

Terms of Reference
for
**National Individual Consultancy Services for Sustainability Alternatives for
Engineer Girls of Turkey Project (aka TMK 2.0)**

1. Background

Engineer Girls of Turkey (EGT) Project aims to develop private sector-led prototypes for inclusive and sustainable economic growth in the services and manufacturing sectors benefiting from gender equality mainstreaming and advocacy and dissemination of the successful achievements and success stories within the public and private sector. The donor of the Project is Limak Foundation whereas the implementing partner is Ministry of Family, Labor and Social Services. The Project concentrates on developing a private sector-led support program to promote female student's participation in engineering professions and empowering female students of engineering. The long-term expected impact of the Project is to increase women's high-quality employment and advocate gender equality principles in the leading services and manufacturing sectors to improve inclusiveness of economic growth in a sustainable manner.

The Project has two expected results:

- **A support program to empower and encourage female students of engineering:** This activity will identify challenges for female students to prefer engineering track on their academic and professional preferences and design two-fold support program.
 - a. To increase the number of female students in engineering departments
 - b. To empower female engineering students through scholarship, capacity building, activities of awareness raising.
- **Corporate models to adopt, implement and advocate gender sensitive approaches developed:** Benefiting from the experience of the assessments carried out in first result internal analysis will be carried out in Limak Holding for corporate principles on gender equality. Internationally recognized tools will be used and internal capacity building programs will be developed along with the advocacy plan.

The Project is designed to have three components as below:

- An analysis framework developed on assessment of challenges and barriers;
- A support program to empower and encourage female students of engineering;
- Corporate inclusive business models to adopt, implement and advocate gender sensitive approaches to be developed.

Completion of the first component provided an analytical background. Within this scope, “Women in Engineering in Turkey” was prepared through extensive research and individual/focus group interviews, analyzing the current limitations in the country and how EGT Project could address the challenge of reducing these barriers. As a follow up to these key findings, necessary actions are being developed for the other components. This enabled an iterative process to be strengthened in line with the findings. The second component of EGT Project has two different activities: one targeting university students and the other targeting high school students. Within the university program or the scholarship program; students from electrical and

electronic, industrial, civil, mechanical, environmental and computer engineering departments benefited from the scholarship programs. The high school program has been initiated in order to increase awareness among high school students, their parents and teachers to encourage young students to follow engineering track as their professional careers with the partnership of Ministry of Education.

Under the third component of the Project; Gender Mainstreaming is being piloted in Limak since 2018 through UNDP's Gender Equality Seal (GES) Program. The programme evaluates the current status within the company and make firm-level suggestions according to GES benchmarks. Pilot experience is being scaled up to another sector with additional 4 Limak Tourism companies. The aim is to reduce the gender gaps, which will help the Company to establish more equalitarian work relations, improve female advancement and in the long run, increase productivity and competitiveness within the Company.

In the view of the above progress there is a need to develop alternative sustainability models for the initiative. A rapid impact assessment study is carried out in 2020 and several workshops/brainstorming sessions are held with project stakeholders and several alternatives are outlined. However, a deeper dive for these alternatives needs to be carried out and supporting business plans should be assessed. In order to undertake this assignment a consultant will provide business plan alternatives for Engineer Girls of Turkey Project sustainability plans.

2. Objective and Scope

The consultant will be working with Project Team and Project Partners to learn from previous relevant reports/activities to understand the background and the possible alternatives. The consultant will be responsible for providing business plan alternatives of Engineer Girls of Turkey 2.0 (EGT 2.0). Although the ultimate goal is to define the roadmap for a sustainable and independent platform for EGT 2.0, business plan alternatives including business model and an action plan for the next steps will be crucial. The proposed business plan alternatives of EGT 2.0 should be in line with the EGT overall structure and inclusive principles.

The main objective of this assignment is to design Engineer Girls of Turkey 2.0 as a sustainable and independent platform.

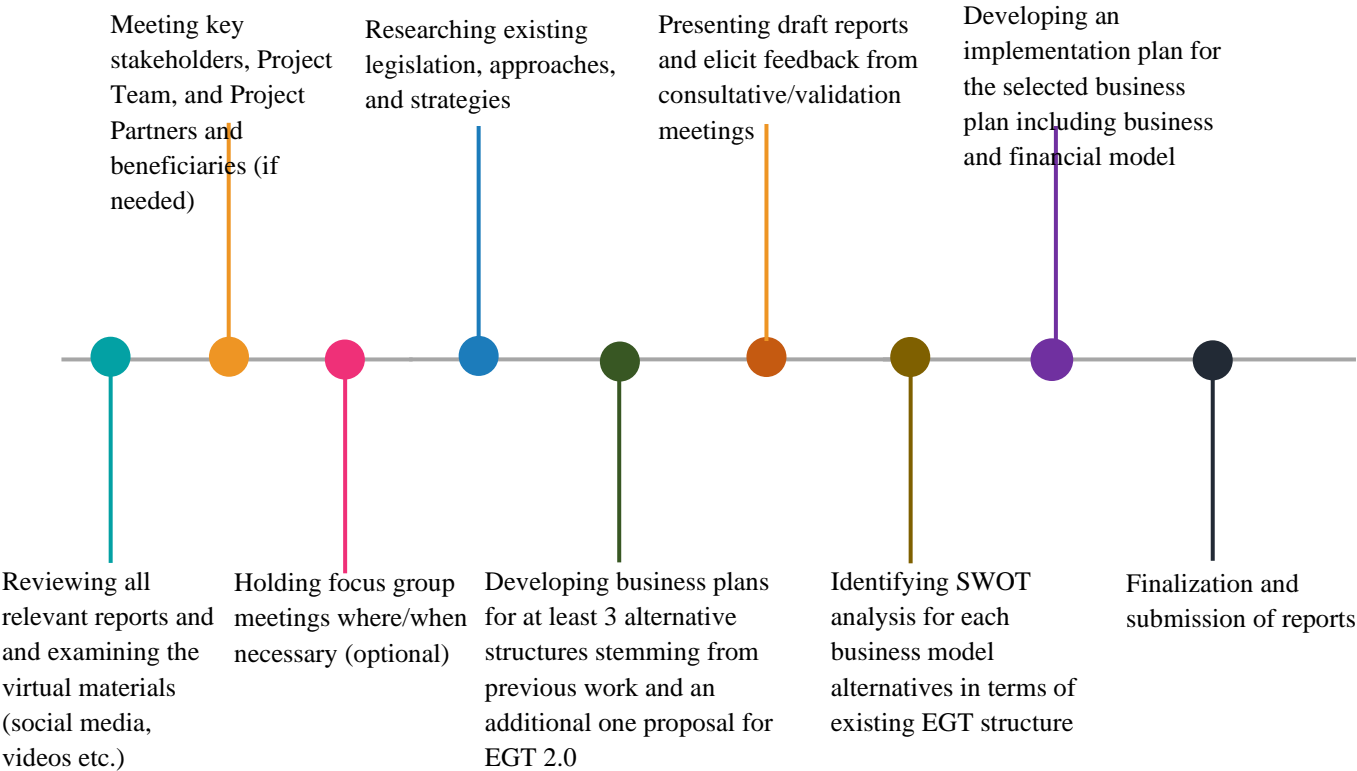
3. Duties and Responsibilities of the Individual Contractor

The roles and responsibilities of the Individual Contractor are as follows

- Reviewing all relevant previous reports and examining the virtual materials (social media, videos etc.)
- Virtual meetings with key stakeholders, Project Team and Project Partners and beneficiaries (if needed)
- Researching existing legislation, approaches, and strategies for establishment of all possible forms like social enterprises, social cooperatives etc.
- Developing business plans for at least 3 alternative structures (one for social cooperative, one for social enterprise and one additional¹) stemming from previous work for EGT 2.0
- Developing strategic recommendations for each model outlining key success factors, key income alternatives overall advantages and disadvantages (i.e.SWOT).
- Conducting a comparative analysis between model alternatives.
- Developing a draft implementation plan with corresponding resource plan (operational, administrative costs, financial plan)
- Presentation of the alternatives for fund raising actions (like crowdfunding and/or other financial alternatives).
- Preparation of a final report covering three alternative scenarios, detailed business plan road map for new EGT 2.0.

¹ IC may propose additional structure alternatives to improve/enhance the quality of the deliverables.

All proposed steps are shown in below table:



Proposed business plan shall be suitable for crowdfunding, innovative finance methods, social innovation, social innovation platform modality etc. The proposed models will also cover financial sustainability options of the EGT 2.0. The process of developing business plan will require careful consideration of existing legislation, approaches, and strategies in business law.

The Individual Consultant (IC) shall review Project’s documents, activities, social media and functions etc. and analyze project linkages and identify the effect of implementation to better understanding of the structure of EGT.

The assignment will be undertaken in close collaboration with the relevant staff of the Project. The IC will report to the ISG Portfolio Manager. Each deliverable to be conducted by the IC is subject to UNDP approval.

4. Expected Outputs and Deliverables

Within the scope of the assignment; the IC shall produce the below listed deliverables;

Deliverables	Action Proposed ²	Estimated duration to complete* (working/days)	Target Date for Submission to UNDP for Approval
Fact finding report, draft plan	<ul style="list-style-type: none"> Reviewing all relevant previous reports and examining the virtual materials (social media, videos etc.) Virtual meetings with key stakeholders, Project Team Project Partners and beneficiaries, focus group meetings if necessary. Researching existing legislation, approaches, and strategies for establishment of all possible forms like social enterprises, social cooperatives etc. Developing business plans for <u>at least 3</u> alternative structures (one for social cooperative, one for social enterprise and one additional³) stemming from previous work for EGT 2.0. Global best practice examples will be incorporated into business plans to provide benchmarking in related areas 	15	10/05/2021
Final detailed business plan and road map	<ul style="list-style-type: none"> Developing strategic recommendations for each model outlining key success factors, key income alternatives overall advantages and disadvantages (i.e.SWOT). Conducting comparative analysis between model alternatives. Developing a draft implementation plan with corresponding resource plan (operational, administrative costs, financial plan). Presentation of the alternatives for fund raising actions (like crowdfunding and/or other financial alternatives). Preparation of a final report covering three alternative scenarios, detailed business plan road map for new EGT 2.0. 	25	01/07/2021

* These number of days for each deliverable are solely just provided to give the IC an idea on the assignment and deliverables to be undertaken. The payments will be made in line with the table given under Section 9. PAYMENTS, irrespective of the number of days to be actually invested by the IC for the completion of each respective deliverable.

IC's deliverables will be subject to certification and approval by the UNDP ISG Portfolio Manager.

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. 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.

Reporting Language: The reporting language of the study shall be in Turkish with English executive summary

All information shall be provided in electronic version in the word and PDF format. The IC shall be solely liable for the accuracy and reliability of the data provide, links to sources of information used.

5. Required Qualifications

The consultant should have the following experience and qualifications:

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> Bachelor's Degree in social science or relevant area (10 points) Very good command of both written and spoken English and Turkish is required (5 points) 	<ul style="list-style-type: none"> Master's Degree in Business Administration, Economics or relevant area (5 points)
Professional Experience	<ul style="list-style-type: none"> At least eight (8) years of professional experience (20 points) 	
Specific Experience	<ul style="list-style-type: none"> At least five (5) years of specific experience in advisory support for innovation and sustainable development projects (10 points) Proven knowledge in existing legislation, approaches, and strategies in Turkey context for social enterprises, social cooperatives, or relevant area (10 points) 	<ul style="list-style-type: none"> Minimum four (4) years of professional experience in developing business and or financial plan (4 points) Solid experience in entrepreneurship ecosystem as a consultant/mentor (2 points) Solid experience in social innovation/social entrepreneurship projects/initiatives. (2 points) Experience in writing reports, research, articles and/or blogs. (2 points)
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. Professional experience gained in an international setting is considered international experience. 		

The consultant should avoid any kind of discriminatory behavior including gender discrimination and ensure that

- human rights and gender equality is prioritized as an ethical principle within all actions;
- activities are designed and implemented in accordance with "Social and Environmental Standards of UNDP";
- any kind of diversities based on ethnicity, age, sexual orientation, disability, religion, class, gender are respected within all implementations including data production;
- differentiated needs of women and men are considered;

² IC may propose additional actions and methods to improve/enhance the quality of the overall output. Final decision shall be agreed by UNDP in consultation with implementing partner and donor.

³ IC may propose additional structure alternatives to improve/enhance the quality of the deliverables.

- inclusive approach is reflected within all actions and implementations, in that sense an enabling and accessible setup in various senses such as disability gender language barrier is created; necessary arrangements to provide gender parity within all committees, meetings, trainings etc. introduced.

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.

6. Institutional Arrangement

UNDP will provide to IC all relevant background documents. UNDP is not required to provide any physical facility 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 the UNDP and relevant stakeholders, such facilities may be provided at the disposal of the IC. UNDP will facilitate meetings between the ICs 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.

7. Timing and Duration

The assignment is expected to start on 26 April 2021 and be completed on 31 July 2021.

8. Place of Works

Place of work (duty station) for the assignment is home-based. All travel, accommodation and living costs in duty station will be covered by the IC.

In case of an unforeseen travel out of the duty station is needed, travel and accommodation costs (cost items indicated below) of these missions out of the duty station within the scope of this ToR (economy class flight ticket and accommodation in 3 or 4 star hotel) will be borne by UNDP. It is required that the terms of such travel and accommodations shall be discussed with and approved by the ISG Portfolio Manager prior to each travel. The costs of these missions may either be;

1. Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the IC or
2. 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 subject to following constraints/conditions provided in below table;
3. covered by the combination of the above 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
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	the consultant with the UNDP's F-10 Form 3- Approval of UNDP
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 is responsible for completing necessary online security trainings and submitting certificates and travel clearance prior to assignment-related travels.

9. Payment

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 perspective deliverable and the pertaining Certification of Payment document signed by IC and approved by ISG Portfolio Manager.

#	<u>Deliverable</u>	<u>Percentage of Payment</u>
1	Fact finding report, draft plan	25% of Total Contract Amount
2	Final detailed business plan and road map	75% of Total Contract Amount

IC shall be paid in US\$ if he/she resides in a country different than Turkey. If IC 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.

If the deliverables are not produced and delivered by IC to the satisfaction of UNDP as approved by the ISG Portfolio Manager, no payment will be made even if IC has invested time to produce and deliver such deliverables.

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

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