



ANNEX-I: TERMS OF REFERENCE

Framework-Based Consultancy Services for The Implementation of Learn and Transform Trainings

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 programmes 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 2018, refurbishment of the center, mobilization of the key staff and procurement of relevant equipment was completed. As of writing training of the trainers' sessions were completed and

preparations for additional service lines on digital capabilities are in progress. This additional service line targets to support local industrial capacity on digital transformation. 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. Along with the ongoing MADAD program UNDP CO mobilized additional funding for Ministry to replicate this model in Konya and Kayseri with 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. Second extension was approved by Ministry of Foreign Affairs on 7 December 2018 and the Project has been extended until 30 June 2020.

With the financial and substantial amendment to ongoing Project, there is a need to recruit a training expert for the implementation of the next Learn and Transform trainings within the scope of Ankara Model Factory Project.

2 OBJECTIVE AND SCOPE

Main aim of the Project is to increase the productivity level of SME's by conducting diagnostic analysis, experiential trainings, learn and transform programs and awareness raising seminars. In this sense, Training Expert will have crucial importance in reaching the strategic goals of the Project by being directly responsible from the implementation of the learn and transform programs and other trainings and seminars.

The objective of the assignment is to deliver high quality training, analysis and business development services on various outcomes of the Project to facilitate more efficient and effective implementation.

An Individual Consultant (IC) will be mobilized with framework-based individual contract. Specific expectations from the IC will be articulated in multiple service requests to be made by UNDP during the course of the Contract.

3 DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT

Within the scope of the assignment and based on expertise of expert, the IC will provide consultancy and training services for the below listed generic activities:

- to perform diagnostic analysis through current state analysis in enterprises and report the outputs of the analysis,
- to take place as a trainer in the learn and transform programs,
- to take place as a trainer in the Training of Trainers Program for the establishment of other Model Factories in different provinces.
- to deliver experiential training programs and counselling services within the scope of Model Factory curriculum and Learn & Transform Programs,
- to support the delivery of awareness-raising seminars in cooperation with the Model Factory team,
- to support the preparation of business model, extend the client portfolio and present the Model Factory Ankara,

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 shall provide additional consultancy services on topics related to her/his expertise area for other activities of the Project within the scope of this Terms of Reference.

4 DUTIES AND RESPONSIBILITIES OF UNDP

UNDP will provide all relevant background documents, for the IC's review, reference and use. Neither UNDP nor any of the Project Partners is required to provide any physical facilities for the work 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 UNDP in consultation with relevant stakeholders such facilities may be provided at the disposal of the IC. UNDP and/or the relevant project partners will facilitate meetings between the IC and other stakeholders, when needed.

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.

5 EXPECTED OUTPUTS AND DELIVERABLES

The IC will work as a trainer and expected to invest **(at maximum) 100 working days** throughout contract duration.

The framework contract will be executed based on assignments detailed in each specific service request to be prepared by UNDP. The deliverables will be identified in specific service requests by UNDP Competitiveness and Economic Growth Projects Coordinator during the execution of the Contract. 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.

IC shall submit activity/monthly reports with time sheet in line with requirements and schedule identified by each specific service request.

The IC shall be responsible to the UNDP Competitiveness and Economic Growth Projects Coordinator for the completion of the tasks and duties in Article 4 & 3.

The deliverables of the IC shall be subject to approval of the UNDP Project Manager within the deadlines to be set in the specific service requests.

Reporting Line

The IC will report to UNDP Competitiveness and Economic Growth Projects Coordinator. The reports are submitted to UNDP Competitiveness and Economic Growth Projects Coordinator for final approval. All reports are subject to approval from UNDP Competitiveness and Economic Growth Projects Coordinator to realize the payments to the IC.

Without submission and approval, IC shall not be entitled to receive any payment from UNDP even if he/she invests time in this assignment.

Reporting Language and Conditions

The reporting language shall be in Turkish and/or English. The language requirement shall be cleared in specific service requests by UNDP. All information shall be provided in electronic versions in word and PDF format. The contractor 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 DURATION

The Assignment is expected to start on **10 February 2020** and be completed on **30 June 2020**. The IC is expected to invest **100 (at maximum)** working days to fulfil the required tasks as per specific service requests to be made by UNDP **throughout contract validity**.

7 PLACE OF WORK

Place of work for the assignment is Ankara. Travel, accommodation and living costs in duty station (Ankara) shall 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 (to be approved by UNDP) will be borne by UNDP. It is required that the terms of such travels are discussed with UNDP Competitiveness and Economic Growth Projects Coordinator 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 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 in 3-4 stars hotel	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 UNDS rules, the IC is responsible for completing necessary online security trainings and submitting certificates and travel clearance prior to assignment-related travels.

8 REQUIRED MINIMUM QUALIFICATIONS

The following table demonstrates the required qualifications of the candidate to be recruited for this assignment.

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> • Bachelor’s degree in Industrial or Mechanical Engineering (5 points) • Good command in English, (5 points) • Computer skills (i.e. MS Office applications). (4 points) 	<ul style="list-style-type: none"> • Asset: Six Sigma Black Belt certificate (11 points)
General Professional Experience	<ul style="list-style-type: none"> • Minimum 8 years of general professional experience in manufacturing sector (15 points) 	
Specific Qualifications	<ul style="list-style-type: none"> • Minimum 5 years of specific experience in lean production is required. (20 points) 	<ul style="list-style-type: none"> • Asset: Experience in preparation, implementation and management of training and/or consultancy services (10 points)
<p>Notes:</p> <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. • Candidate will be asked to provide samples of previous references, if it is needed. 		

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 UNDP Competitiveness and Economic Growth Projects Coordinator, no payment will be made even if the IC 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 IC 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 IC and

approved by UNDP Competitiveness and Economic Growth Projects Coordinator. **The total amount of payment to be affected to the IC within the scope of this contract cannot exceed 100 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.