



## **Annex 1:**

### **Terms of Reference**

#### **Covid-19 Response and Resilience Project**

#### **Framework Based Individual Consultancy Services**

**for**

#### **Marketing and Business Development on PPE Production**

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### **1. BACKGROUND**

Countries have shut down the economy to slow the spread of the COVID-19 to contain the Pandemic and put in place several measures to mitigate the short-term impact of the Pandemic Crisis. The main policy measure used is social distancing that implies a drastic decline in economic mobility, first leading to a sudden stop in urban services sector, triggering cash flow issues for firms and declining income and unemployment for people.

Turkey reported its first positive case of COVID-19 on 11 March 2020. Similar to other countries responding to the pandemic, the number of positive cases in Turkey has increased daily with an expansion in the number of tests conducted nation-wide. As of 10 June, the number of cases stand at 173,036, including 4,746 deaths. The temporary closure of businesses, including 10,000 Syrian-owned businesses in Turkey, have been causing unemployment and loss of income through decreasing wages, affecting all parts of society. UNDP rapidly developed an integrated response to COVID-19 health, humanitarian and developmental crisis at global, regional and national levels. The response is consistent with both, the UN Socio Economic Response Framework and the WHO led Strategic Preparedness and Response Plan and aligned with country-specific needs. The interventions tackle three phases of preparedness, response and recovery in three areas: health systems support, inclusive and integrated crisis management, social and economic needs assessment. UNDP in Turkey is repurposing its current activities in all of its areas of intervention with a focus on most disadvantaged groups. UNDP also co-leads the UN response to the medium and long-term socio-economic impacts and is also co-coordinating with UNHCR the 3RP -Regional Refugee and Resilience Plan- Turkey chapter to support Syrian refugees and host communities in Turkey.

UNDP's solid partnerships with private sector and the Business for Goals (B4G) Platform that was established in 2019, have allowed for a quick response to support private sector needs to the impacts of the pandemic, with a focus on small and medium-scale enterprises (SMEs) that stand at the core of Turkey's employment and economy. The B4G Platform has a participatory structure open to all enterprises and stakeholders which promotes thinking together, learning and working together. B4G serves as a platform that is open to all large-, medium- and small-sized enterprises willing to integrate the Sustainable Development Goals into their corporate policies and strategies, all public agencies keen on public-private partnership, local governments, academia, international organizations and non-governmental sector.

## **Thematic Priority Areas of B4G are:**

- **Climate Change and Disaster Resilience:** Enabling enterprises to prepare for possible disasters and crises and strengthen their actions against climate change.
- **Future-Fit:** Enabling enterprises both to meet current needs and prepare for the future economy.
- **Inclusive Growth:** Implementing inclusive business models which will strengthen the economic participation of people of all walks of life.

In collaboration with B4G, surveys have been conducted to better understand how the COVID-19 has affected micro and small and medium-scale enterprises (MSMEs) in Turkey including Syrian-owned businesses. The survey shows that 62% of local enterprises responded that they were «substantially impacted» while this rate is 65% for Syrian owned enterprises. The business volume of more than half of the companies has decreased by more than 50% for local businesses while this rate is 70% for Syrian businesses.

In response to the above mentioned impacts of COVID-19 and the needs identified in consultation with the stakeholders at national and local levels, the Project at hand aims to accelerate supporting firms for technological transformation and undertaking investments towards more inclusive, sustainable and climate friendly business models in response to the medium and long term impacts of COVID-19. This will be based on Government's development priorities and UNDP's already existing cooperation and partnerships with the Government, private sector through B4G Platform and local authorities for the achievement of SDGs with a specific focus on green growth and Syria Crisis response and resilience. UNDP's long-standing partnership with Ministry of Industry and Technology and Development Agencies (DA) that were established to ensure a bottom-up approach to address Turkey's development needs will be utilized in achievement of the relevant Project outputs.

UNDP in cooperation with its private sector partners through B4G Platform and local private sector federations will provide market-based guidance and advisory services to minimum 10 selected SMEs for the production of PPE in accordance with international standards. A global market analysis for PPE supply and demand will be conducted and a guidance kit will be produced.

Private sector partnerships will be ensured through B4G platform partner private sector volunteer based organizations (TUSIAD and TÜRKONFED<sup>1</sup>) and close engagement of Chambers of Commerce/Industry, Electronic Commerce Companies Association (ETİD), Turkish Exporters Assembly (TİM), Automotive Suppliers Association of Turkey (TAYSAD), Istanbul Textile and Apparel Exports Associations (İTKİB), Association of Turkish Machine Manufacturers (MİB) and Investment Support Offices (YDO).

The contractor will work under the output 2 of the project; Activating sectors that are critical for frontline COVID-19 response.

## **2. OBJECTIVE and SCOPE**

The overall objective of the assignment is to assist provision of technical support and business advisory services to minimum 10 SMEs to further invest in PPE production in accordance with the universal standards and develop a guidance kit for SMEs. UNDP's partnership with private sector in scope of B4G platform will be utilized for the purposes.

Contractor will develop a guidance note on marketing and business development aspects of PPE production. To support SMEs, the Contractor shall provide one-on-one consultancy to minimum 10 SMEs. Contractor will provide selection criteria for the identification of the beneficiary enterprises and review SME candidates' applications. The list of beneficiary SMEs will be approved by the Project Team.

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<sup>1</sup> TUSIAD and TÜRKONFED represent over 80 percent of Turkey's private capital, Fortune 500 of Turkey and over 40,000 local business organizations in total. The engagement of those two organizations and their member local organizations are highly critical in achieving the local businesses in and outside of Turkey in future.

The expected outcome of the one-on-one consultancy is to support the beneficiary SMEs' marketing and business development capabilities and efficiency. The contractor will provide data and information, lessons learnt, strategy recommendations, based on one-on-one consultations to draft relevant sections of the global market analysis / guidance kit. Contractor will support the organization of an online workshop to provide advisory services in coordination with the team of experts.

It is required to plan/prepare and conduct one-on-one business advisory services in person with the SMEs. However, in the case of any difficulties such as second wave of Covid-19 the services could be conducted online after approval of the Project Team.

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

The consultant will work with UNDP between December 2020 and April 2021 under Individual Contract (IC) modality and is expected to perform the following tasks:

- Develop a guidance note on marketing and business development aspects of PPE production;
- Provide selection criteria and review SME candidates' applications;
- Deliver advisory services to SMEs on marketing, sales and business development on PPE production;
- Provide technical inputs to the global market analysis /guidance kit;
- Support the organization of an online workshop to provide advisory services in coordination with the team of experts;
- 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 above listed activities are subject to further revision if required by the project team. If required the IC may provide additional consultancy services related to his/her competencies and expertise, in line with the duties and responsibilities stipulated in this Terms of Reference. 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.

The Consultant's functions do not include managerial, supervisory and/or representative functions vis-a-vis UNDP Staff/Personnel. The Consultant needs to work in close cooperation with the Project team. The Consultant will also work in coordination with the founding partners' communication teams namely TÜRKONFED, TÜSİAD and UNDP Turkey. The Consultant (IC) will report to the Project Team.

### **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. IC deliverables 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 **21 December 2020** and is expected to be completed by **30 April 2021**. The substantive component of the assignment is expected to take a maximum **80 working days** to complete.

Target Contract **Start** Date: 21 December 2020

Target Contract **Completion** Date (including payment period): 30 April 2021

Total Number of **Working days** to be Invested by Consultant: 80 working/days.

## 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 social sciences (economy, trade, finance, marketing) business administration, or other related fields;</li><li>• Advanced university degree is asset (i.e. master's and/or Ph.D.).</li><li>• Proficiency in Turkish is required.</li><li>• Proficiency in English is required.</li></ul>	<ul style="list-style-type: none"><li>• At least 10 years of general professional experience is required.</li><li>• Demonstrated experience (minimum three (3) years) in the field of providing advisory services on marketing and business development;</li><li>• Experience in management consulting; product or sales management is asset;</li></ul>	<ul style="list-style-type: none"><li>• Experience in international sales and/or operations is asset;</li><li>• Mentoring and coaching to SMEs is asset;</li><li>• Experience in sales in PPE Sector is asset;</li></ul>

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 İstanbul and/or home-based. 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 responsible UNDP Portfolio Manager, 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 80 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.