

ANNEX-4

Detailed Terms of Reference for

Organization of Bootcamps and Provision of Business Development Services for 75 entrepreneurs and cooperatives

A. BACKGROUND INFORMATION AND RATIONALE, PROJECT DESCRIPTION

The impact of the COVID-19 pandemic reversed the progress made in the livelihoods sector and has highlighted the vulnerability associated with informal work and casual labor which triggered sudden and unexpected loss of income. Recent research shows that, in Turkey, women experienced more severe pandemic-triggered employment disruption than men. Moreover, the pandemic has hit the private sector hard, including over 15.000 Syrian-owned enterprises operating in Turkey that employ both Syrian and Turkish employees.

In response to the impact of the COVID-19 pandemic on private sector and individuals in need of sustainable income opportunities, the project aims to supporting entrepreneurs and cooperatives to cope with this negative impact and build back their businesses better while strengthening business relations among refugee and host community members to promote social cohesion and inter/intra-community solidarity.

The specific objectives are as follows:

- To alleviate the effects of COVID-19 on women cooperatives through tailor-made business development services support,
- To increase access to employment opportunities for Syrians and host community members through entrepreneurship support,
- The project will support the following target groups to achieve expected results in a 6-month period;
 - 40 women cooperatives will benefit from business development services including grant, consultancy and mentorship to grow/render their businesses after COVID-19,
 - 75 refugee women entrepreneurs and women cooperatives at start-up phase that have solid business idea will benefit from bootcamp to further develop their business plans including in-kind support,
 - 45 refugee women entrepreneurs and cooperatives at start-up phase will benefit from business development services including mentoring, supply chain development and grants to start their business after bootcamp.

B. CONTEXT

The pandemic has hit the private sector hard, including Syrian-owned enterprises that employ both Syrian and Turkish employees. According to the survey results conducted by UNDP Turkey and Business for Goals (B4G) in April and May 2020, 64 percent of the 101 Syrian-owned enterprises responded that they were «substantially impacted» by the pandemic, 88 percent considered the pandemic as a direct threat for their businesses and investments, and 96 percent stated that their businesses and operational strategies

in 2020 have been affected negatively¹. Daily routine of majority of the companies has shifted towards crisis management. However, there is a lack of knowledge that is required for crisis management. The rate of companies whose operations have fully halted is 34,6 percent while the rate of companies that partially shifted to crisis management is 50.4 percent.² Extensive consultations and surveys with the private sector actors revealed that lack of knowledge of Turkish language, e-commerce skills, and legal frameworks regarding employment and entrepreneurship are the main challenges as well as the negative socio-economic impacts of COVID-19. Lack of digitalization within the Syrian-owned companies has affected their business operations in terms of remote working, sales and supply chains as they are lacking digital tools and infrastructure that will enable them to work remotely such as e-commerce platforms to continue their sales/exports during COVID-19 pandemic.

Self-reliance became a necessity as Syrians in Turkey are increasingly planning their lives on the presumption of a more permanent stay reflected in the increase from 16,7 percent to 51,8 percent who responded “I definitely do not intend to return to Syria” when asked about their plans in 2017 and 2019 Syrian Barometer respectively. The same study also found that almost 80 percent of the Turkish society is sure that at least half of the Syrians will remain in Turkey³.

In light of the above context, the Project aims to increase self-reliance of refugees and host community members with a specific focus on women through business development services and grants to alleviate the negative impact of the COVID-19 pandemic on existing cooperatives and entrepreneurs to realize their business ideas.

This Terms of Reference (ToR) herein identifies the scope of the services and activities that will be provided and implemented to support Syrian women entrepreneurs and the women cooperatives at start-up phase in multiple locations in Turkey.

C. SPECIFIC OBJECTIVES

The overall objective of this services is to organize 3 bootcamps in hybrid modality with 75 participants including refugee women entrepreneurs and women cooperatives at start-up phase and to provide business development consultancy to the beneficiaries of bootcamps to help them start and boost their businesses.

D. SCOPE

In the framework of the Project, it is aimed to increase women’s participation to the labour market through business skills development, support Syrian and non-Syrian women entrepreneurs & start-ups to start and develop their businesses and continue supporting them with a “hand-holding” approach to ensure the sustainability of their businesses.

¹ Impact of COVID-19 on Syrian-owned and Turkish MSMEs, April, May 2020, <https://www.business4goals.org/yayinlar/>

² B4G, established with the support of UNDP under the roof of two prominent private sector voluntary bodies of Turkey, namely TURKONFED (Turkish Enterprise and Business Confederation) and TUSIAD (Turkish Industry and Business Association), is a collective action of the private sector on the SDGs. It provides a platform for conducting research, studies and dialogue to transform the private sector's involvement into inclusive and elaborated public private partnerships for the achievement of the SDGs (<https://www.business4goals.org/>). <https://www.business4goals.org/wp-content/uploads/2020/04/B4G-Covid-19-survey-ENG.pdf>

³ Syrian Barometer 2019

Beneficiary group of the project is refugee women entrepreneurs & women cooperatives at start-up phase, who already have a solid business plan including a business model, market research, production plan, financial plan, etc. 3 Bootcamps will be organized for these beneficiaries and tailor-made consultancy services will be delivered to the entrepreneurs and cooperatives that will be selected from the participants of bootcamps. Bootcamps and business consultancy services will be provided in a hybrid modality (face-to-face and online). In line with COVID-19 prevention measures, if face-to-face gatherings are not allowed, all bootcamps will be held fully online.

Project's indicative provinces are as follows:

- Mersin, Hatay, Gaziantep, Adana, Şanlıurfa, Kahramanmaraş - 1 bootcamp targeting cooperatives at start-up phase and refugee women entrepreneurs,
- Sivas, Yozgat, Konya, Kayseri, Nevşehir – 1 bootcamp targeting cooperatives at start-up phase and refugee women entrepreneurs,
- İzmir, Manisa, Aydın, Denizli, Muğla – 1 bootcamp bootcamp targeting cooperatives at start-up phase and refugee women entrepreneurs

“Face to face” part of the Bootcamps will take place in **Hatay, İzmir** and **Kayseri** for 3 days (i.e. 21 hours) per province (9 days in total).

Following tasks are expected from the Contractor:

- 1.1** Preparation and submission of Inception Report including implementation strategy, methodology, detailed activity plan, time plan, monitoring and evaluation plans and risks
- 1.2** Organization of 3 bootcamp programs (each lasting for 70 hours in 10 days) for 75 women entrepreneurs and women cooperatives
- 1.3** Selection of beneficiaries for in-kind support and business development consultancy services after the bootcamps
- 1.4** Provision of tailor-made Business Development Services for 20 beneficiaries of the Bootcamps
- 1.5** Identification of the areas to be supported for the provision of small grants for the beneficiaries of tailor-made business development services
- 1.6** Preparation and submission of Final Report that includes a brief description of the action, its context and key results (including the outcomes of the trainings, business development consultancy and in-kind support of the action), conclusions and recommendations

E. APPROACH AND METHODOLOGY

The expected outcome of the services and support to be provided to the target beneficiary group is to boost their commercialization potential through capacity development on standardization, marketing, branding, etc. and also guidance on how to integrate into supply chains that are disrupted after COVID-19 pandemic as well as e-commerce platforms.

Following approach is expected to be followed by the Contractor;

1.1 Preparation of an Inception report

Prior to kick-off of the activities, the Contractor is expected to submit an Inception Report where project implementation strategy, **methodology, detailed activity plan, time plan, monitoring and evaluation plans and risks are defined within a tailor-made approach to regional variables. The monitoring and**

evaluation plan shall define key performance indicators, baseline, targets, reporting schedule and the evaluation outline.

The implementation strategy and the methodology of the Project shall outline upon approval of UNDP in consultation with MoIT, the Contractor shall immediately start the implementation of activities.

The contractor shall prepare and submit an Inception Report to UNDP. The detailed content and the length of the report shall be identified by UNDP and MoIT during the implementation phase.

1.2 Organization of 3 bootcamp programs (each lasting for 70 hours in 10 days) for 75 women entrepreneurs and women cooperatives

- The contractor is expected to develop the selection criteria for the participants of bootcamps in order to better qualify the target groups for bootcamps and selection of participants of bootcamps in consultation with UNDP and MoIT.
- Selection criteria shall be submitted with the proposal, and it needs to demonstrate how the contractor will target Syrian and non-Syrian women entrepreneurs & cooperatives and manage the bootcamps with targeted nationalities accordingly. The aim of the bootcamps is to reach entrepreneurs & cooperatives with certain maturity in their business ideas and market research as in the bootcamp or during business consultancy services, there will be no basic trainings on entrepreneurship.
- Upon contract signature, the contractor will start reaching out and select women entrepreneurs for the bootcamps based on the selection criteria that is endorsed and approved by UNDP in consultation with MoIT. During the outreach, UNDP and MOIT will also support the respective contractor with social media and communication tools.
- The cooperatives will be referred by MoIT and UNDP. Total number of cooperatives are expected to be 25 out of 75 beneficiaries in total.
- Organization of 3 bootcamps in target provinces with the participation of 50 women entrepreneurs and 25 cooperatives that have solid business plans that includes market research, production plan, financial plan, etc.

The bootcamps shall focus on building both theoretical and practical knowledge of the beneficiary group to increase the capacity of entrepreneurs & cooperatives to compete. Bootcamp shall include applied workshops and case studies, which are close to entrepreneurs' sector interests and level of complexity.

Bootcamps will focus on following issues but not limited to them:

- Creative way of thinking and Innovating Business Idea (online)
- Design Thinking (online)
- Technology and market maturity levels (online)
- Intellectual and Industrial Property Rights (IPR) information (patent, design, licensing, etc.) (online)
- Project Management (online)
- Business Model Validation (face to face)
- Product and process design and development & Product Positioning (face to face)
- Customer Segmentation and Prioritization (face to face)
- Innovative marketing techniques (visualization) (face to face)

- Work Culture / Doing Business in Turkey for Syrian participants– For this topic, UNDP Turkey will also provide content and guidance. (face to face)
- Sales and Marketing (including digital marketing tactics and e-commerce) (online)
- Financial Economic Feasibility (online)
- Access to Finance and Finance Management
- Commercialization strategies and (online)
- Entrepreneurship management for growth (online)

Detailed training plan including training content, training materials, training method shall be prepared and presented to UNDP and MoIT prior to bootcamps.

- Bootcamps will be organized in a hybrid modality, 70% online, and 30% face-to-face for a total of 70 hours and 10 days each (7 hours per day x 10 days). Out of these 10 days, 3 days (21 hours) will be conducted face to face and 7 days (49 hours) will be provided online.
 - All the 3 bootcamps will be organized simultaneously.
 - During the organization of the bootcamp, logistical organization (venue, catering, travel, intra city transport, accommodation etc.) will be carried out by UNDP.
 - All online arrangements including organization of online trainings, consultancy sessions shall be carried by the contractor.
- Necessary arrangements for all logistical arrangements including intercity and intracity transportation of the participants and trainers shall be covered by UNDP. Bootcamps will be organised online by the contractor and face to face sessions will be conducted in venues that will be identified by UNDP during implementation. UNDP will cover costs including coffee breaks, lunches, dinners and accommodation for 75 participants and min. 6 trainers (min. 2 in each province) during the face to face sessions in Hatay, İzmir and Kayseri.
- Minimum 6 trainers shall be appointed for the bootcamps (min. 2 trainers per bootcamp) to ensure activities do not rely exclusively on one trainer. Co-facilitation might be required for some sessions as participatory approach and learning by doing methodology will be applied during the trainings of Bootcamps.

The contractor shall prepare and submit a Bootcamp and Beneficiary Analysis Report to UNDP. The report shall include an overview of the bootcamp process (preparations, implementation and results), an analysis on the capacity and needs of the beneficiaries. The detailed content and the length of the report shall be identified by UNDP and MoIT during the implementation phase.

1.3 Selection of beneficiaries for in-kind support and business development consultancy services after the bootcamps

- 2 types of support will be provided to the beneficiaries after the bootcamps:
 - Selection of 25 cooperatives for business consultancy and in-kind support
 - Selection of 20 entrepreneurs for business consultancy and in-kind support
 - In total 45 beneficiaries will be supported through in-kind and business development consultancy services.
- The contractor is expected to provide the methodology for the selection of the beneficiaries for the above-mentioned support
 - In-kind support will be used for raw materials, equipment, business registration fees, work permit fees, digitalization, subscription to the e-commerce platforms, standardization, website development or any other type of in-kind support that will help beneficiaries to boost their businesses.

- 45 beneficiaries will be approved by UNDP in consultation with MoIT upon justification provided by the contractor regarding the impact of the in-kind support on the selected beneficiaries.
- In-kind support will be provided by UNDP and MoIT.

The contractor shall prepare and submit a Beneficiary Selection Report to UNDP. The report shall include the list of beneficiaries that are recommended for in-kind support and business development services with justification for the recommendation. The detailed content and the length of the report shall be identified by UNDP and MoIT during the implementation phase.

1.4 Provision of tailor-made business development services for 20 beneficiaries of the Bootcamps

- The prospective contractor will determine **selection criteria** for the identification of 20 women entrepreneurs and cooperatives among the participants of bootcamps for the provision of tailor-made business development services and in-kind support.
- Selection criteria shall be determined by contractor to identify entrepreneurs and business ideas that will qualify for provision of tailor-made business development services among bootcamp participants. contractor shall determine the areas of business development consultancies while selecting the beneficiaries and present its selection and the reasons to UNDP in consultation with MoIT for their approval.
- The contractor is expected to provide tailor-made business development consultancy services for 5 months to the 20 beneficiaries. Tailor-made business development services will cover consultancy services on:
 - legal and financial issues on doing business in Turkey,
 - internet and information technologies,
 - integration to the local, regional and international supply chains,
 - design, product/service/process development,
 - project management, process management, standardization and quality management,
 - intellectual and industrial property rights,
 - environmental consulting,
 - financial consulting,
 - commercialization of products,
 - international trade, branding, marketing/digital marketing, e-commerce,
 - logistics,
 - digital transformation,
 - customer relations,
 - management
 - tax issues
- The contractor should undertake and prove that it will mobilize the pool of consultants who will work full-time or part-time in the above-mentioned areas of business consultancy services to be provided to the beneficiaries. Pool of consultants will consist of individuals who are experts in the above-mentioned areas and will contribute to meet the needs of entrepreneurs to grow their businesses. More than one consultant can be in the pool in a certain area, and matching will be done within their availability. With a growth-oriented approach, Contractor

will provide consultancy services to the refugee women entrepreneurs/cooperatives at start-up phase to develop the capacity of the entrepreneur and competitiveness of their business. Matching of entrepreneurs and consultants will be made by the contractor.

- The contractor will identify at least 3 consultancy areas for each beneficiary and will match the beneficiaries with consultants in these areas. During these 5-months, 120-minutes of 10 consultancy sessions/trainings per entrepreneur/cooperative in total and at least in 3 areas in accordance with the needs of the beneficiaries will be carried out and the consultants will bi-weekly report the developments of entrepreneurs/cooperatives in the identified areas of need. Consultancy services will be organized with a hybrid modality (30% face to face and 70% online).

The contractor shall prepare and submit a Business Development Report to UNDP. The report shall include the progress made through business development services. The detailed content and the length of the report shall be identified by UNDP and MoIT during the implementation phase.

1.5 Identification of the areas to be supported for the provision of small grants

- Throughout the provision of business development consultancy services, the areas that will be supported through grants will be identified by the contractor as well.
- Areas to be supported with grant needs to be justified by the contractor by outlining its potential impact on the beneficiary and submitted to the UNDP in consultation with MoIT for approval.
- The contractor will be responsible for preparing the ToR of the required services/products to be covered in the framework of provision of small grants. ToRs shall be prepared in close coordination with entrepreneurs/cooperatives in order to increase their capacity in procurement.
- ToRs will be delivered to UNDP and MoIT within 60 calendar days after contract signature.
- The grants need to be disbursed by the end of December 2021 at the latest in order to track the impact of the grant on the beneficiaries.
- The contractor will provide consultancy and technical support to the beneficiaries for the identification of procurement items as per need i.e. subscription/ registration procedures for e-commerce platforms.

The contractor shall prepare and submit a Grants Report to UNDP. The report shall include the list of beneficiaries that are recommended for grants with justification for the recommendation. The detailed content and the length of the report shall be identified by UNDP and MoIT during the implementation phase.

1.6 Preparation of a Final Report

The final report will be maximum 30 pages in length excluding annexes and will be subject to UNDP and MoIT approval. The final report will contain an executive summary of no more than 5 pages that includes a brief description of the action, its context and key results (including the outcomes of the trainings, business development consultancy and in-kind support of the action), conclusions and recommendations. In addition to above-mentioned information, this report is expected to contain the sections stated in the section 1.0, Inception Report, and to track back the implementation of the activities against the key performance indicators, baselines and targets as defined in the Monitoring and Evaluation plan.

Final payment will be processed upon approval of the final report by UNDP in consultation with MoIT.

F. ACTIVITY, DELIVERABLES AND SCHEDULES

The Contractor shall schedule submission of deliverables/outputs to meet target delivery dates, considering that UNDP and/or MoIT will also invest time for review as detailed in below table.

UNDP may reject deliverables if Contractor fails to revise the outputs in line with the comments of UNDP and implementing partner. Any rejection shall not delay the target delivery.

The contents of the required reports will be finalized by UNDP and the Contractor during implementation. The list of tasks, activities, deliverables, their due dates and lead time for UNDP and/or Ministry of Industry and Technology (MoIT) review are as follows:

Major Task	Deliverables	Indicative* Timeline	Required personnel	UNDP/MoIT Lead Time For Review	Outcome	Location
1.1 Inception Report	<u>Deliverable No 1:</u> Preparation of an Inception Report to outline the detailed implementation plan of the Contract including implementation strategy, methodology, time plan and risk analysis	1 – 4 October 2021 (Days 1 - 4 of the contract)	Team Leader and Consultants	3 days	Inception Report	Online or home-based
1.2 Organization of 3 bootcamp programs (each lasting for 70 hours in 10 days) for 75 women entrepreneurs and women cooperatives	<u>Deliverable No 2:</u> Bootcamp and Beneficiary Analysis Report on the beneficiaries indicating their strength and weaknesses and the selection criteria for further support	4 – 14 November 2021 (Days 34 - 44 of the contract)	Team Leader Trainers	5 days	75 women entrepreneurs/ cooperatives will attend bootcamps and 25 of them will benefit from immediate in-kind assistance and 20 entrepreneurs/ cooperatives will benefit from tailor-made business	Online and face to face in Hatay, İzmir, Kayseri
1.3 Selection of beneficiaries for in-kind support and business development	<u>Deliverable No 3:</u> Beneficiary Selection Report on the beneficiaries to be benefitted from further support	15 -22 November 2021 (Days 45 - 52 of the contract)	Team Leader Consultants	5 days		Online

consultancy services after the bootcamps	with its justification per beneficiary, recommendations for use of in-kind support				development consultancy services followed by in-kind assistance	
1.4 Provision of tailor-made business development services for 20 beneficiaries of the Bootcamps	<u>Deliverable No 4:</u> Business Development Report Report on the progress of selected beneficiaries	1 December 2021 – 28 February 2022 (Days 60 - 180 of the contract)	Team Leader Consultant(s)	5 days		Online /Face to face
1.5 Identification of the areas to be supported for the provision of small grants	<u>Deliverable No 5:</u> Grants Report Report on the areas to be selected for the small grants per each beneficiaries indicating its potential impact on the beneficiary's business.	1 December 2021 – 28 February 2022 (Days 60 - 180 of the contract)	Team leader Consultant(s)	5 days		Online
1.6 Final Report	<u>Deliverable No 6:</u> Preparation of final report including executive summary, a brief description of the action, its context and key results, conclusions and recommendations.	Draft final report: 15 March 2022, Final Report: 25 March 2022	Team leader	7 days	Final Report	Online

* Final timeline will be defined in inception report upon agreement with UNDP.

G. KEY PERFORMANCE INDICATORS AND SERVICE LEVEL

Key services required, performance indicators and corrective measures are elaborated in the table below:

Major Task	Deliverable	Key Performance Indicators and Service Levels	Corrective measures
1.1 Preparation and	Inception Report	Approval of the report by UNDP and MoIT.	Revisions if deemed necessary by UNDP and MoIT

Submission of Inception Report			
1.2 Organization of 3 bootcamp programs (each lasting for 70 hours in 10 days) for 75 women entrepreneurs and women cooperatives	Bootcamp and Beneficiary Analysis Report, a report on the bootcamp process and beneficiaries indicating their strength and weaknesses and the selection criteria for further support	A clear and a comprehensive plan that include all processes required for successful implementation.	Revisions (such as content and materials of training, processes required for programs) in implementation of trainings, programs and other activities
1.3 Selection of beneficiaries for immediate in-kind support and business development consultancy services after the bootcamps	Beneficiary Selection Report on the beneficiaries to be benefitted from further support with its justification per beneficiary	Selection of participants who have highest potential to boost their businesses through the services outlined in the ToR. Clear and precise reports Positive evaluation received from at least 75% of beneficiary entrepreneurs / cooperatives who receive business advisory services and in-kind support Preparation and submission of all documents within deadlines.	Revision in documents in accordance with the inputs of the UNDP and/or MoIT to include more details and/or clear justification
1.4 Provision of tailor-made business development services for 20 beneficiaries of the Bootcamps	Business Development Report Report on the progress of selected beneficiaries		
1.5 Identification of the areas to be supported for the provision of small grants	Grants Report Report on the areas to be selected for the small grants per each beneficiaries indicating its potential impact on the beneficiary's business.		

1.6 Preparation and Submission of Final Report	Final Report	Approval of the report by UNDP and MoIT.	Revisions if deemed necessary by UNDP and MoIT
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UNDP reserves the right to reject any deliverables (reports, plans, programs, etc.) if Contractor fails to revise them in line with the comments of UNDP and MoIT. Any rejection shall not delay the target delivery. If any business advisory, mentoring or training activity does not receive positive evaluation from 75% of beneficiaries, UNDP may ask the Contractor to repeat services for beneficiaries who did not provide positive evaluation.

H. GOVERNANCE AND ACCOUNTABILITY

The Contractor shall be responsible directly to the Syria Crisis Response and Resilience Portfolio Manager and Project Manager in charge of Business to Social Cohesion Project for all the deliverables.

The Contractor shall inform the UNDP Syria Crisis Response and Resilience Portfolio Manager and Project Manager bi-weekly via e-mail and without a fixed reporting template regarding the progress they have made in implementation of the overall assignment. In addition to bi-weekly written e-mail reports, UNDP may request Contractor for ad hoc meetings.

The approving authority of each deliverable will be UNDP Syria Crisis Response and Resilience Portfolio Manager. Its implementing partner, Ministry of Industry and Technology will have inputs on deliverables (reports, plans, programs, road maps, service manuals etc.) prepared by the Contractor. The Contractor is obliged to finalize the reports by taking into account UNDP CO's and Ministry of Industry and Technology's feedback.

I. FACILITIES TO BE PROVIDED BY UNDP

- During the organization of the bootcamp, logistical organization (venue, catering, travel, intra city transport, accommodation etc.) will be carried out by UNDP.
- During the bootcamp, translation service will be covered by UNDP in case trainers won't have Arabic proficiency.

J. EXPECTED DURATION OF THE CONTRACT/ASSIGNMENT

The assignment is expected to start on 01.10.2021 (stating date is indicative and may be updated considering actual contract signature date) and latest completion date 31.03.2022.

K. DUTY STATION

The Contractor will work home based and in 3 provinces (Kayseri, Hatay, İzmir) during the face-to-face section of the bootcamps. UNDP Turkey CO will not be providing a facility for the Contractor to work during the contract.

L. PROFESSIONAL QUALIFICATIONS OF THE PROPOSER AND ITS KEY PERSONNEL

The Contractor shall have completed similar experience of similar value in;

- Working with supply chains, e-commerce platforms to support the integration of entrepreneurs/cooperatives into these sale channels,
- Having a network of consultants and experts with different backgrounds who have been working on entrepreneurship, cooperatives, marketing, supply chain integration, refugee businesses, livelihoods, etc.

Contractor's personnel (i.e. experts to be mobilized by the Proposer) that have a crucial role in implementing the contract are referred to as key personnel. **CVs and declarations of availability** of key personnel shall be included in the Technical Proposal. CVs shall enlist all the relevant activities for the entire time period mentioned in their CVs as years of experience.

The Contractor shall provide adequate staff in terms of expertise and time, in order to complete the tasks required and to achieve the overall and specific objectives of the Contract in terms of time, cost and quality. The Contractor shall mobilize a team of experts comprising following key personnel and short-term experts.

KEY PERSONNEL

Key personnel to be proposed by Proposers will include the following:

Key Expert 1: Team Leader

The roles and responsibilities of the Team Leader are as follows;

Key expert will be in charge of: liaising with the selected entrepreneurs and UNDP & MoIT, managing the consultants and ensuring they comply with the procedural and contractual obligations of the contract, preparing work plans and schedules of the Bootcamp and consultancy services, preparation of the inception, progress and final reports.

The CV of the Team leader shall be submitted in technical proposal.

The qualifications of the team leader are as follows:

Qualifications and Skills

Bachelor's Degree in engineering, administrative sciences, social sciences or other relevant fields

General Professional Experience

At least 10 years of general professional experience

Specific Professional Experience

At least 7 years of professional experience in organizing bootcamps, in business development consultancy and/or working with women entrepreneurs

Experience of working with Syrians, Syrian business community and/or Syrian entrepreneurs will be an asset.

NON-KEY PERSONNEL

In order to execute the Project properly, the Contractor will be expected to employ the necessary staff in order to carry out the responsibilities assigned under this contract. The Contractor shall select and hire other experts as required for the successful delivery of the project activities. All experts shall be independent and free from conflict of interest in the responsibilities they take on.

CVs of the non-key personnel to be recruited during the course of the project must be submitted to UNDP for approval after the contract signature and at least two weeks before the start of their assignment. These approval requests shall be accompanied by a proper description of the assignments and outputs/deliverables as well as proof documents for the knowledge and experiences of the respective trainers and consultants.

The Contractor is fully responsible to mobilize non-key personnel (at least 6 (six) trainers and 5 (five) consultants) as may be needed for successful and timely completion of the Contract, having experience and knowledge on the following expertise areas (as minimum), as required by the assignment:

Min. 6 Trainers (NON-KEY EXPERTS) to conduct 3 Bootcamps simultaneously (online sessions and face to face session)

The number of trainers have been identified to establish min. 2 trainers per bootcamp, as the bootcamps will be held in 3 different locations.

Qualifications and Skills

- Bachelor's Degree in engineering, administrative sciences, social sciences or other relevant fields

General Professional Experience

- At least 8 years of general professional experience

Specific Professional Experience

- At least 6 years of professional experience in entrepreneurship training and business development,
- Knowledge and experience in designing online activities and experience in facilitating groups online,
- Experience of working with Syrians, Syrian business community and/or Syrian entrepreneurs will be preferred.

Min. 5 Consultants (NON-KEY EXPERTS) for the consultancy services (online sessions and face to face session)

Qualifications and Skills

- Bachelor's Degree in engineering, administrative sciences, social sciences or other relevant fields
- Having at least 1 consultant with Arabic proficiency and/or experience working with Syrian entrepreneurs will be preferred.

General Professional Experience

- At least 8 years of general professional experience

Specific Professional Experience

- At least 6 years of professional experience in business development consultancy, strategy or plan development for entrepreneurs, commercialization, product and process design & development, branding and marketing, supply chain, e-commerce

The Contractor shall provide minimum 120-minutes of 10 consultancy sessions for each 20 entrepreneurs according to the needs that will define at least 3 consultancy areas. The Contractor is responsible for mobilizing consultants in identified need areas and shall clearly explain how consultants pool in needed consultancy areas will be mobilized and coordinated, the performance metrics will be defined and measured. The contractor shall submit documents and CVs to prove that the existence of pool of consultants.

The Contractor will provide support facilities to the team of experts (back-stopping) during the implementation of the contract.

The number of required consultants was identified to conduct effective consultancy to the number of identified beneficiaries.

M. PRICE AND SCHEDULE OF PAYMENTS

The contract price is a fixed price regardless of extension of the herein specific duration. The contract price is gross, and all inclusive of all travel, accommodation, transportation, equipment, office and etc. expenses required for the successful provision of services and deliverables as well all legal expenses, including but not limited to social security, income tax, pension, visa etc., which shall be required by applicable laws. Contractor will not receive any additional payment for whatsoever reason. Payments will be affected to the contractor on percentage basis in line with the percentages listed in the following table, upon acceptance of deliverables by UNDP.

The Contractor based in Turkey shall be paid in TRY. The Contractor based in another country shall be paid in USD through conversion of the TRY amount by the official UN exchange rate valid on the date of money transfer.

The schedule of payments is as follows:

Outputs/Deliverables	Percentage and Conditions of Payment	Condition of Payment
<u>Deliverable No 1:</u> Preparation of an Inception Report to outline the detailed implementation plan of the Contract including implementation strategy, methodology, time plan and risk analysis	20%	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere
<u>Deliverable No 2:</u> Bootcamp and Beneficiary Analysis Report on the beneficiaries indicating their strength and weaknesses and the selection criteria for further support	30%	
<u>Deliverable No 3:</u> Beneficiary Selection Report Report on the beneficiaries to be benefitted from further support with its justification per beneficiary, recommendations for use of in-kind support		

<u>Deliverable No 4:</u> Business Development Report Report on the progress of selected beneficiaries	30%	receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.
<u>Deliverable No 5:</u> Grants Report Report on the areas to be selected for the small grants per each beneficiaries indicating its potential impact on the beneficiary's business.		
<u>Deliverable No 6:</u> Preparation of final report including executive summary, a brief description of the action, its context and key results, conclusions and recommendations.	20%	

N. ADDITIONAL REFERENCES OR RESOURCES

https://ingev.org/Sosyal_Dayanisma_Ekonomisi_icin_Guclu_Kooperatifcilik_Sunumu.pdf

https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---coop/documents/publication/wcms_672570.pdf

Webinar on Syrian businesses: <https://www.youtube.com/watch?v=jH6fonaNz0Q>

Power of Hope: Demo Day for Syrian women entrepreneurs:

https://www.youtube.com/watch?v=WciJQvfrGFI&list=PLXqpodbGhvr87fVkJPhx6BcDG1polDbOyj&index=31&ab_channel=UNDPT%C3%BCrkiye