

ANNEX-I: TERMS OF REFERENCE

1 BACKGROUND

UNDP Turkey aims to find practical solutions to Turkey's development challenges and manages projects together with the Turkish Government and other partners to address them. Since 1986 it has implemented over 80 programs across the country. In addition, the UNDP has played a major role in response to crises and disasters in Turkey and the surrounding region.

UNDP Turkey has positioned to contribute through three core areas: 1) Inclusive and Democratic Governance (IDG); 2) Inclusive and Sustainable Growth (ISG); and 3) Climate Change and Environment (CCE); and in addition to these core areas, UNDP Turkey is emphasizing the role of Strategic Partnerships that cut across the entire country programme as well as regionally and globally.

The ISG Portfolio is geared towards addressing structural economic problems, such as productivity, innovation, the middle-income trap, multi-dimensional poverty, energy security and regional disparities, as well as challenges with social, environmental and economic repercussions, such as urbanization.

Within the scope of the Economic-Growth and Competitiveness Cluster of the ISG portfolio, UNDP aims to support Turkey in its economic and social development and to enhance competitiveness. Increasing productivity is critical for improvement of the manufacturing capacity, enhancement of competitiveness and acceleration of growth and thus economic and social development. In Turkey, productivity is the main obstacle of the growth. The purpose of the Project is to produce a policy framework, which is shaped by a forward-looking analysis, based on economic convergence scenarios, and which at the same time takes into account the fundamental differences between manufacturing industries in terms of Total Factor Productivity (TFP) constraints.

Support to Development of a Policy Framework on Total Factor Productivity Project's overall objective is to improve the contribution of total factor productivity to growth and specific objective is to improve the institutional capacities to formulate and implement sector policies and strategies that contribute to national competitiveness. The Project, funded by EUD, will target to reach and interact with a wide range of stakeholders from public sector to private sector covering policy makers and business actors including think tanks, business service organizations etc. Ministry of Development will be the final beneficiary who will own the policy framework and manufacturing industry representatives and overall economic actors will be also among the final beneficiaries to be affected by the policy framework. In line with the Description of Action there are three components; Inception phase, TFP Assessment and TFP Policy Framework.

The policy utilizing the framework, and the follow-up activities after the policy to be in place is supported by pilot studies. Pilot studies are likely to help to identify the strengths and weaknesses of the policy setting. 4 Pilot Projects have been identified.

Pilot 1 is the Need Assessment Study for the Establishment of a Digital Supply Chain in Ready Made Garments Sector. Need Assessment Study will kick off with a Research Conference Methodology in order to include all the related stakeholders in the process with a Participatory Approach.

Pilot 2 Testing the Digital Supply Chain Model and Road Map Designed with a prefeasibility study of Small Number of SMEs

Pilot 3 Design of a Road Map with related stakeholders to enable SMEs to utilize Carbon Fiber more widely

Pilot 4 SME Productivity Assessment Study- Impact of National and International Rewards on Productivity of SMEs Based on KALDER and EFQM Models

In light of the above, UNDP will be mobilizing two senior short term consultants to support Pilot 2 Project Implementation Process.

2 OBJECTIVE AND SCOPE

UNDP will mobilize two local senior Individual Consultants to deliver consultancy services during the implementation of Pilot 2 Project.

The Individual Consultants will monitor and lead on the quality assurance process of the Design and Development of the Pilot 2 “Testing the Digital Supply Chain Model” that is planned to be a country wide B2B digital value chain for apparel sector. Under the Pilot 2 there will be components of digital supply chain design, a prototype design of the designated supply chain and flow chart and the last component will involve the design and projection of the upscaling and governance of the digital supply chain.

Therefore, the consultants will be:

- 1- Responsible for reviewing all the reports prepared by the Consultants designated for Pilot 2
- 2- Controlling the prototypes developed by the IT Experts recruited under the scope of the Pilot 2 Study
- 3- Contributing to the selection of the right stakeholders of the Pilot 2 Study and providing market information attained from the senior members of the sector.
- 4- Providing guidance for the right source of information and data available for the digital value chain process design under the Pilot 2 Study.
- 5- Advising on governance and upscaling of the pilot study.

3 DUTIES AND RESPONSIBILITIES OF UNDP

UNDP will provide background materials, for the Consultants review, reference and use. Neither UNDP nor any of the project partners is required to provide any physical facility for the work of the Consultants. However, depending on the availability of physical facilities (e.g. working space, computer, printer, telephone lines, internet connection etc.) and at the discretion of UNDP in consultation with relevant stakeholders such facilities may be provided at the disposal of the Consultants. UNDP and/or the relevant project partners will facilitate meetings between the Consultants and other stakeholders, when needed.

4 DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANTS (IC)

The duties and responsibilities of the Individual Consultants are as follows;

- 1- Reviewing and reporting of the Business Concept of Digital Supply Chain and Digital supply chain flow charts.
- 2- Participating to meetings with IT Experts and discussions on the Flow Chart Design
- 3- Reviewing resource requirements.
- 4- Reviewing supply chain flow diagrams
- 5- Reviewing and finalizing the upscaling and governance of the digital supply chain concepts.

The ICs will report to TFP Team Leader and will work in close cooperation with PMU.

5 DURATION AND DELIVERABLES

The assignment is expected to start on 23 June 2018 and be completed by 11 November 2018.

Please note that in order to fulfill required task for the development as defined and listed in the table below, the estimated number of man days to be invested by the Consultants are based on UNDP's estimation. The ICs may invest less/more than the estimated number of days for each deliverable to finalize the respective deliverable; however, the overall number of man/days to be invested for all deliverables cannot exceed **60 days throughout the contract validity.**

In cases where the consultants may need to invest additional man days to perform the task and produce the deliverable listed and defined in the Terms of Reference, no payment will be made to the consultants by UNDP. The amount paid shall be gross and inclusive of all associated costs such as social security, pension and income tax.

Without submission and approval (by the UNDP) of the below listed deliverables, the Consultants shall not be entitled to receive any payment from UNDP even if he/she invests time in this assignment.

#	Deliverables	Target Date for Submission of Deliverables to UNDP	Estimated Number of man/days to be invested by IC
1	Briefing Report on the Recommendations to the Report on the Business Concept of Digital Supply Chain to be established under the scope of the Pilot 2	7 July 2018	15 days
2	Review report of the Business Concept of the Supply Chain Flow Charts prepared under the scope of the Pilot 2.	31 July 2018	10 days
3	Review report of the Resource Requirements prepared under the scope of the Pilot 2.	31 August 2018	10 days
4	Review report on the supply chain flow diagrams and Proposed IT Design by reviewing the risks and rewards of the system under the scope of the Pilot 2.	30 September 2018	10 days
5	Review of the Final Report on the Upscaling and Governance of the Digital Supply Chain Concepts under the scope of the Pilot 2	31 October 2018	15 days
TOTAL			60 days

The payment conditions indicated herein represents the maximum amount to be paid and will be based on the actual number of man/days invested for the development of each deliverable listed in the above table. The total man/days of the consultants (consecutive or non-consecutive man/days) dedicated to the assignment shall be at a maximum **60 days throughout the contract validity.**

▪ **Reporting Line**

The Consultants will be responsible to the Project Manager and ISG Portfolio Manager for the completion of the tasks and duties assigned in Article 4. The reports shall be submitted to the UNDP

Project Manager for final approval. All of the reports are subject to approval from UNDP Project Manager in order to realize the payments to the consultants.

▪ **Reporting Language and Conditions**

The reporting language should be both in Turkish and English. All information should be provided in electronic versions in word and PDF format. The consultants shall be solely liable for the accuracy and reliability of the data provided, links to sources of information used.

▪ **Title Rights**

The title rights, copyrights and all other rights whatsoever nature in any material produced under the provisions of this ToR will be vested exclusively in UNDP.

6 PLACES OF WORK

Place of work for the assignment is Ankara and additional travels as may be necessitate by project requirements such as workshops, meetings and site visits may be added, based on the assignment upon approval of UNDP.

Assignment related travel and accommodation costs outside the duty station will be borne by the Project.

As per UNDSS rules, the IC is responsible for completing necessary online security trainings and submitting certificates and travel clearances prior to assignment related travels.

In case of unforeseen travels (to be approved by UNDP in advance), the following may apply for travel and accommodation costs:

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

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

Cost item	Constraints	Conditions of Reimbursement
Travel (intercity transportation)	full-fare economy class tickets	1- Approval by UNDP of the cost items before the initiation of travel 2- Submission of the invoices/receipts, etc. by the IC with the UNDP's F-10 Form 3- Acceptance and Approval by UNDP of the invoices and F-10 Form.
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	

7 REQUIRED QUALIFICATIONS

The required qualifications and/or experience are presented below:

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> University Degree in industrial engineering. Fluency in English and Turkish Computer skills (i.e. office applications). 	<ul style="list-style-type: none"> Having advanced degrees (masters, PhD) will be considered an asset
General Professional Experience	<ul style="list-style-type: none"> At least 30 years of experience in textiles and ready-made garments industries. 	<ul style="list-style-type: none"> Having work experience at a global company will be considered as an asset.
Specific Professional Experience	<ul style="list-style-type: none"> At least 20 years in commercial planning, strategy formulation, establishing strategic partnerships, JV design and establishment. Experience in planning and establishment of manufacturing units and integrating them to supply-chain networks. Experience in defining and ensuring the implementation of the overall supply procedures of an efficient supply administration in ready-made garments sector. Provision of Advisory services in the selection of the textile and ready-made garments machinery and lay-out. 	
Notes: <ul style="list-style-type: none"> Internships (paid/unpaid) are not considered professional experience. Obligatory military service is not considered professional experience. Experience gained prior to completion of undergraduate studies is not considered professional experience. 		

8 PAYMENTS

Payments will be made within 30 days upon acceptance and approval of the corresponding deliverable by UNDP on the basis of actual number of days invested in that respective deliverable and the pertaining Certification of Payment document signed by the IC and approved by the responsible Project Manager. While the IC may invest less or more than estimated number of man/days for each deliverable different than table which is given in Section 5, the total amount of payment to be effected to the IC within the scope of this contract **cannot exceed equivalent of 60 days throughout the contract validity.**

If the deliverables are not produced and delivered by the expert to the satisfaction of the UNDP, no payment will be made if the expert has invested man/days to produce and deliver such deliverables.

The IC shall be paid in USD if he/she resides in a country different than Turkey. If he/she resides in Turkey, the payment shall be realized in TL through conversion of the USD amount by the official UN exchange rate valid on the date of the money transfer.

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

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.