

## Annex 1:

### Terms of Reference for Junior Consultant regarding Job Creation Syrians under Temporary Protection Activity for Applied SME Capability Center (a.k.a. Model Factory) Project in Kayseri

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#### 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 program 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.

“Improving Productivity in Manufacturing Industry”, one of the main objectives stated in the 10th National Development Plan is an important topic on the agenda of Turkish Government. Besides, improving productivity levels, particularly in SMEs, is also one of the strategic objectives of Turkey’s present SME Strategy and Action Plan (2015-2018). SME Strategy Action Plan defines five strategic areas, first of which aims at improving competitiveness of the SMEs and facilitating their growth. The first strategic objective under this strategic area focuses on institutionalization, branding and productivity of the SMEs. In the same vein, Turkey’s Productivity Strategy and Action Plan (2015-2018) pays a special attention to productivity levels of the SMEs in the manufacturing industry. The sixth objective of the Productivity Strategy and Action Plan (P-SAP) includes, among others, measures geared towards improving productivity of SMEs, falling under the fourth transformation area, defined in the P-SAP. As drawn attention in those national strategic plans and policy documents, because of low productivity levels in SMEs the need to improve productivity through utilizing all kind of resources in an optimally designed production environment becomes more crucial in today’s competitive business environment. Therefore, the enterprises should strengthen their infrastructure and core capabilities on lean manufacturing, digitalization (within the context of Industry 4.0), quality management, innovative product development, energy efficiency etc. through some well-developed transformation programs and practice-based trainings in order to improve capabilities of technical staff, engineers and mid-level managers.

One of the effective solutions applied in many developed countries in the last two decades is to build well-designed training centers including a real didactic manufacturing environment (a real product, a real assembly line, real machines, real processes and real operators) and specialized training programs based on a series of hands-on and step-by-step exercises to improve the manufacturing processes within a "transformation" context. A feasibility study was completed for the appropriate model for Turkey under the technical cooperation Project in collaboration with Ministry of Science Industry and Technology in 2016 and incorporated into Government Investment Plan in 2017.

In 2017 Ankara Chamber of Industry and Ankara I. Organized Industry Zone joined the Project both as funding agencies and implementing partners so that first implementation has been carried out in Ankara. In the meantime, Government adopted these centers as a policy tool and planned several replication actions. UNDP supported Government endeavors for reaching out additional funding streams along with the national budget to serve this target. and mobilized additional funding for the Ministry to replicate this model in Konya and Kayseri with German Development Bank (KfW) funding. The financing agreement with KfW is amended in June 2018. Second component of this Agreement covers activities to support/enlarge activities in Ankara Model Factory and to replicate model factories in Kayseri and Konya. This action also required a second extension for the ongoing Applied SME Capability Center and the Project has been extended until 30 June 2020 with the approval of Ministry Foreign Affairs.

The project is set to create 2,000 jobs for Syrians and host community members by the first half of 2020. The establishment of the Applied Capability Centers (also referred to as model factories) will support the transformation of the manufacturing industry, local capacities will be strengthened to absorb an additional labour force and new jobs for Syrians and Turkish nationals will be created in the medium and long-term. However, in order to create 2,000 jobs until 2020 and complement the transformation in the manufacturing industry, additional measures have been put in place.

With these additional measures, it is aimed to provide further support to the beneficiaries in the below-mentioned activities to promote job creation. Therefore, UNDP is planning to provide mentoring, consultancy services along with the financial incentives for work permit applications and registration of new businesses. Supporting entrepreneurs from Syrian community and the Syrian-owned enterprises will promote job creation for both Syrians and host community members.

UNDP is conducting following activities to promote access of Syrians to labour market including self-employment, placement to the available job opportunities and creation of new jobs;

- Private Sector Engagement to facilitate access of Syrians to the available job opportunities through understanding the labour market needs in close cooperation with the local economic actors,
- Entrepreneurship trainings and incubation programs to support establishment of new businesses by Syrians,

- Business Development Trainings for Syrian-owned enterprises to enable them access to accurate information on how to do business in Turkey and support them in growing their business.

In the view of the above, a Consultant will be mobilized for providing support to the Syrians and Syrian businesses that will be participated to the Project activities and to the companies that would like to hire Syrians.

## **2 OBJECTIVE AND SCOPE**

The objective of this assignment is to receive technical support in providing consultancy services to the Syrians and Syrian businesses that will be participated to the Project activities and to the companies that would like to hire Syrians.

Consultancy services to the target audience will promote the access of Syrians to the labour market while facilitating the establishment of new businesses. On the other hand, Syrian businesses will be referred to the available support mechanism at the local level (available financial incentives, relevant governmental institutions, business associations, etc.) to support them in growing their businesses.

Consultancy services will be mainly on;

- The establishment of new businesses including procedures to be followed and the utilization of the available funds in the Project for work permit applications and business registrations,
- The establishment of joint ventures to be established between Turkish and Syrians entrepreneurs and/or businesses,
- Work permit applications,
- Referrals of Syrian businesses to the available financial incentives and/or technical support provided by the relevant institutions such as UN agencies, international NGOs and Finance Institutions (development banks or commercial banks),
- Supporting companies to find suitable employees among Syrian community and improving network.

## **3 DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT**

Within the scope of the assignment; the Individual Consultant (IC) will provide consultancy services for the below listed generic activities.

- Conducting meetings with the companies that would like to hire Syrians and refer job seekers to the companies and follow-up the recruitment and work permit application procedures and report the company meeting minutes,
- Providing business consultancy services on how to conduct business in Turkey (e.g. import-export opportunities, marketing etc.) to the Syrian owned enterprises that will be participated to the Project activities,

- Providing consultancy services to beneficiaries of the entrepreneurship trainings that will be organized by UNDP in 2019 and 2020 on procedures to be followed during the establishment of new businesses and reporting the progress,
- Cooperating with businesses associations such as Syrian Economic Forum and Syrian Businessmen Association to promote integration of Syrian businesses into the local economies and partnership between Syrian and Turkish businesses.
- Cooperating with local Chambers in target provinces to support their efforts on promoting employment of refugees in the local companies.
- Arranging and conducting monthly meetings of established working groups to increase the outreach and improve the network.

The above-mentioned duties and responsibilities are indicative and subject to further detailing through specific service requests to be made by UNDP during the contract duration. If required by the UNDP Project Team, the IC may be asked to provide additional consultancy services on topics related to her/his expertise area for other project activities within the scope of this Terms of Reference.

#### **4 DUTIES AND RESPONSIBILITIES OF UNDP**

UNDP will provide all relevant background documents. UNDP is not required to provide any physical facility for the work of the IC. However, depending on the availability of physical facilities (e.g. working space, printer, telephone lines, internet connection etc.) and at the discretion of the UNDP and relevant stakeholders, such facilities may be provided at the disposal of the IC. UNDP will facilitate meetings between the IC and other stakeholders, if or when needed. The IC will report to the Project Manager of “Applied SME Capability Center (a.k.a.) Model Factory Project” (hereafter referred as UNDP Project Manager).

#### **5 EXPECTED OUTPUTS AND DELIVERABLES**

The IC will work as a consultant and expected to invest (at maximum) 120 working days throughout contract duration.

The framework contract will be executed based on assignments detailed in each specific service requests to be prepared by UNDP. Service requests will be developed by the UNDP Project Manager and the time schedule for each assignment will be determined by UNDP in consultation with the IC. Service request will be effective upon signing and return by the IC.

The Assignment will include interim and final deliverables, which will defined in specific service requests to be made by UNDP to the IC. The IC will provide reports on company meeting minutes, establishment progress of new businesses progress etc.

- **Reporting Line**

The IC will be responsible to the UNDP Project Manager for the completion of the tasks

and duties assigned in Article 4 & 3. The reports shall be submitted to the UNDP Project Manager for final approval. All the reports are subject to approval from UNDP Project Manager to realize the payments to the IC.

- **Reporting Language and Conditions**

The reporting language shall be in Turkish. All information should be provided in electronic versions in word and PDF format. The IC 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 Turkey CO.

## 6 REQUIRED QUALIFICATIONS

The following table demonstrates the required qualifications of the candidate to be recruited for this assignment. The required qualifications of this expert are as follows:

Required Qualifications and Experience		Minimum Requirements	Assets
General Qualifications	Education	<ul style="list-style-type: none"> <li>University degree in social sciences (e.g. Sociology, law, economics, international relations, political sciences, business administration, public administration and/or other related fields) is required.</li> </ul>	
	Language Requirements	<ul style="list-style-type: none"> <li>Proficiency in Arabic and Turkish is required.</li> </ul>	<ul style="list-style-type: none"> <li>Asset: Good command of English.</li> </ul>
	Computer skills	<ul style="list-style-type: none"> <li>Strong computer skills in MS Office is required.</li> </ul>	
Experience	Professional Experience	<ul style="list-style-type: none"> <li>At least five (5) years of general professional experience is required.</li> </ul>	
	Specific Experience and Qualifications	<ul style="list-style-type: none"> <li>Minimum two (2) years of relevant experience in the last 5 years as a trainer/consultant/expert and knowledge on refugee employment, and/or working with private sector companies for refugee employment are required.</li> <li>Minimum two (2) years of relevant experience in the last 5 years as a trainer/consultant/expert and knowledge on establishment of business and/or entrepreneurship in Turkey are required.</li> </ul>	<ul style="list-style-type: none"> <li>Asset: Working experience of local companies in Kayseri.</li> <li>Asset: Working experience in improvement of networking between businesses for Syrians.</li> </ul>
<b>Notes:</b> <ul style="list-style-type: none"> <li>• Internship (paid/unpaid) are not considered professional experience.</li> <li>• Obligatory Military service is not considered professional experience.</li> </ul>			

## 7 TIMING AND DURATION

The assignment is **expected to start by the end of November 2019** and be completed by **the end of June 2020**. and IC is expected to invest **maximum 120 working/days throughout contract duration**.

## 8 PLACE OF WORK

Place of the work for the assignment is Kayseri.

Travel, accommodation and living costs in duty station (Kayseri) will be covered by the IC. It may be required that the IC travels out of the duty stations within the scope of this Terms of Reference. In case, travel out of the duty station is needed, the travel and accommodation costs of these missions will be borne by UNDP. It is required that the terms of such travels are discussed with the responsible UNDP Project Manager prior to each travel. The costs of these missions may either be;

- Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the IC (any assignment-related travel (economy class), accommodation (bed & breakfast) outside duty station will be arranged by the travel agency UNDP works with, when necessary, by receiving prior approval of UNDP) 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 following constraints/conditions provided in below table;
- Covered by the combination of both options.

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

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

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.

## 9 PAYMENTS

The Contract to be signed between UNDP and successful candidate will **not** entail a financial commitment from UNDP. UNDP's financial commitment will be established on an *ad-hoc* basis every time as services are officially requested by UNDP. Service Requests will be detailed and signed by both parties for a Service Request to be effective. However, if the deliverables are not produced and delivered by the IC to the satisfaction of UNDP as approved by the responsible UNDP Project Manager, no payment will be made even if the consultant has invested working/days to produce and deliver such deliverables.

Payment terms and conditions will be specified in the specific service requests. Payment terms and conditions along with the daily fee rate (indicated in the contract) and number of days invested (***not to exceed maximum number of days in the service request***) will be the basis of payment to the IC. Payments will be made against submission of the deliverable(s) in the specific service requests by the IC and approval of such deliverables by UNDP.

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

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 expert and approved by the responsible UNDP Project Manager. The total amount of payment to be affected to the IC within the scope of this contract cannot exceed 120 working/days.

**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.

