



## Annex 1:

### Terms of Reference

*Applied SME Capability Centre (a.k.a. Model Factory) Project*

**Framework Based Individual Consultancy Services for Communication Activities**

## 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.

“Competitive Production and Productivity”, one of the main objectives stated in the 11<sup>th</sup> 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 SME Strategy and Action Plan (2015-2018). 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. Additionally, 2023 Industry and Technology Strategy approaches digital transformation as one of the main drivers of productivity policy. 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 centres 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 in collaboration with Ministry of Industry and Technology in 2016 within the scope of **Applied SME Capability Centre (a.k.a Model Factory) Project**. Following the completion of the feasibility study the Model Factories have been adopted as a policy tool and incorporated into Government Investment Plan in 2017.

In 2017 Ankara Chamber of Industry and Ankara I. Organized Industry Zone joined the Applied SME Capability Centre (a.k.a Model Factory) Project both as funding agencies and implementing partners so that first implementation has been carried out in Ankara. In the meantime, Government adopted these centres as a policy tool and planned several replication actions and funded replication in Bursa. UNDP supported Government endeavours for reaching out additional funding streams along with the national budget to serve this target. UNDP CO mobilized additional funding for the Ministry to replicate this model in Konya and Kayseri through German Development Bank (KfW) funding in 2018. Second component of this Financing Agreement between KfW and UNDP covers activities to support/enlarge activities in Ankara Model Factory, replicate model factories in Kayseri and Konya and support job creation in Ankara, Konya and Kayseri. Finally, with the additional funding allocated from the Public Investment Program to the project budget for the digitalization component of Ankara, Bursa, Kayseri and Konya Model Factories, third extension submitted and was approved by Ministry of Foreign Affairs on 29 April 2020 and the project has been extended until 31 December 2021.

Establishment and promotion activities of the Kayseri and Konya Model Factories, the deployment of digital transformation component in Ankara Model Factory as well as complementary activities for job creation in Ankara, Konya and Kayseri require standardized communication and visibility materials in line with the rules and regulations of UNDP and project partners. Therefore, a communication expert will be recruited to support the implementation of Communication Action Plan of the Project and producing communication related contents.

## **2. OBJECTIVE and SCOPE**

The overall objective of the assignment will be support to design/coordinate/implement communication activities of the Project in cooperation with UNDP Communication Team, the Inclusive and Sustainable Growth Portfolio's Communication Associate, and Model Factory Project Team and Project Partners (German Development Bank KfW, Ministry of Industry and Technology, Ankara Chamber of Industry, Ankara I. Organized Industry Zone).

Within this scope, the individual consultant for communication activities (*hereafter referred as IC*) will work closely with the Project Team and will report to CEG Projects Coordinator.

The IC will work on a framework contract basis. Specific activities and deliverables expected from the IC will be articulated in specific service requests to be made by UNDP during the contract.

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

Within the scope of the assignment, based on his/her expertise, the Communication Expert is expected to provide consultancy services for the below listed generic activities:

The IC will support the development and dissemination of high-quality content, materials and key messages to ensure impactful communication of Project work and achievements. The IC will provide following services:

Strategic and advisory communications support; production of communication/knowledge products; cooperation, coordination and monitoring of the communication activities. More specifically, the consultant will undertake the relevant tasks as follows:

- Support to develop and implement Project Visibility and Communication Plan.
- Undertake communication activities to promote the Donor, Project Implementation Partners and Inter-Agency Engagement of project activities.
- Develop and pre-test appropriate messages, tools and materials for Donor, UNDP Officials and Implementation Partners on the Project activities.
- Develop short stories/best practice stories and articles to be published in newspapers/magazines/online platforms in cooperation with the UNDP Project Team and Implementation Partners.
- Conduct research and data collection for publications, articles, blogs, reports, etc.;
- Assist to design, organize/contribute to conduct press conferences, cooperation meetings/workshops etc;
- Apply innovative communication approaches via social media platforms and build on and advance the program's digital presence through social media channels;
- Effectively monitor and evaluate various communications tools and activities, to measure the impact on achieving the overall objective;
- Liaise with Project Partners, UNDP Project Team and coordinate and cooperate with UNDP CO's Communication Unit
- Perform other related duties as required by the UNDP Project Team.

The listed activities are subject to development and change with consent of UNDP Competitiveness and Economic Growth Projects Coordinator, Portfolio Manager (ISG-CEG) and UNDP CO's Communication Unit. These possible developments and changes will be shared with the IC throughout the contract execution, the IC will conduct activities in accordance with the sections 2 and 3 of this Terms of Reference. If required by the UNDP Project Team, the IC could provide additional consultancy services on topics related to her/his expertise area for other activities within the scope of this Terms of Reference.

#### **4. DELIVERABLES and PAYMENT TERMS**

The assignment will include deliverables to be defined and detailed in the specific service requests to be made by UNDP to the IC. Deliverables of IC will be subject to certification and approval by the UNDP Portfolio Manager within the deadlines to be set in specific service requests.

All reports shall be submitted in English and/or Turkish as will be elaborated in specific service requests.

#### **5. DURATION of the CONTRACT**

The assignment is expected to start on **2 December 2020** and is expected to be completed by **31 December 2021** the substantive component of the assignment is expected to take **maximum 120 working days** to complete.

## 6. REQUIRED QUALIFICATIONS

The following table demonstrates the required qualifications of the IC to be selected for this Assignment. The expected qualifications of the IC are as follows:

General Qualifications	Professional Experience	Specific Experience
<ul style="list-style-type: none"> <li>University degree in:               <ul style="list-style-type: none"> <li>-Communication</li> <li>-Public Relations</li> <li>-Journalism,</li> <li>-Media Studies,</li> <li>-Economics,</li> <li>-Business Administration, - International Relations <i>and/or related fields.</i> (5 pts)</li> </ul> </li> <li>Proficiency in Turkish is <b>required.</b> (3 pts)</li> <li>Proficiency in English is <b>required.</b> (2 pts)</li> </ul>	<ul style="list-style-type: none"> <li>At least 10 years of general professional experience is <b>required.</b> (3 pts)</li> <li>At least 5 years of demonstrated experience working with multiple stakeholders from government, civil society is <b>required.</b> (10 pts)</li> <li>Strong record of developing promotional and visibility materials/content for industry, environment, health and local development projects is <b>required.</b> (7 pts)</li> </ul>	<ul style="list-style-type: none"> <li>7 years of professional experience in sustainable development communication and other related areas is <b>asset.</b> (7 pts)</li> <li>Knowledge in developing high quality reports, blogs, press releases, briefing notes and other communication products, including for social media and other online platforms is <b>required.</b> (10 pts)</li> <li>5 years of previous affiliation/experience working in International NGOs or international organizations is <b>asset.</b> (10 pts)</li> </ul>

Interview	
After the shortlisting process, there will be an interview with shortlisted candidates.	(13 pts)

### 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 gender, race, ethnicity, indigenous identity, disability and culture. Individuals from all genders, minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with utmost confidentiality.

## 7. INSTITUTIONAL ARRANGEMENT

UNDP will provide all relevant background documents. UNDP is not required to provide any physical facility for the work of the Individual Contractor(s).

UNDP will cover pre-approved travel and accommodation costs of the Contractor(s) when traveling outside of the duty-station and upon submission of relevant documentation. Meetings with the Ministry and local partners/stakeholders will be facilitated through UNDP. UNDP is not required to provide any physical facility for the preparatory and reporting works of the Individual Contractor (s). 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.

## 8. DUTY STATION

Place of work for the assignment (duty station) is Ankara. Travel, accommodation and living costs in duty station will be covered by the IC. Travel to join duty station and repatriation travel costs (*travels to and from duty station*) will also be covered by the IC.

In case of travel out of duty stations 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 Portfolio 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 consultant (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 consultant upon the submission of the receipts/invoices of the expenses by the consultant 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.

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 consultant 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	

## 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. Payment terms and conditions will be specified in 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 specific service requests by the IC and approval of such deliverables by UNDP. However, if the deliverables are not produced and delivered by the Consultant to the satisfaction of UNDP as approved by the UNDP CEG Projects Coordinator, no payment will be made even if the IC has invested working/days to produce and deliver such deliverables.

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

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 IC and approved by the responsible UNDP Portfolio Manager. The total amount of payment to be affected to the IC within the scope of this contract **cannot exceed equivalent of 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.