

ANNEX II

TERMS OF REFERENCE

Individual Consultancy

for

Preparation of a Report on Inclusion of Women Perspective to SME Digitalization Platform Services

Country: Turkey

Duty Station: Home-Based

Description of the Assignment: Preparation of a Report on Inclusion of Women Perspective to SME Digitalization Platform Services

Name of Project: Beyond Recovery of SMEs through Digitalization (Digital Way)

Period of Assignment: September 2021 – 31 December 2021

Contract Type: Individual Contract

I. BACKGROUND AND OBJECTIVE

Since the outbreak of the pandemic, Turkey has adopted a swift and comprehensive policy response to the pandemic, which helped to mitigate the worst of the effects, and has set the stage for an earlier recovery, assuming the virus remains under control and policy measures continue to be adjusted. However, continued vigilance is essential to sustain this fragile trend. The economic impacts of this health crisis have been severe and have derailed the gradual recovery from the 2018-19 economic slowdown in Turkey. In that respect, continued support to small and medium-sized enterprises (SMEs), which Turkish economy is heavily reliant is critical as they also had the hardest hit by the economic impacts of the COVID-19.

SMEs that have faced severe disruptions and concerns are at higher risk of temporarily shut down due to COVID-19 than larger firms, across all sectors in Turkey. Some 30% of businesses were closed temporarily due to containment measures or demand shortages, with important variations depending on the line of business. SMEs are struggling to sustain employment and payments with limited working capital. Investment and growth plans have been postponed with possible implications also for potential growth. The impacts of the crisis on women in labor market including the women led enterprises is remarkable. 26.9% of women lost their businesses while this ratio was 16% for men. Finally, the ratio of private and public sector workers who lost their jobs was again higher in women (17.6%) compared to men (15.5%). On the other hand, access to finance is not the only difficulty women enterprises face. Indeed, technical business support (like consultancy, networking, technology) is considered as essential as financial support to make women entrepreneurship and women enterprises sustainable and competent.

According to the several surveys conducted by UNDP supported Business for Goals (B4G) Platform since March 2020 to measure the impact of crisis on SMEs in Turkey, it is assessed that while the practice of remote working (telecommuting) was adopted by some firms, it remained impossible for the majority of the companies, with striking differences between sectors and regions. Supporting enterprises' efforts at digitalization and putting technology to work to alleviate the effects of the health crisis emerges as an important area for increasing both their resilience and their productivity. The needs of enterprises center on areas of capacity building for a safe return to work, business continuity measures and business transformation for adaptation to the post-Covid economy including digitalization. Financial and technical support concerning digital platforms needs to be provided to self-employed women to enable their businesses to survive the crisis. Women who have lost their jobs in high-risk sectors could also be provided with online skill development opportunities for increasing their employability in the sectors.

The COVID-19 pandemic has further emphasized the necessity of accelerated digital transformation across sectors, industries, and enterprises. The UN SEIA of the COVID-19 in Turkey, finalized in August 2020, underscores these specific country challenges and suggests that the ongoing crisis should be understood as an opportunity by the authorities in Turkey to deal with structural issues and support the industry to diversify, modernize, digitalize, and become more innovation-intensive. The COVID-19 crisis also opens a window of opportunity for sophisticated business sector in Turkey. Global disruption can be a chance for the SMEs, if it accelerates the industrial productivity and competitiveness in global market.

Currently, while SMEs are still largely in survival mode, a key concern as businesses reopen on a larger scale lies in whether SMEs could adapt to a new post-COVID-19 environment and adopt new business models. Going forward, SMEs will need to embrace digital technologies to strengthen their resilience and propel further growth. However, they face substantial challenges with the lack of technical knowledge and the high costs associated with shifting towards digitalization. Given the relatively low capacity of SMEs, public initiatives and incentives are extremely critical and required in this area. Therefore, structural policies are needed to address not only short-term challenges faced by SMEs with remote working, but also broader and longer-term concerns with digitalization, training and innovation.

The project consists of two outputs:

Output 1: SME Digitalization Platform developed addressing digital disruption and innovation in SMEs.

Output 2: Piloted women inclusive incentive support schemes for digitalization in SMEs.

UNDP's 2021 Policy Brief on the potentials of ICT for closing gaps between women and men indicates the need to reflect on the differentiated impact of digital transformations for women and men and carefully integrate the equality target to all policies and practices, especially at a time when governments in the ECA region are drawing heavily on the strategic approach of adopting and implementing digital transformation strategies to bolster employment and economic growth. On that note, all the policies impacting women's involvement in education, careers and governance structures related with digital technologies require crucial scrutiny from equality perspective and ought to be put into best use possible to leverage it at all levels.

Regarding the subject of digital transformation of SMEs, the same perspective calls for close, meso-level examination of the process and actors involved in SMEs' engagement with DT programmes and the formal-informal patterns of differentiation between women and men in play regarding their careers, as well as whether women-led companies making equal benefits with the male-led ones from the related services and digital transformation process itself. Therefore, it is essential to identify whether sex-based divisions are at work in SMEs' engagement with DT programmes and how we can overcome them through encouraging women's more and more effective representation in the mediating manager and expert positions in the companies, enable them to learn from the process and consolidate and advance their career lives throughout.

This project for empowering women in DT management processes bears a further importance in Turkey context considering the shrinking size of women's representation in ICT sectors as employees (23 percent according to ILO 2019 report) despite the increasing importance of ICT expertise for business competitiveness.

Encouraging involvement/leadership of women managers and experts within the DT transformation processes of the SMEs in manufacturing and tourism sectors.

With the primary **objective** of,

“Making the SME digital transformation services support system in Turkey aware on women integration and empowering women managers and experts in and through SME engagement with digital transformation (DT) processes”. Moreover, the report expected to contribute to the SME Digitalization Platform design and operationalization.

II. DUTIES & RESPONSIBILITIES OF THE CONSULTANT

A full flagged report will be prepared by the consultant. In order to prepare the report, a field research will be conducted investigating the actor networks and the processes of engaging with DT programmes in tourism and manufacturing sector SMEs with an eye to the sex-based differentiation structures and dynamics involved. Findings from the analysis will guide project efforts and also the longer-term institutional policies for empowering women in SMEs and within DT processes.

Activity 1: Provision of Methodology and Outline of the Report

The methodology and outline of the report will be prepared by desk review and in consultation with project team, pilot development agencies, local stakeholders etc. The methodology will be clearly defined and report outline including report sections and content. It is estimated to complete this activity in 5 days.

Activity 2: Design of the Field Research and Analysis

The report will be structured based on the field research. The details of the field research are shown below. The field research details will be defined in the methodology stage of the assignment in consultation with key stakeholders. It is estimated to complete this activity in 20 days.

<i>Meso-level analysis of the potential direct and indirect sex-based discrimination in the process within which the SMEs become cognizant of the importance of digital transformation and start and then excel in implementing DT programmes</i>	
Questions	Data to be gathered
Agents: Who are the agents involved in the process? What are the codes of femininity and masculinity underlying the existing formal and informal position/role divisions?	Gather data on the main agents involved in DT processes with their, (1) organizational roles, (2) sex & age and other relevant demographic data, (3) professional and organizational identity narratives (of women and men) (4) motivation narratives on “engaging with digital technologies” (of women and men)
Process: Can we identify different stages of the process of engaging with DT programmes in SMEs from the strategic perspective of revealing the sex-based patterns (i.e. awareness; organizational discussion; decision making; initiation; progress...)? What are the main factors impacting (self-) designation of the actors that lead the DT process in SMEs?	Gather data on the process with stages and in terms of the dynamics of (self-)designation of the actors involved (1) Different stages in the process (2) main “channels and networks of information and collaboration” (formal and informal) (of women and men) (3) Organizational assignment behavior (who assigns who to the management of the process and why)

The **scope** of the data gathering will be limited to the tourism and industry sector SMEs. The field research planned to be conducted in the project implementation provinces: Kocaeli, Bursa, Konya.

The consultant will liaise with the Chambers and the Development Agencies in order to make use of their databases and also to gather data on the experiences and perceptions of the experts working with SMEs in those organizations.

Survey	Interviews	Focus Group Interviews
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SME representatives (DT focal points –two per SME)	<ul style="list-style-type: none"> • SME representatives (min 50) • Experts of the Chambers and the DAs 	<ul style="list-style-type: none"> • Representatives of the key women organizations actively working on digital transformation
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Activity 3: Finalization of the Report through Validation

The IC will finalize the report by verification workshops with related key stakeholders. It is estimated to complete this activity in 5 days. The report will include strategies and recommendations. Based on the findings of this analysis the consultant would provide concrete recommendations to ensure women inclusive process design and management in provision of SME DT services support by RDAs (and other leading regulatory and support actors in the field) and to support women managers in SMEs to progress in the field of DT, including but not exclusive to,

- encouragement through communication and targeted activities (briefings, trainings)
- asking for team building in management of the process with participation of women managers / experts
- asking for inclusion of the company representatives from the departments where women have equal/dominating presence.

III. DELIVERABLES/OUTPUTS

The Consultant shall develop and submit to Project Manager's approval, below listed deliverables which shall be the basis of the payments to the Consultant:

No.	Ref.	Activity	Deliverable*	Target delivery date to UNDP for Approval and Acceptance*
1	a.1.	Provision of Methodology and Outline of the Report	Methodology and Outline of the Report Concept Note	30 September 2021
2	a.2.	Design of the Field Research and Analysis	Field research will be conducted in selected pilot regions. Field Research Documents	30 October 2021
3	a.3.	Finalization of the Report through Validation	A Validation Workshop will be organised. The Report will be finalised based on the Project team's feedback and keystakeholders' comments/recommendations. Workshop Report and Final Report	31 December 2021
TOTAL				

*Dates may be changed according to actual contract start date.

IV. INSTITUTIONAL ARRANGEMENTS

UNDP and Ministry of Industry and Technology (MoIT) will provide all relevant background documents. UNDP is not required to provide any physical facility for the preparatory and reporting works of the IC. However, depending on the availability of physical facilities (e.g. working space, computer, printer, telephone lines, Internet connection etc.) and at the discretion of the UNDP, such facilities may be provided at the disposal of the ICs. UNDP will facilitate meetings between the IC and other stakeholders, when needed. UNDP Turkey CO and Implementing Partner will facilitate organizing the workshops with the local economic actors when required.

The IC shall work remotely. UNDP Local Socio-Economic Development Projects Manager will directly supervise the IC. IC will be directly responsible to, reporting to, seeking approval/acceptance of output from UNDP Local Socio-Economic Development Projects Manager.

The IC shall inform UNDP Local Socio-Economic Development Projects Manager bi-weekly via e-mail and without a fixed reporting template regarding the progress it has made.

The IC shall contact/meet with the UNDP Turkey CO, MoIT, local institutions, local economic actors, and beneficiary & target groups during the planning/preparation of the activities.

The meetings/workshops/report development services will be facilitated by the UNDP Turkey CO and MoIT. If there is any urgent needs the costs of logistic arrangements of the workshops (accommodation, catering etc.) will be borne by UNDP Turkey CO.

All reports/project documents shall be submitted in English and if requested by UNDP Local Socio-Economic Development Projects Manager some reports also could be requested in with English or Turkish summary.

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

V. DURATION AND PLACE OF WORK

The assignment shall start in September 2021 and be completed by 31 December 2021.

The assignment shall take place at home-based.

Assignment-related travel and accommodation costs authorized by UNDP for the Individual Contractor shall be arranged and covered by UNDP Project Budget.

It is required that the terms of such travels are approved by the 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) 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 transportation)	Full-fare economy class tickets	1- Approval of UNDP before the initiation of travel 2- Submission of the invoices/receipt, etc. by the IC with the UNDP's 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	3- Acceptance and Approval by UNDP of the invoices and F-10 Form.
Other Expenses (transfer, 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 clearance prior to assignment-related travels.

VI. MINIMUM QUALIFICATION REQUIREMENTS

Interested candidates must have the following competencies, qualifications, required skills and experience:

	Minimum Requirements	Assets
General Qualification	<ul style="list-style-type: none"> Excellent oral and written English communication skills. Masters degree in women studies, economics, business administration and relevant fields. Experience of working with public and private sector. 	<ul style="list-style-type: none"> ✓ Advanced Degree (PhD) ✓ 10 years experiences in the analyzing social equitability and inclusiveness and women rights shall be considered as an asset. <i>(will be verified through an interview).</i>
General Professional Experience	<ul style="list-style-type: none"> Minimum 10 years of professional experience. 	<ul style="list-style-type: none"> ✓ Over 15 years of professional experience shall be considered as an asset.
Specific Professional Experience	<ul style="list-style-type: none"> Having experience in using both qualitative and quantitative research methods. Demonstrated experience in development of reports, strategies/roadmaps or scientific / research / paper and on organizing workshops. Demonstrated experience in critical social analysis of social inequalities and exclusion. 	<ul style="list-style-type: none"> ✓ UN or other relevant experience shall be considered as an asset. <i>(will be verified through an interview).</i> ✓ Having demonstrable documentation/report writing ability specifically on equality and inclusiveness in enterprises, women entrepreneurship shall be considered as an asset. <i>(will be verified through an interview).</i> ✓ Demonstrated experience in digitalization of SMEs shall be considered as an asset. <i>(will be verified through an interview).</i>

Notes:

- Internships (paid/unpaid) are not considered professional experience.
- Obligatory military service is not considered professional experience.
- Professional experience gained in an international setting is considered international experience.

UNDP is committed to achieving workforce diversity in terms of sex, race, ethnicity, indigenous identity, disability and culture. Individuals from all sexes, minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with utmost confidentiality.

VII. PAYMENTS

The Consultant will be hired under an Individual Contract and be paid on the basis of the submission of deliverables detailed in this Terms of Reference upon acceptance and approval of the outputs by Project Manager. Without submission and approval of the deliverables, the Consultant shall not be entitled to receive any payment even if he/she invests time in the assignment.

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

The consultant will be paid in TRY. In case s/he resides any other country other than Turkey, payment shall be made in USD through conversion of TRY amount by UN Operational Exchange Rate valid on the date of money transfer.

The payments shall be realized within 30 days upon submission of each deliverable by the Consultant and approval by the Project Manager.