ [Women and Entrepreneurship in Indonesia \(investinginwomen.asia\)](#)

³⁵ Ibid.

³⁶ UNDP Indonesia (2022), Gender Analysis and Recommendations on Law and Policy Framework for Transparency and Business Integrity in Indonesia.

³⁷ Ibid.

³⁸ Ibid.

well.³⁹ As women are over-represented in temporary or part-time employment, they are more at risk of losing their jobs compared to men.⁴⁰

Having said that, it shall also be noticed that the governments of Thailand and Indonesia have engaged various effort and programmes on creating better conditions for women, although to reform the cultural norms, is not an easy task at all.

4.2 FairBiz Project in Thailand

The FairBiz Project in Thailand, Women Leadership in Business Integrity Initiative, was organised with the partner Federation of Business and Professional Women of Thailand (FBPW). The aim of this Initiative was to strengthen and promote transparency and accountability in Thai business; in particular, the women-led SMEs, through women's business networks. The FBPW, established in 1973, is an associate member of the Business and Professional Women's Association International or the International Federation of Business and Professional Women since 1976.⁴¹ The Aims of the FBPW are:

- Strengthen friendship and understanding among business and professional women in Thailand and Internationally;
- Honor women and improve status of women in business and professional women at all levels;
- Improve standard practices for the business operations and services;
- Unite the capability of business and professional women to make a difference in the society at both national and international levels.⁴²

With a purpose of transferring the learning into real practice, the FairBiz project did not stay at the training stage, instead a systemic development plan for the trainees was designed. The whole programme consisted of the followings:

- Pre-training self-assessment: Two weeks before the training

³⁹ Marian Baird and Elizabeth Hill (May 2020), A Rapid Analysis on COVID-19 and Implications for Women's Economic Participation.

⁴⁰ Ibid.

⁴¹ [ABOUT - FBPW \(bpwthailand.org\)](http://bpwthailand.org)

⁴² Ibid.

- Training workshops: 22 June 2021 and 24 June 2021
- Evaluation of the training: 24 June 2021
- Open Days: 18 August 2021 and 26 August 2021
- Action Day: 23 September 2021

The programme was well-received. 33 female business leaders attended the training workshop, The trainees were recruited through FBPW's members.

Pre-training Self-assessment

A pre-training self-assessment was distributed to the trainees before the training. The self-assessments (Appendix 1) were used to test the status quo of the trainees' companies in the aspect of business integrity building, as well as their understandings of this topic. 25 trainees participated in the self-assessment, among which 72.73% were at the Board Member Level, and 27.27% were managers in their companies.

As suggested by the Table 4.1, the top issues and problems faced by this group of trainees were the lack of external certification of business integrity practices such as ISO 37001, compliance department or capability, internal audit department or capability, policy to self-report to the public authorities in the event of breaches of law or regulations, as well as the regularly performed risk assessments.

In contrast, further suggested by the same table, that the trainees were confidence about the following aspects: adopting /upholding/promoting written values of business integrity both internally and externally, employees' understanding and following thee written values of business integrity, considering organisation's values and ethics when hiring new recruits, top management's publicly support the business integrity commitment, as well as prohibiting any forms of discrimination based on gender and age.

Thus, the training materials were particularly developed with referencing to the actual needs of these female business entrepreneurs.

Table 4.1 Status of the Business Integrity Implementation in the Trainee’s Campines

QUESTIONS (27)	DIFFICULTY	AVERAGE SCORE
Q29 Does your company have external certification of business integrity practices such as ISO 37001?	1	32%
Q24 Does your company have a compliance department or capability?	2	39%
Q25 Does your company have an internal audit department or capability?	3	48%
Q28 Does your company have a policy to self-report to the public authorities in the event of breaches of law or regulations?	4	54%
Q14 Does your company regularly perform risk assessments?	5	57%
Q26 Does your company have a whistleblowing system for reporting of misconduct?	6	58%
Q15 Does your company conduct due diligence on third party suppliers and other business partners?	7	61%
Q27 Does your company investigate potential breaches of business integrity?	8	67%
Q12 Does your company have a policy governing employee interaction with public officials?	9	68%
Q19 Does your company communicate business integrity messages to external stakeholders?	9	68%
Q18 Does your company provide regular training to employees on business integrity?	11	69%
Q11 Does your company offer guidance to employees about gifts and hospitality, donations and sponsorship?	12	72%
Q21 Does your company reward or incentivize good ethical conduct amongst employees?	12	72%
Q10 Does your company offer guidance to employees on conflicts of interest?	12	72%
Q17 Does your company adequately explain how to report breaches of business integrity?	15	77%
Q9 Does your company have any codes/policies/procedures that prohibit giving and receiving bribes, money-laundering or any other type of corruption?	16	78%
Q20 Does your company consider ethical values when assessing existing staff?	17	79%
Q16 Does your company have established channels for regular communication of integrity messages to employees within the company?	17	79%
Q13 Does your company have a reliable accounting system with clear records in place?	19	80%
Q8 Does your company have any codes/policies/procedures that offer guidance on workplace ethics and behaviour?	20	81%
Q22 Does your company explain to employees the consequences of misconduct within your policies/procedures and staff training?	21	83%
Q23 Does your company take disciplinary action against employees in cases of poor behavior?	22	86%
Q3 Does your company adopt, uphold and promote written values of business integrity both internally and externally?	23	89%
Q6 Do your employees understand and follow these written values of business integrity?	24	94%
Q7 Does your company consider your organisation’s values and ethics when hiring new recruits?	24	94%
Q5 Does your top management (owner, president, CEO) publicly support this commitment?	24	94%
Q4 Does your company prohibit any forms of discrimination based on gender and age?	27	98%

Training

An experienced local independent trainer was recruited to design the training material (together with the UNDP FairBiz team) and deliver the training. The training material was centred at the business integrity aspect, with particular focuses on sustainability, anti-corruption, human rights, diversity and inclusion, as well as ethical and legal contexts.

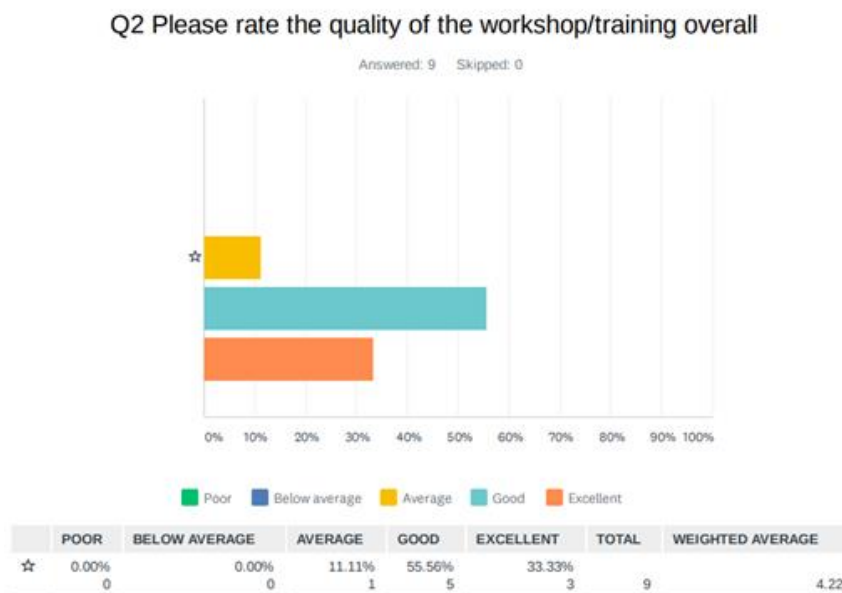
Training Workshops were organised on 22 June 2021 and 24 June 2021 respectively, via online method. Guest speakers from public sector and private sector were also invited. 33 entrepreneurs attended the training. The training was organised with a mixed method, which included such as master sessions and breakout-room discussion. The results from the group discussion in the breakout-room were shared in the main session to enable the trainee experience more from each other.

The contents of training were focusing on the business integrity related issues, such as sustainability, anti-corruption, human rights, diversity and inclusion, and ethics, etc. Furthermore, two important topics on the role of women in promoting integrity in business in Thailand after COVID-19 pandemic, and how can women business leaders promote business integrity in their companies and in the business community were addressed.

Evaluation on Training

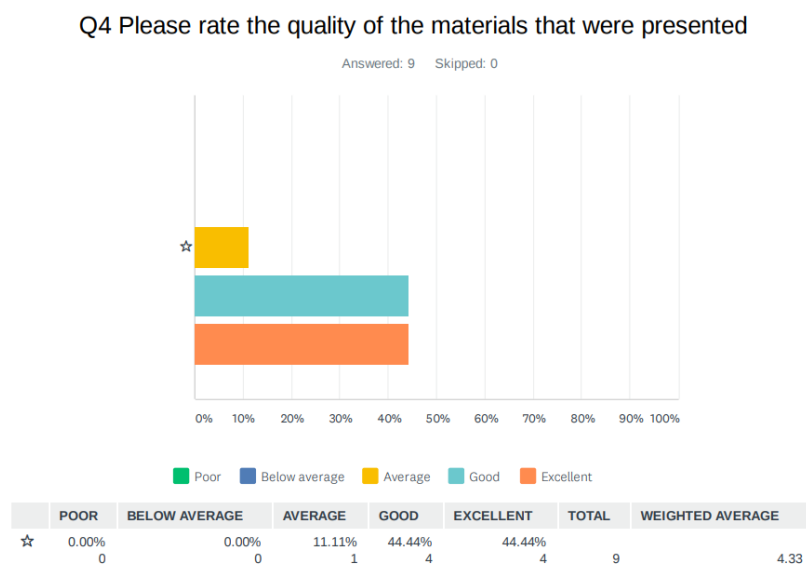
The programme also conducted a post training evaluation (Appendix 2). The result from this evaluation shows that while the two-day workshop had been very interesting and inspirational, though the business environment made it extremely challenging to put many of the ideas of business integrity into practice.

Figure 4.1 Rating of the Quality of the Workshop/Training Overall



As show in the Figure 4.1, 33.33% of the survey respondents thought that the overall quality of the workshop/training is excellent, 55.56% respondents believed that the overall quality of the workshop/training is good, there was no respondent regarded the overall quality of the workshop/raining is below average.

Figure 4.2 Rating of the Quality of the Materials that were Presented



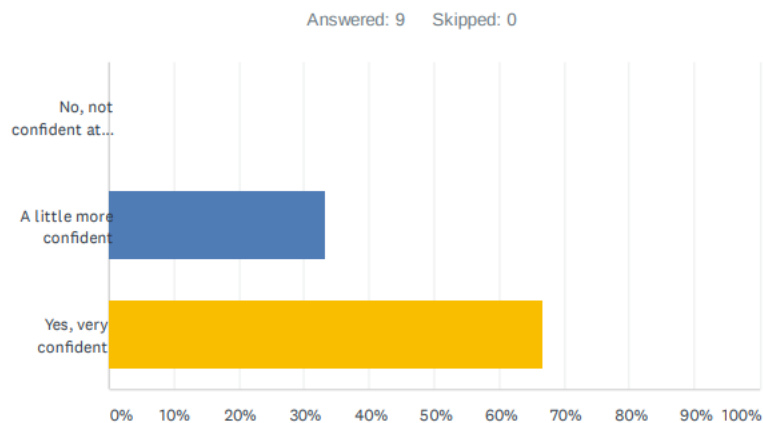
In terms of the quality of the materials were used in the training, as shown in Figure 4.2, 44.44% of the survey respondents thought that the overall quality of the workshop/training is excellent, 44.44% respondents believed that the overall quality of the workshop/training is good, there was no respondent regarded the overall quality of the workshop/raining is below average.

When the trainees were asked that “what did you learn that you can take back and implement in your company?”, the feedback was very positive as well. 8 out 9 respondents expressed their wiliness to implement certain aspect of knowledge learnt from the training into their practices.

As to whether the trainees feel more confident discussing the topic of business integrity, as shown in Figure 4.3, 66.67% of the survey respondents replied that they are very confident, 33.33% respondents believed that they are a little bit more confident, there was no respondent answered that they are not confident.

Figure 4.3 Level of Confidence on Discussing the Topic of Business Integrity

Q8 After the training, do you feel more confident discussing the topic of business integrity?



ANSWER CHOICES	RESPONSES	
No, not confident at all	0.00%	0
A little more confident	33.33%	3
Yes, very confident	66.67%	6
TOTAL		9

#

As it can be seen from the above figure, the training workshops were very effective.

Open Days

On 18 and 26 August 2021, the FBPW, FairBiz team, and the UNDP Thailand Country Office organised two Open Days as a key part of the Women Leadership in Business Integrity Initiative. Following a two-day workshop in which the women discussed how to implement business ethics, transparency and accountability within their business operations, the company leaders were given a three-month period to transfer what they had learnt into practice in their own companies. Before that, two Open Days were coordinated, where each company received expert advice from UNDP FariBiz's team on how to turn the principles of business integrity into practice in their companies and markets.

The women leaders who participated in the first Open Day came a broad cross-section of the Thai SMEs. Some of the companies were service industries connected with tourism, for example hospitality and catering, as well as manufacturing and trading of hotel supplies. There were also representatives from creative industries such as apparel, clothing, jewellery, and fashion, as well as from finance, health, shipping and trading.

Among the attendees, most of them had suffered from the Covid-19 pandemic lockdown. One company had gone out of business, and others were on hold. The other issue which had been commonplace before the pandemic, and were exacerbated as a result of it, was the prevalence of unfair business practices which disincentivised and discouraged entrepreneurs, for example the paying of facilitating payments to local authorities and customs in order to receive enhanced service levels. A number of participants felt that to try to change the culture internally was a fruitless endeavour if the external environment did not reward good behaviour.

On the positive side, most of the women entrepreneurs had optimistic and courageous attitude. Many felt that the pandemic to be something of a watershed, offering time and space for them to redefine their business and an opportunity to devise new ways to approach their markets. Bringing in the innovative techniques of business integrity management they had learnt during the workshop was understood to be timely and necessary, which should be at the foundation of their new business strategies. And starting within their own companies and working together under the leadership of FBPW, was seen as the best way for these women business leaders to promote a fair business environment in their local markets.

Many of the women felt that the FPBW has a very important role to play in advocating for a new way of doing business in the post-COVID era, as it has significant “soft power” to represent its members concerns about the business environment to decision-makers in the central government and local authorities, as well as to large national companies. With its influence, it could create an integrity pact or national campaign of women entrepreneurs to “say no to corruption in Thailand” and who would collectively raise unfair business practices to the attention of the government and media. The FBPW could also act as a forum for women leaders to support each other with advice and innovative approaches to countering corruption. Finally, the FBPW could act as a centre for training and education about business integrity for the new generation of women entrepreneurs.

Action Day

During the Action Day on 23 September 2021, women business leaders shared their stories about the initiatives they were exploring in the past three months, and some of the integrity challenges they were facing in their day-to-day operations.

Here are the top stories shared on the day:

Company A is developing a Code of Conduct. Rather than adopting a template, the company is planning to develop it through consultations with all the employees, thus getting greater buy-in and understanding from the different generations of workers in the company.

Company B, as part of their Code of Conduct, is developing a new gifts and entertainment policy. It is challenging in the Thai context since generous gifts and dinners are very much part of the traditional culture of doing business. During the consultation, we discussed the principle of proportionality, keeping a record of gifts and hospitality, and when receiving or giving gifts, always doing so on behalf of the company rather than as an individual.

Company C has had serious problems with getting a licence to operate from the local authorities. According to the women leader, without a financial incentive, it was literally impossible to get the licence. A number of the FBPW members are operating in this particular region which is also the subject of a UNDP post-COVID development project. One idea was for FBPW and UNDP to enter into a public-private dialogue with the local authorities about a new approach to incentivise and stimulate the building back of the local economy based on the principle of integrity.

Company E had always attributed its success as a business in part to its inclusiveness and diversity. It had always been open to different religions, nationalities and gender orientation. Now, during lockdown and with a bit more time to spare, the management of the company wants to formalise this positive attitude to diversity by embodying it in its Code of Conduct. They also want to include in the Code a stronger commitment to sustainability, and political non-alignment.

Company F has had some problems of discipline amongst employees. The leader felt that she always gave people several chances to improve their behaviour, but this was often not sufficient to cultivate the values and performance which she wanted to see in her company. She will be bringing in a new Code of Conduct and will consider 4 introducing a Values-Performance matrix. When recruiting new employees, she will test for values as well as skills.

The CEO of **Company G** was satisfied that she abided by the best standards within her own company, but as a purchaser of product from many other small companies, she felt not always sufficiently aware of their commitment to business integrity standards. Following the workshop, she committed to reviewing in person the production and employment practices of each and every one of her suppliers and was quite prepared to cut out any which did not meet her own business standards.

Company H is a family business, whose members have very strong religious beliefs. She said that she always tries to explain business ethics to her employees in terms of Buddhist teachings. She felt it would be interesting to develop a Code of Conduct linked to Buddhism.

Company I had recently encountered a case of suspected uncompetitive practices. They had quoted to supply a large company in Bangkok and were told that they had made the cheapest offer. In the event, her competitor was offered the contract. The advice we offered was to raise this to senior management in the company. Alternatively, local business associations where both competitors are members could act as an adjudicator to ensure fair play; and larger business associations could raise the issue with government regulators and ombudsmen on behalf of their members.

Company J had some challenges in getting its sales representatives and agents to embrace the very strong ethical values of this healthcare service provider. The sales bonus has traditionally rewarded performance, but a purely financial reward sometimes incentivises the wrong behaviour – the sales team is hardly likely to raise concerns about integrity issues if “speaking up” negatively impacts their take-home pay. So for Action Day, this company will think about how to incentivise ethical behaviour in a more effective way, for example through some kind of reward for demonstrating ethical behaviour, and by explaining how each member of the team can contribute to building a brand based on four principles of care, health, safety, trust.

Lack of trust is one of the biggest problems for a small company. **Company K** was so concerned that her employees would steal raw materials from her production stockroom that she ended up firing the whole lot of them, and doing all the work herself. For Open Day, she will devise 5 a set of questions that she can ask new employees to understand whether they share her values ...before, rather than after she hires them.

Company L already had some experience in dealing with this issue. The CEO’s policy in recruiting new hires is to understand the character and motivations of the interviewees and their commitment to honesty and integrity in their professional and personal lives. Although this company is in the construction industry, traditionally a high-risk sector, this leader feels that she has the problem of corruption well under control internally. The problems still remain in the broader environment in which the company has to operate.

These above stories have illustrated the success of the systemic methods used in this programme. The female entrepreneurs were equipped with relevant knowledge and skills. Some, as shown above, have been able to apply these skills into their business practice.

4.3 FairBiz Project in Indonesia

FairBiz Project in Indonesia was focusing on developing female entrepreneurs' capacity in public bidding along the business integrity dimension. One unique feature that the women business leaders are facing is the low participation rate on bidding process of the public procurements. According to UNDP, Indonesian National Public Procurement Agency had established Procurement Modernization Project in 2013-2018 which has conducted training for 154 public procurement specialists, only 32 women participants among them at the first phase. To address this concern, UNDP and the Alliance of Integrity (Afin) worked together, with the contribution from the National Public Procurement Agency of Indonesia (in Indonesia known as *Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah*, hereafter the LKPP) delivered the project in Indonesia, which was titled "Empowering Women-led Enterprises accessing Government Contracts with Integrity" (She-Bid).

Afin, a business-driven, multi-stakeholder initiative, works on promoting transparency and integrity in the economic system.⁴³ It cultivates collective action from the private sector, the public sector, and civil society, etc.⁴⁴ Through its platform, Afin offers practical solutions to strengthen the compliance capacities of companies and their supply chains, fosters dialogue between the public and private sectors.⁴⁵

Similar to the Thailand project, the FairBiz intervention in Indonesia adopted a systemic development plan, based on the trainees' actual needs. The whole programme consisted of the followings:

- Pre-training self-assessment: Two weeks before the training

⁴³ [About us - Alliance for Integrity](#)

⁴⁴ Ibid.

⁴⁵ Ibid.

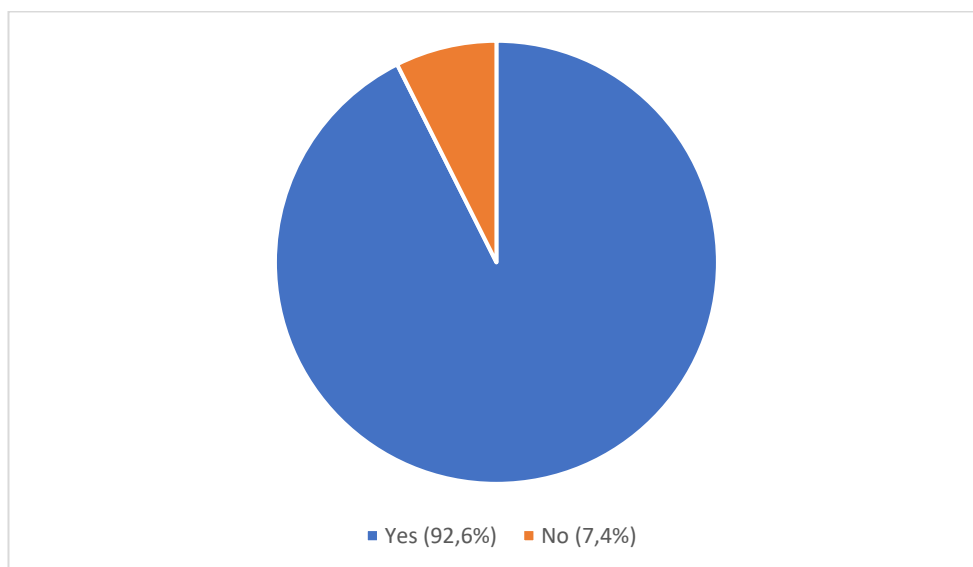
- Training workshops: 27-29 September 2021
- Evaluation of the training: 29 September 2021
- Open Days: 29 November 2021
- Action Day: 28 January 2022

The programme was well-attended. 20 women entrepreneurs in SMEs attended the training workshop, 13 people attended the Open Day, 49 people participated on the Action Day. The trainees were recruited through Afin’s network.

Pre-training Self-assessment

A pre-training self-assessment was distributed to the trainees about two weeks before the training. The self-assessments contained 20 questions (Appendix 3). These were used to test the status quo of the trainees’ companies in the aspect of business integrity building and participation in the public procurement, as well as their understandings of the relevant topics.

Figure 4.4 Is there a Code of Ethics in your Company?



When being asked whether there is a code of ethics in the trainee’s company, as shown in Figure 4.4, 92.6% of the respondents answered yes. When being asked whether there risk management procedures have been put in place in the company, as shown by Figure 4.5, 77.8% of the respondents answered yes. When being asked whether procedures and ways for

employees to deal with grey areas such as gifts, entertainment trips, hospitality, donations, etc., are in place, 70.4% of the respondents answered yes, as shown in Figure 4.6.

Figure 4.5 Have Risk Management Procedures been put in Place in your Company?

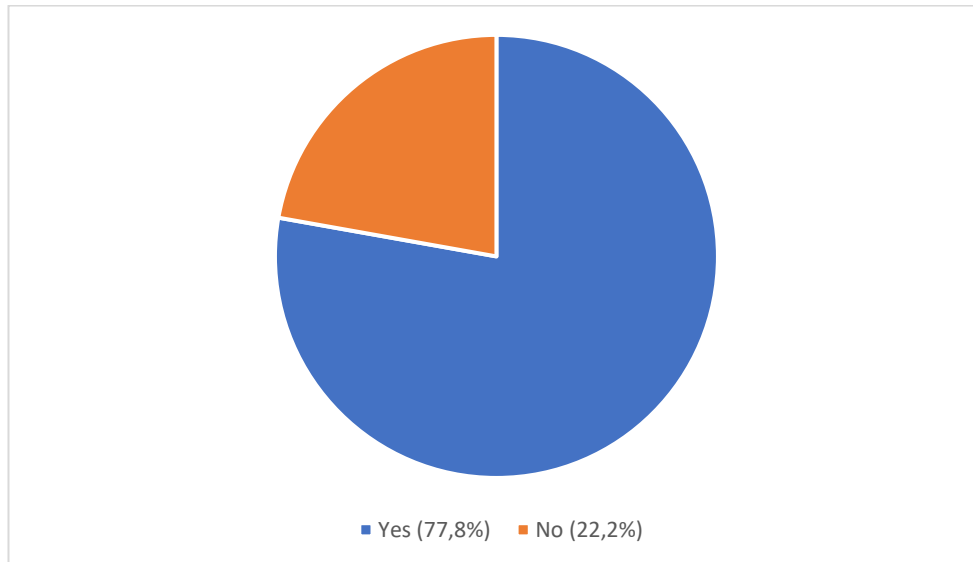
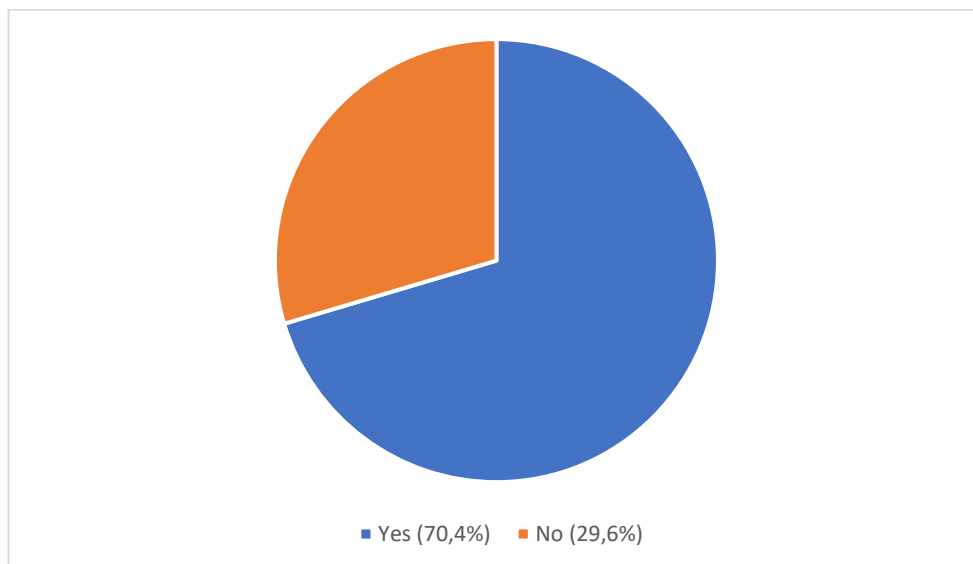


Figure 4. 6 Are there Procedures and Ways for Employees to Deal with Gray Areas?



Training

An experienced local independent trainer was recruited to design the training material (together with the UNDP FairBiz team and Afin) and deliver the training. The training material was centred at the business integrity aspect, with particular focuses on public procurement bidding.

Training Workshops were organised from 27-29 September 2021 through online method. Guest speakers from public sector, in particular, the LKPP, and private sector were also invited. 20 female entrepreneurs attended the training. The training was organised with a mixed method, which included such as master sessions and presentations, and breakout-room discussion. There were also group discussion in the relevant matters.

The contents of training were focusing on the business integrity related issues as well as public procurement. Furthermore, LKPP assigned its speaker to introduce the new E-Learning material, Massive Open Online Course, with an aim to improve the understanding of SMEs of the process of public procurement in Indonesia.

Evaluation on Training

The evaluation on training (Annex 4) was conducted on 29 September 2021. Based on the evaluation survey, which was answered by 19 participants, many positive reviews on the training were received. Table 4.2 shows the responses of the trainees to the question: What did you learn that you can implement in your company?

Table 4.2 What Did you Learn that you can Implement in your Company?

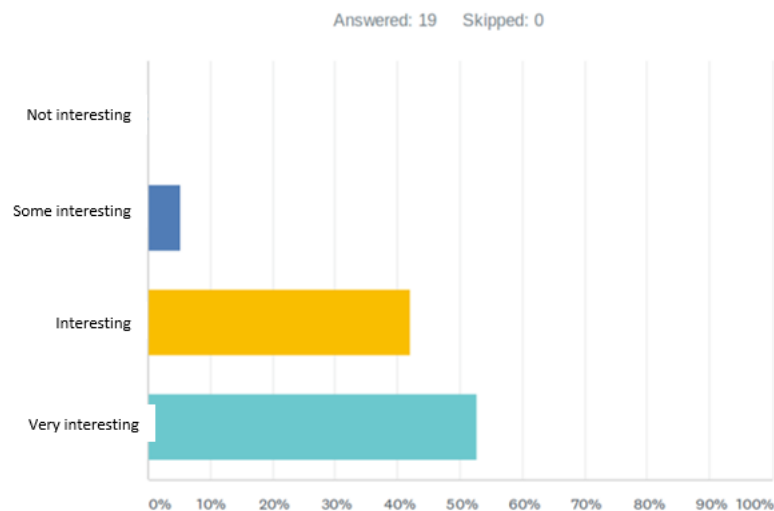
	Responses
1	More confident to participate in government tenders because there are clear rules and integrity
2	Building a business that is healthier, with integrity and most importantly does not harm the country and the people of Indonesia
3	Corruption prevention
4	Understand how to register business to the procurement system
5	Be able to understand new things
6	Keep your integrity
7	Integrity, say NO to corruption!!!

8	I get different insights
9	How to get our products registered in government procurement and how to follow it
10	Integrity and anti-corruption code of ethics, especially in the procurement of government goods and services, sites that are legitimately known by the company to participate in procurement
11	Trust and improve for the better
12	Anti-corruption integrity, stay away from grey area
13	Integrity is a top priority in doing business, as a long-term investment
14	Finally knowing that MSMEs can participate in government tenders
15	Gain knowledge from training
16	Get training knowledge
17	E-purchasing Tender

The training contents received positive feedback as well, as shown in Figure 4.7 52.63% of the survey respondents thought that the content of the training is very interesting, 44.11% of the respondents believed that the content of the training is interesting, 5.26% of the respondents believed that the content of the training is some interesting, and there was no respondent regarded the content of the raining is not interesting.

Figure 4.7 Rating of the Content

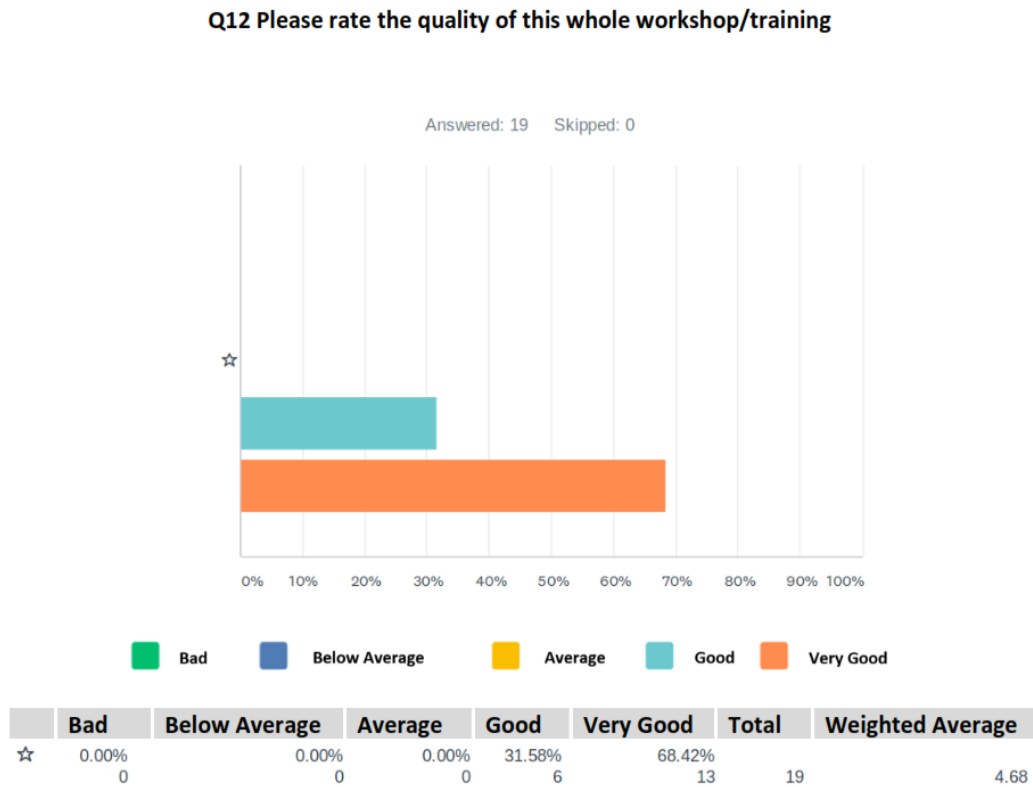
Q4 How do you rate the training content?



ANSWER CHOICES	RESPONSES	
Not interesting	0.00%	0
Some interesting	5.26%	1
Interesting	42.11%	8
Very interesting	52.63%	10
TOTAL		19

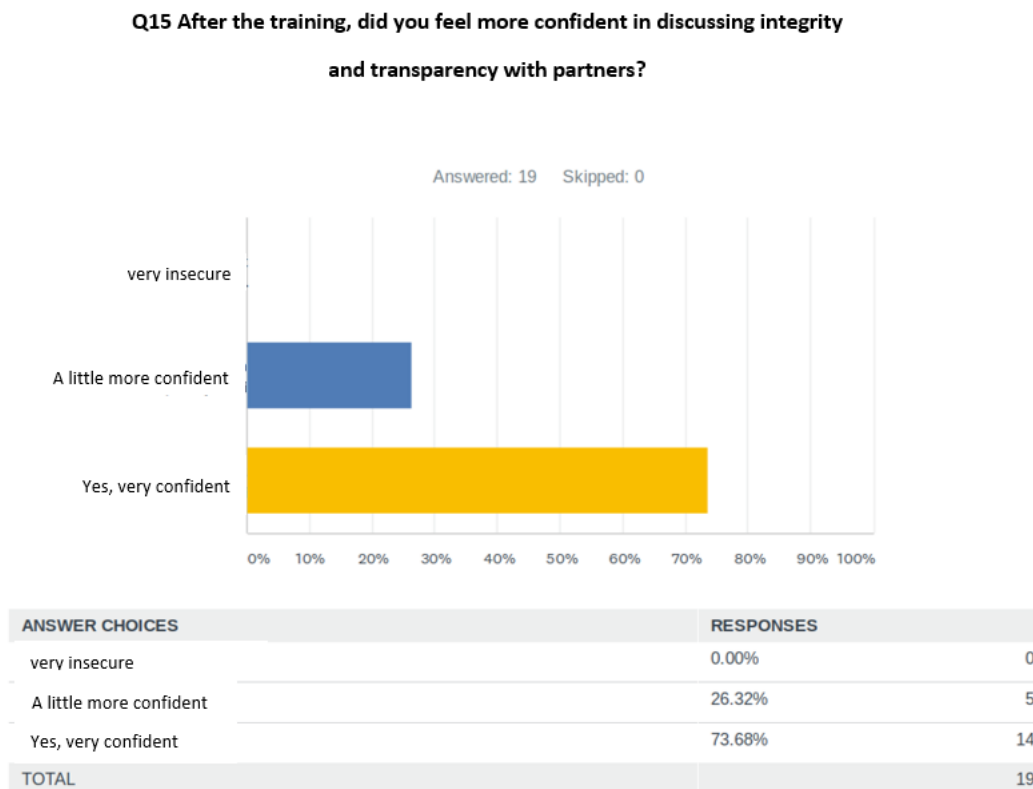
Furthermore, participants also showed their satisfactory about the training with score of 68,42% (very good) which is illustrated by Figure 4.8 below.

Figure 4.8 Rating of the Quality of the Whole Workshop/Training



As to whether the trainees feel more confident discussing the topic of business integrity, as shown in Figure 4.9, 73.68% of the survey respondents replied that they are very confident, 26.32% of the respondents believed that they are a little bit more confident, there was no respondent answered that they are very insecure to discuss it.

Figure 4.9 Level of Confidence on Discussing Integrity and Transparency with Partners after the Training



Open Day

On 29 November 2021, an Open Day was organised. Apart from the trainers of the She-Bid training, member of staff of Afin, UNDP FairBiz project team, and female entrepreneurs attended the event. This event was to explore to what extent the trainees were able to implement the skills learnt; in particular, how participants conducted the given tasks in implementing code of conduct or code of ethic in their companies, how participants conducted in registering their companies in the public procurement application online system, and how share the successes and identified the challenges in this process.

It has been noted, that most of the trainees already registered with the government e-procurement/ Electronic Procurement Services (*Layanan Pengadaan Secara Elektronik/ LPSE*), though some trainees was not able to do this due to the lack of understanding on this system. Furthermore, the Open Day discussion also discovered that only one participant

(business field is in communication equipment products such as mic and loudspeaker) had managed to get a contract in public procurement during the past three years. Another participant (business field is in health product) had made submission but never received a call.

This illustrates that more work needs to be done in the field of developing female business leaders' participation in the public procurement.

Action Day

An Action Day was held virtually by Zoom on 28th January 2022. 49 people, which included professional consultant/ trainers from She-Bid training, guest speakers, female entrepreneurs, as well as the FairBiz project team joined the event. Among other issues, around 35 female entrepreneurs discussed their own experiences following the trainings.

Here are some stories:

Ms. A company is engaged in civil and communications products. Previously, she had never participated in a tender with the government and currently she has been trying to attend several tenders step by step with the government. Ms. A described that she is very grateful for this training, because at first, she did not know about tenders and now she understands how to participate in tenders as well as implementing the existing procedures accordingly.

Ms. A also mentioned that in the beginning it was very difficult to follow the procurement, especially in the provincial level, where men entrepreneurs are usually the ones doing the tenders, therefore mostly local government still look down on companies led by women.

Ms. A also emphasized that participating in the tender at the beginning would be difficult and the possibility rate to lose is very high. However, from many losses, she understands on what she needs to improve in attending the tender, such as the completeness of administrative letters, procurement requirements and other supporting documents.

Ms. A said that the female entrepreneurs must not give up and must be willing to keep trying.

Ms. B's company is engaged in the fashion or confection industry. In implementing the code of ethics, the company has implemented integrity in several stores both offline and online.

Ms. B emphasized that the most important thing in integrity is honesty. In her company which is divided into industry and marketing divisions, she has applied the concept of honesty by having a system of records for incoming and outgoing goods. In her experience, there was an incident where one employee did not work honestly which impacted on the company's finances experienced a shortage. The company has warned the person on this issue; however, the person didn't pay attention to the warning. Therefore, in line with the code of ethics and rules, the company terminated the employ relationship, and this situation has provided value to other employees to work with integrity within the company.

Ms. C shared her experience in participating the public procurement with the government. She mentioned that company must be able follow the tender schedule regularly, check the timetable, must submit all requirements on time, complete administrative requirements accordingly, follow all stages/ procedures properly and top of that SMEs must conduct it fairly and without fraud.

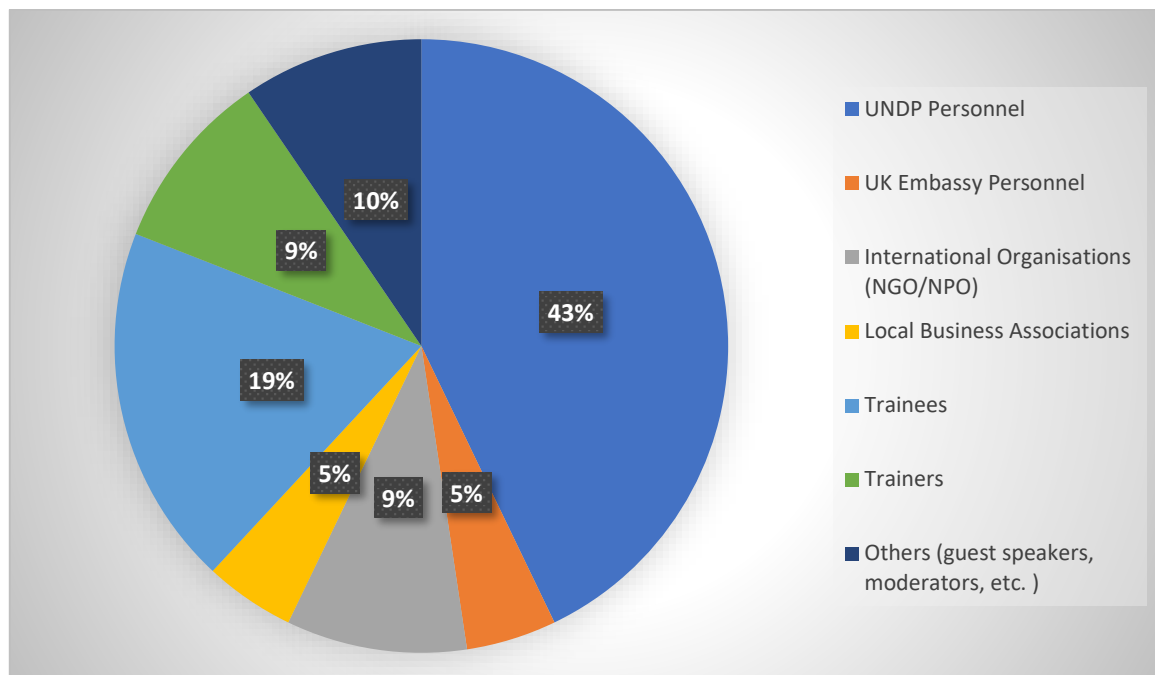
Ms. C also shared a few tips that there are many opportunities to win of the tenders mostly at the end of the year, since there are many openings for public procurement from the government on various kinds of products needed.

Again, these successful stories have illustrated the very positive impacts of the FairBiz project in Indonesia. However, one issue noticed by the trainers, participants, and the UNDP personnel was, that pre-training self-assessments results have shown a gap between the trainee's understanding on the relevant business integrity terms and their real meanings. This resulted the high score of the trainee's self-assessments on their business integrity practice prior of the training.

V. Analysis on the Interviews

The aforementioned interviews were conducted in March 2022. In total, 21 interviews were conducted.

Figure 5.1 Stakeholder Groups of the Interviewees



Question One:

What are the major “pains” and “gains”, you have experienced in the process of the UNDP FairBiz project? What aspects you would like to see being introduced to the future practice, and what aspects would you like us to do differently in the future?

All interviewees highlighted the success of the FairBiz projects; in particular, the innovative nature and the gender approach of the projects. A number of reasons, according to the interviews had led to the success of these projects:

- **Working with local business organizations**
- **Co-designing the training materials with multiple partners**

- **Understanding what the actual needs of the trainees are**, based on pre-training self-assessment
- **Organizing Open Days and Action Days**, in order to further consolidate and implement the training contents
- **Inviting guest speakers to share their own thoughts and stories**
- **Giving certificate and award for attending training**

In terms of being awarded the certificate, Participant 14 highlighted that:” I was very highly valued, so I think that is the part that I like the most, when the participants were given appreciation after they participated through the whole training.”

For the major “pains”, opinions were concentrated on the following issues:

- **Bureaucracy has reduced the efficiency.** The training materials were co-designed, however, this co-designing approach made the process unnecessarily long. Furthermore, it was difficult to recruit relevant experts and consultants due to the long procurement process of the relevant organizations.
- **Pre-training assessments design were too complex.** Participant 2 pointed out that “...maybe the companies didn't really understand the questions and just replied to reply. And they said they've done the code of conduct in their companies, but when we met to them then we understood that they don't have a code of conduct.”
- **Some parts of the training materials deal with complex issue;** therefore, training time can be increased, and it will be better to include further case studies and tutorial session, or to distribute some self-study material beforehand.
- **Uncertainty of the future has limited the positive outcome of the project.** The FairBiz project has been extended several times, and the uncertainty of funding sources has imposed shadow on the sustainability of the project.
- **Some stakeholders lack oexperiences inzworking with SMEs.** Thus, an experienced long-term partner who can better coordinate and engage different stakeholders is needed.
- **Empirical research in female’s role on anti-corruption is still limited.**

One further issue has been individually identified was, that Participant 1 suggested that the project also needs to address the grass root level women's participation in such project.

Question Two:

In your opinion, what are the most important factors to encourage women entrepreneurs to take leadership to promote business integrity?

The key factors identified by the interviewees were reflected on the following themes:

- **Willingness to implement the business integrity**, as Participant 20 voiced that “The main factor is a strong intention and vision to run a business with integrity.”
- **Enhancing the female entrepreneurs understanding on the business integrity**. For instance, Participant 4 emphasized that women shall be made aware that “Anticorruption can lead to profit!”
- **Capacity building and the exposure to the latest knowledge and skills in the aspect of business integrity**
- **Encouraging and providing incentives to the female entrepreneurs to conduct business with integrity**
- **Creating an enabling environment and gaining the support from the community and peers**
- **Promoting gender equality**. Participant 17 identified that “...the business integrity is also closely related with the business licensing, though Indonesian women have been lacking access to the business licensing.”

Question Three:

In your opinion, what are the major social, political, legal, and cultural obstacles preventing female entrepreneurs from promoting business integrity?

Participants identified that obstacles could come from all the aspects mentioned in the questions. Major themes were reflected on the social and cultural perspectives, as illustrated below. Interviewees pointed out the low representative of women politician in parliament, and the

incomplete and inefficient legal frameworks in Thailand and Indonesia are the key political and legal constraints which preventing female entrepreneurs from promoting business integrity.

A number of social and cultural obstacles were identified; for instance:

- **The position of men is higher in the society**
- **Women don't want to be seen as too "loud"**
- **Women still have heavy domestic roles**
- **Some women lack "can-do" attitude and confidence**, as the society does not view women as good leaders
- **Patriarchy dominance**

Though, several interviewees have noticed the changing regimes in the society, such as more legal protection on females. Participate 6 mentioned that "...representation in the Parliament is still very small, but there has been quite a big increase in the past few years...". Nonetheless, regional differences are still significant in this aspect between big cities and smaller places, and the situation in remote areas still needs to be improved.

Question Four

How is a women-led company affected by corruption differently from a man-led?

Views were very diversified to this question. However, particular focuses have been commonly given to the societal, cultural, and business operation model aspects which can affect women-led companies in business integrity.

The common themes are:

There are differences; for instance, Participant 3 proposed that "I guess a woman-led company should be less affected by corruption because they are good in handling finance, and women by nature are more meticulous." Participant 5 mentioned, the difference is because that "(some employees view) there is no legal or concrete sanctions in women-led companies (for breach)". Participant 14 revealed that, sometimes, some women's courage to say no to

corruption was affected and reduced “because the system is already corrupt”, and “women are already lost because we are women-led companies, if we cannot get our business, we lose twice.”

- There is no difference, though other factors influence on this matter; for instance, Participant 2 identified that “(the differences are) not because women per se; however, it is because women are not in men’s club.”

Question Five:

In your opinion, how can women entrepreneurs be the drivers of change in business integrity in your country?

The interviewees identified different factors to answer this question, the common themes are:

- **Collective action and involving multiple stake holders in promoting business integrity;** for instance, the public and private partnership is very important
- **Setting up a network,** which can mitigate the personal risk by having the support of an organization
- **Identifying the role model and showcasing their successful stories;** for instance, setting up a forum to promote these role models
- **Establishing effective communication method,** such as through social media
- **Creating an enabling environment,** such as through public campaign and advocating on public engagement
- **Enhancing the sustainability of the business integrity programs,** such as through training of the trainers and establishing long term partners who can lead these programs
- **Actively engaging with young female entrepreneurs and students**

Overall, as Participant 8 identified that “...when women find a space where they can add, to collate their experiences and their fears and their doubts, then that helps them a lot to get empowered and to feel the coverage that they can do something against corruption.”

VI. Conclusion and Recommendations

Above discussion and analysis has demonstrated that the UNDP FairBiz projects in Thailand and Indonesia were very successful. As mentioned, these projects did not stay at the training stage, instead, they went much further to explore how to transform these skills and knowledge learnt into real practice. Many useful experiences and strategies for the future development of the similar projects are also presented in this report. Hopefully, this will provide a systemic methodology as to how to efficiently mobilize women entrepreneurs to promote business integrity in the emerging and developing markets.

Therefore, based on the “gains” and “pains” of the UNDP FairBiz projects, as well as the following up interviews with the different stakeholders, we recommend the following action points in order to efficiently mobilize women entrepreneurs in emerging and developing market to promote business integrity:

- **Understanding the long-term nature of these activities, and enhancing the sustainability of the business integrity programs**, such as through training of the trainers and choosing long-term partners who can lead these programs.
- **Investigating the major social, legal, and political constraints in the region concerned before launching the work of promotion business integrity from female perspective**, this can be done through the study of local scenarios.
- **Choosing the key stakeholders who will be actively involved in the project**, this can include the public sector, private sector, and local business associations. An experience organization shall be chosen to oversee and lead the project in order to facilitate the project delivery and reduce the bureaucracy.
- **Identifying the real needs of the female leaders in the process of the promoting business integrity**, this can be done through pre-training self-assessments; however, these assessments shall be easily to be understood and less technique, for the purpose of reflecting the real status of quo of the trainees and their business environment.
- **Organizing effective trainings and implementation plan through real actions**, this will address the skills and knowledge deficiency, and enable the female entrepreneurs to transfer the knowledge learnt into their own business practice. Training can be

associated by the Open Days and Action Days. Pre-training materials including sufficient case studies can be disseminated to the trainees beforehand.

- **Establishing a full scope supporting network for the female entrepreneurs to drive the change in business integrity practice**, this can be achieved by collective action, establishing effective communication method via social media, creating an enabling environment through public campaign and advocating on public engagement, etc.
- **Identifying the role model and showcasing their successful stories**; for instance, setting up a forum to promote these role models.
- **Actively engaging with new generation female entrepreneurs and students**, to educate the future business leaders at an early stage.
- **Examining how to actually bring out female entrepreneurs' potential to promote business integrity based on their behavior patterns**, other than focusing on the direct correlation or nexus between gender and corruption.

The aforementioned recommendations are proposed to ensure the future endeavours in the dimension of enhancing female entrepreneurs' capacity in promoting business integrity are conducted in a systemic manner. These recommendations are mainly grouped into three stages: priority of the projects, during the projects, and post-projects environmental building. The pre-projects stage will be addressing the logistic matters, project sustainability concerns, team building, as well as identifying the working areas to be focused. The second stage will be targeting at the capacity building itself, such as through trainings, workshops, master classes, as well as role model's speeches and experience-sharing between peers, etc. The post projects stage will be focusing on transferring the learning into real practice, and establishing a full scope societal supporting environment via networking, showcasing successful stories, encouraging new generation female entrepreneurs and students to take lead in this social movement, etc.

Through this approach, when female entrepreneurs working as drivers of business integrity in developing and emerging market, hopefully, they will be better-motivated by the impacts they will make to the world, better-equipped with the updated knowledge and skills which are very relevant to them, and better-supported by the society, as they are not fighting alone.

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