

ANNEX-I: TERMS OF REFERENCE

Deliverable-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 Centre and the scope of the project was expanded, and the project was extended until 30 June 2020 in order to add the additional resource allocated by both the Ministry of Industry and Technology and the German Development Bank (KfW) (through the UNDP agreement) to the project budget. With the additional funding allocated from the Public Investment Program to the project budget for the digitalization component of Ankara, 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.

With the additional establishment of the Kayseri and Konya Model Factories and increasing activities in all the Model Factories in Ankara and Bursa, there is a need to recruit Consultants/Training Experts for the implementation of the learn and transform trainings, support the extension of the trainer-consultant pools in Ankara, Konya, Kayseri and Bursa Model Factories and support for the establishment of Monitoring & Evaluation Framework for Model Factories.

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.

More than one IC may be mobilized with a Deliverable- based Individual Contract within the scope of this ToR in line with needs of UNDP Turkey CO. The Individual Contractor (IC) will report to CEG Projects Coordinator. The IC(s) will work in close cooperation with the Model Factory Project team.

3 INSTITUTIONAL ARRANGEMENTS

3.A DUTIES AND RESPONSIBILITIES OF UNDP

UNDP will provide background materials, for the Contractor(s)'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 Consultant. 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 Consultant. UNDP and/or the relevant project partners will facilitate meetings between the Consultant and other stakeholders, when needed.

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

3.B DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT (IC)

UNDP will mobilize an Individual Consultant (IC/ICs) to provide technical consultancy and training services for Learn & Transform Program. This IC will work under overall guidance of UNDP Country Office.

Duties and responsibilities of the Individual Consultant(s) are as follows:

- Performing diagnostic analysis through current state analysis in enterprises and report the outputs of the analysis,
- Taking place as a consultant/trainer in the learn and transform programs,
- Delivering experiential training programs and counselling services within the scope of above-mentioned programs,

- Supporting the delivery of awareness-raising seminars in cooperation with the Model Factory team
- Supporting the preparation of business model, extend the client portfolio and present the Model Factory,
- Supporting the establishment and implementation of Monitoring & Evaluation Framework for Model Factories

Reporting: The IC(s) will report to CEG Projects Coordinator. The IC(s) will work in close cooperation with the Model Factory Project team.

4 EXPECTED OUTPUTS AND DELIVERABLES

The Individual Consultant(s) will work as a trainer and is expected to invest (at maximum) **150 working days** in order to submit deliverables stipulated in this Terms of Reference throughout contract duration. The table below outlines the number of working days that are allocated to the Individual consultant to carry out the assignment.

The Individual Consultant(s) is expected to deliver the below outputs/deliverables to the satisfaction of UNDP.

NO.	DELIVERABLE	ESTIMATED NUMBER OF WORKING/D AYS TO BE INVESTED	TARGET DATE* FOR SUBMISSION TO UNDP
1	Plant Pre-visit for 2nd L&T Program Candidate Companies and Submitting Visit Findings	4 days	End of March 2021
2	Supporting Konya Local Team Preparation for L&T and submitting the related agenda	4 days	End of March 2021
3	Training Guideline for Implementing 1st wave of Training and Coaching 2nd L&T	8 days	End of March 2021
4	Implementing 2nd wave of Training and submitting the related report (All reports will be covering relevant annexes, like participants lists, recommendation notes, etc)	4 days	End of April 2021
5	Visiting L&T Companies for 3rd Wave and reporting the visit findings	9 days	End of April 2021
6	Coaching teams for consulting and providing coaching guidelines	3 days	End of April 2021
7	Implementing 3rd wave of Training and submitting the related report (All reports will be covering relevant annexes, like participants lists, recommendation notes, etc.)	4 days	End of May 2021
8	Visiting L&T Companies for 3rd Wave and reporting the visit findings	9 days	End of May 2021
9	Coaching teams for consulting and providing coaching guidelines	3 days	End of May 2021

10	Implementing 4th wave of Training and submitting the related report (All reports will be covering relevant annexes, like participants lists, recommendation notes, etc.)	4 days	End of June 2021
11	Visiting L&T Companies for 4th Wave and reporting the visit findings	9 days	End of June 2021
12	Coaching Teams for Consulting and Submitting the related Evaluation Report	3 days	End of June 2021
13	Completing the 2nd L&T Program and submitting the presentations	6 days	End of July 2021
14	Sustainability Process Report for each Company	8 days	End of July 2021
15	Plant Pre-visit for 3rd L&T Program Candidate Companies and Submitting Visit Findings	5 days	End of August 2021
16	Evaluating Companies after pre-visits and Submitting Evaluation Report	2 days	End of August 2021
17	Implementing 1st wave of Training and Coaching for 3rd L&T Program and submitting the related report (All reports will be covering relevant annexes, like participants lists, recommendation notes, etc.)	3 days	End of August 2021
18	Implementing 2nd wave of Training and submitting the related report (All reports will be covering relevant annexes, like participants lists, recommendation notes, etc.)	3 days	End of September 2021
19	Visiting L&T Companies for 2nd Wave and reporting the visit findings	8 days	End of September 2021
20	Coaching Teams for Consulting and Submitting the related Evaluation Report	3 days	End of September 2021
21	Implementing 3rd wave of Training and submitting the related report (All reports will be covering relevant annexes, like participants lists, recommendation notes, etc.)	3 days	End of October 2021
22	Visiting L&T Companies for 3rd Wave and reporting the visit findings	8 days	End of October 2021
23	Coaching Teams for Consulting and Submitting the related Evaluation Report	3 days	End of October 2021
24	Implementing 4th wave of Training and submitting the related report (All reports will be covering relevant annexes, like participants lists, recommendation notes, etc.)	3 days	End of November 2021
25	Visiting L&T Companies for 4th Wave and reporting the visit findings	8 days	End of November 2021

26	Coaching Teams for Consulting and Submitting the related Evaluation Report	3 days	End of November 2021
27	Completing the 3rd L&T Program and submitting the presentations	4 days	End of December 2021
28	Sustainability Process Report for each Company	6 days	End of December 2021
29	Support for Model Factories Performance Monitoring and Evaluation Activities and the related report	10 days	End of December 2021

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

▪ **Reporting Line**

The IC(s) will be responsible to report to CEG Projects Coordinator (absence of Project Coordinator; ISG Portfolio Manager will be responsible) for the completion of the tasks and duties assigned in Article 4 & 3.B. The reports shall be submitted to the UNDP CEG Projects Coordinator for final approval. All the reports are subject to approval from UNDP CEG Projects Coordinator to realize the payments to the contractor(s).

▪ **Reporting Language and Conditions**

The reporting language shall be in Turkish and/or English (as to be defined by UNDP). All information shall be provided in electronic versions in word and PDF format. The IC(s) 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.

5 DURATION

The Assignment is expected to start on **15 March 2021** and be completed on **31 December 2021**. The IC(s) is expected to invest **150 working days(at maximum)** to fulfil the required tasks/deliverables stated in Article 3.1 and 4, **throughout contract validity**.

In order to fulfil required tasks for the development of deliverables as defined and listed in the table above, the estimated number of days to be invested are also provided. The number of days presented as 'estimated number of working days to be invested' are indicative. The IC may invest less/more than the estimated number of days for each deliverable and finalize the respective deliverable.

The payment for each deliverable will be made on the basis of the actual number of days invested for that respective deliverable; however, the overall number of days to be invested for all deliverables cannot exceed 150 working days to the IC(s) **throughout the contract validity**.

6 CONTRACT VALIDITY. PLACE OF WORK

The place of work for the assignment is **home-based**. Travel, accommodation and living costs in duty station 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 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	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/ICs is responsible for completing necessary online security trainings and submitting certificates and travel clearance prior to assignment-related travels.

7 REQUIRED MINIMUM QUALIFICATIONS

The required qualifications and/or experience are presented below:

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> • Bachelor's degree in Engineering. • Perfect communication and presentation skills, • Fluency in English, • Computer skills (i.e., MS Office applications). 	
General Professional Experience	<ul style="list-style-type: none"> • A minimum of 8 years of general professional experience in manufacturing sector is required. 	<ul style="list-style-type: none"> • International experience in a global company covering operational processes of manufacturing industry will be an asset.
Specific Qualifications	<ul style="list-style-type: none"> • Minimum 5 year of specific experience in lean production is required. 	<ul style="list-style-type: none"> • Experience in preparation and implementation of training and consultancy programs is an asset.
Notes: <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. 		

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.

8 PAYMENTS

Payments will be made within 30 days upon approval of deliverables by UNDP, along with the Certification of Payment Form (COP) on the basis of the actual number of person/days invested by the IC for development of that respective deliverable and pertaining payment documents signed by the IC and approved by the responsible CEG Projects Coordinator.

While the IC may invest less or more than estimated number of person/days for each deliverable different than the estimated working/days stipulated in the table in Article 4, the total amount of payment to be affected to the IC within the scope of this Assignment cannot exceed the proposal submitted by candidate at the time of application for deliverables, *equivalent of 150 working days* throughout the contract validity.

If any of the deliverables stipulated in Articles 3B and 4 of this Terms of Reference will not be produced and delivered by the IC in due time and to the satisfaction of UNDP, no payment will be made even if the IC has invested working days to produce and submit such deliverables. The IC shall be paid in USD 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 USD amount by the official UN Operational Rate of Exchange applicable on the date of money transfer. The daily fee to be paid to the IC is fixed regardless of changes in the cost components.

The daily fee amount should be indicated in gross terms and hence should be inclusive of costs related to tax, social security premium, pension, visa (if needed) etc. UNDP will not make any further clarification on costs related to tax, social security premium, pension, visa etc. It is the applicants' responsibility to make necessary inquiries on these matters.

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.