

ANNEX 4

DETAILED TERMS OF REFERENCE

I. Background Information and Rationale, Project Description

Since the outbreak of the pandemic, Turkey has adopted a swift and comprehensive policy response to the pandemic, which helped to mitigate the worst of the effects, and has set the stage for an earlier recovery, assuming the virus remains under control and policy measures continue to be adjusted. However, continued vigilance is essential to sustain this fragile trend. The economic impacts of this health crisis have been severe and have derailed the gradual recovery from the 2018-19 economic slowdown in Turkey. In that respect, continued support to small and medium-sized enterprises (SMEs), which Turkish economy is heavily reliant is critical as they also had the hardest hit by the economic impacts of the COVID-19.

SMEs that have faced severe disruptions and concerns are at higher risk of temporarily shut down due to COVID-19 than larger firms, across all sectors in Turkey. Some 30% of businesses were closed temporarily due to containment measures or demand shortages, with important variations depending on the line of business. SMEs are struggling to sustain employment and payments with limited working capital. Investment and growth plans have been postponed with possible implications also for potential growth. The impacts of the crisis on women in labour market including the women led enterprises is remarkable. 26.9% of women lost their businesses while this ratio was 16% for men. Finally, the ratio of private and public sector workers who lost their jobs was again higher in women (17.6%) compared to men (15.5%). On the other hand, access to finance is not the only difficulty women enterprises face. Indeed, technical business support (like consultancy, networking, technology) is considered as essential as financial support to make women entrepreneurship and women enterprises sustainable and competent.

According to the several surveys conducted by UNDP supported Business for Goals (B4G) Platform since March 2020 to measure the impact of crisis on SMEs in Turkey, it is assessed that while the practice of remote working (telecommuting) was adopted by some firms, it remained impossible for the majority of the companies, with striking differences between sectors and regions. Supporting enterprises' efforts at digitalization and putting technology to work to alleviate the effects of the health crisis emerges as an important area for increasing both their resilience and their productivity. The needs of enterprises center on areas of capacity building for a safe return to work, business continuity measures and business transformation for adaptation to the post-Covid economy including digitalization. Financial and technical support concerning digital platforms needs to be provided to self-employed women to enable their businesses to survive the crisis. Women who have lost their jobs in high-risk sectors could also be provided with online skill development opportunities for increasing their employability in the sectors.

The COVID-19 pandemic has further emphasized the necessity of accelerated digital transformation across sectors, industries, and enterprises. The UN SEIA of the COVID-19 in Turkey, finalized in August 2020, underscores these specific country challenges and suggests that the ongoing crisis should be understood as an opportunity by the authorities in Turkey to deal with structural issues and support the industry to diversify, modernize, digitalize, and become more innovation-intensive. The COVID-19 crisis also opens a window of opportunity for sophisticated business sector in Turkey. Global disruption can be a chance for the SMEs, if it accelerates the industrial productivity and competitiveness in global market.

Currently, while SMEs are still largely in survival mode, a key concern as businesses reopen on a larger scale lies in whether SMEs could adapt to a new post-COVID-19 environment and adopt new business models. Going forward, SMEs will need to embrace digital technologies to strengthen their resilience and propel further growth. However, they face substantial challenges with the lack of technical knowledge and the high costs associated with shifting towards digitalization. Given the relatively low capacity of SMEs, public initiatives and incentives are extremely critical and required in this area. Therefore, structural policies are needed to address not only short-term challenges faced by SMEs with remote working, but also broader and longer-term concerns with digitalization, training and innovation.

To answer above mentioned challenges and opportunities, "Beyond Recovery of SMEs through Digitalization (Digital Way)" project is designed and being implemented in collaboration with the General Directorate of Development Agencies of the Ministry of Industry and Technology (MoIT). The project consists of two outputs;

- **Output 1:** SME Digitalization Platform developed addressing digital disruption and innovation in SMEs.

- **Output 2:** Piloted gender-sensitive incentive support schemes for digitalization in SMEs.

Within the scope of Output 1, a road map and activation plan for the “SME Digitalization Platform” addressing digital disruption and innovation in SMEs is being prepared. This platform shall be the main hub of all activities related to the Project. In relation with the assignment, all activities will be conducted via the Platform such as announcements, applications, dissemination, hosting for training materials and reporting.

Pilot development agencies (DAs) and provinces are as follows:

- Industry Sector
 - Central Anatolia Development Agency (ORAN): Kayseri, Sivas and Yozgat
 - East Marmara Development Agency (MARKA): Kocaeli, Sakarya, Düzce, Bolu and Yalova
 - Trakya Development Agency (TRAKYAKA): Tekirdağ, Edirne, Kırklareli
- Tourism Sector
 - Ahiler Development Agency (AHİKA): Aksaray, Kırıkkale, Kırşehir, Nevşehir and Niğde
 - West Mediterranean Development Agency (BAKA): Antalya, Isparta and Burdur
 - South Marmara Development Agency (GMKA): Balıkesir and Çanakkale

II. Specific Objectives

The first overall objective of this requirement, in line with the Digital Way Platform Road Map, is to plan/prepare, conduct and report 15 in-class (at least 1 in each pilot region) training programmes for at least 150 SMEs, enterprises and key stakeholders in tourism and industry sectors and key local actors to respond to facilitate digital transformation.

Second objective is to provide one-on-one business advisory services on tourism and industry for 30 SMEs in selected pilot regions to support them in implementing the strategies and digital transformation elaborated under the Digital Way Platform / Beyond Recovery of SMEs through Digitalization (Digital Way) Project.

III. Scope of the Assignment

Each of the in-class trainings focusing on the tourism and industry sectors to be planned/prepared/conducted will target the pilot regions identified under the Project.

The main target group for the trainings are technology providers and SMEs, however local actors such as chambers of trade and industry, industrial zones, technology development zones, business associations and public authorities responsible are expected to benefit from the trainings to develop their own capacities as well.

The Contractor is expected to develop/conduct/report applicable trainings and plan/implement/report one-to-one advisory services for SME digitalization for tourism and industry sectors which will require extensive knowledge on the current situation and training needs in the sectors. All the activities during the assignment will be developed/planned and conducted by the Contractor in close cooperation with the related General Directorates of MoIT, and the UNDP Project Team.

The suggested training subjects are provided below. The Contractor shall develop training curriculum according to the given training modules.

Component I: Administration

- Strategic Plan Management: As a process, importance of strategy development, components of strategic plan, integration of digitalization objectives into strategic plan
- Digitization/ Digital Transformation: Factors that create digital transformation, obstacles in front of digital transformation and their management, the effect of digital transformation on business models, creating a digital transformation culture
- How to Create a Digitization Plan/Roadmap: Determining the level of digitization targeted by the institution; Establishing forward-looking planning and main stages for this
- Impact of Digital Transformation on Business Models: The effect of digital transformation on corporate competitiveness and competitiveness; The contribution of digitalization to factors such as efficiency, quality, flexibility, sustainability
- Digital Transformation Tools and Technologies
- Digital integration in business
- Corporate Reporting I

- Management Performance Monitoring (Level 3): The process required to digitally monitor the current situation and future projections, creating content for the relevant platform/dashboard
- Managerial decision making
- Decision making process stages, decision criteria, approaches in decision making process, rational/data-based decision making and its importance in management, management information system
- Information Resource Management I: Institutional memory, institutional information resources and integration, change and transformation process in document management
- Information Resource Management II: Electronic document management system, features of electronic document, metadata and stages
- Business Processes: Business processes, process types, definition of processes, process hierarchy and importance,
- Business Process Management: Business process performance assessment, process redesign, process automation, process monitoring and process mining
- Digitization of Business (flow) Processes
- Human Resources Management in the Digital Transformation Process: The effects of digitalization on the workforce structure, the roles, duties and responsibilities of human resources management in this process, human resources in this process.
- Digital HR: Digital HR stages; Technological tools to be used in HR applications, digitalization and improvement of HR applications; Technology trends to be used in digital transformation for HR, HR analytics, recruitment, performance analysis, etc. use of artificial intelligence in processes
- Employees' Adaptation to SME's Digitalization Process: Activities and planning to increase the competencies of employees with the aim of adapting human resources to digitalization
- Technologies and Tools for Digitization: Introducing the technologies and tools required for digitalization and explaining with examples in which business processes they can be used.

Component II: Finance

- Basic Accounting: Function of accounting, basic accounting concepts and processes, creation of accounting records
- Management of Accounting Records: Explaining the contributions of programs and software for the follow-up and management of accounting records, sharing application examples
- Accounting Dictionary for SMEs
- Cost Calculation: Cost items, cost calculation methods, cost analysis
- Cost Management I: Concepts and applications for the recording of cost data on digital systems and the systematic follow-up of cost calculations
- Cost Management II: Preparing cost scenarios with the support of the cost system; cost decision support systems
- Cash Flow Management: Follow-up and balanced management of payments, debts, incomes and expenses
- Financial Literacy: Financial reporting. Preparation of statements that indicate the current financial situation of the business, such as profit and loss statement, cash flow statement.
- Financial Analysis: Making forward-looking decisions using basic financial analysis, analysis, financial planning
- Financial Performance: Financial ratios for businesses, evaluation of performance over ratios
- Budget: Basic principles of budget, budget types, purchasing, production, sales budgets, cash budget, cash budget periods, pro forma balance sheet
- Budget Management I: Monitoring budgets and realizations with digital methods such as software
- Budget Management II: Interpreting the analyzes and scenarios developed with budget software and using them in decision making
- Financial Technologies: Innovations in technologies used in financial services, mobile payment and money transfer systems, P2P systems; The use of innovative technologies such as the internet of things, blockchain, open APIs in the field of finance
- Digitalization Investment Planning: Establishing a digitalization investment plan by evaluating the current financial situation and the financial scenarios to be developed.

Component III: Marketing

- New Era Marketing: Adapt to market transformations, manage brand image and reputation, update customer relationship strategy, move from the four P's to the digital four C's
- New Expansions in Marketing: Introducing approaches such as database-based marketing, inclusive marketing, relationship marketing, network marketing, viral marketing, experience marketing, niche marketing with examples

- Guerrilla Marketing: Differentiation and market expansion approaches in small, effective steps in SMEs, knowledge base creation, SWOT analysis and selection of marketing tools based on findings, implementation process
- Digital Marketing Criteria: CPC (Cost Per Click), CPM (Cost Per 1000 Impressions), CTR (Click Rate), CPV (Cost Per View), CPA (Cost Per Action), CPL (Cost Per Lead), CPI (Cost Per Download), Conversion Introducing rate et al metrics
- Measurement of Digital Marketing Activities: Measuring tools for the effectiveness of activities, traffic analysis, Google analytics
- Search Engine Marketing (SEM): Internet marketing methods to increase visibility on search results pages; search engine optimization (SEO), paid placement, paid engagement
- Content Marketing: Content development for the target audience, content marketing plan, plan implementation processes, application examples
- Mobile Marketing: What is mobile marketing, mobile application, mobile application ads, SMS/MMS marketing, QR code applications.

Component IV: Operation

- Production Planning I: Introducing and exemplifying the concepts of production systems, material management, material requirement planning, capacity planning, assembly line balancing, scheduling
- Production Planning II: Use of decision support systems in production; Introducing and exemplifying systems such as stock management, demand forecasting, warehouse management, maintenance management
- Modern Production Systems: Lean manufacturing, just-in-time manufacturing, computer aided design, computer aided manufacturing, computer integrated manufacturing, flexible manufacturing, cellular manufacturing, additive manufacturing, industrial robot system
- Process Management: Process definition, process-based approach, process design, design of processes, analysis of existing processes, process improvement
- Digital Technologies for Product and Process Design: Introducing innovative technologies such as PDM, PLM, CAD, CAM, digital twin, virtual reality, augmented reality
- Quality Planning and Quality Control: Quality, factors determining quality, quality-standardization relationship, establishment of quality system
- Smart Manufacturing and Digital Factories: Introducing smart manufacturing tools such as modular, flexible manufacturing tools, cloud services, IoT, predictive maintenance, robotics and robotics, and sample applications
- Data Management: Data is the collection, classification, interpretation and interpretation of data.
- Big Data and Applications in Production: Big data, big data tools, big data usage in production, getting information from data.

The activities and tasks to be conducted to finalize the assignment are as follows:

- ✓ Planning/Preparation of on-line/in-class training programmes and one-on-one business advisory services for tourism and industry sectors as detailed above in four main areas Administration, Finance, Marketing and Operations. Furthermore, each component shall cover Cyber Security aspects.
- ✓ During the planning/preparation of the trainings and one-on-one business advisory services, the Contractor is expected to conduct meetings/consultations/interviews with representatives of related Chambers of Commerce and Industry, industrial zones, technology development zones, umbrella institutions that will be facilitated by the DAs and UNDP Project Team.
- ✓ Conducting in-class training programmes for tourism and industry sectors with target participation of at least 150 SMEs, enterprises, and key stakeholders. After trainings, some SMEs shall be able to register the Digital Way Platform and measure their digital status.
- ✓ One-on-one consultancy to SMEs in selected provinces for tourism and industry sectors shall be provided by the Contractor to support them in digital transformation. Therefore, one-on-one consultancy details shall be defined and be ready-to-implement after the completion of the reports.
- ✓ All the trainings shall be recorded, and one-on-on business advisory services shall be reported with visual imagery.
- ✓ All the designed and conducted training modules shall be uploaded to Digital Way Platform under capacity development module.

Within this scope, the Contractor shall work closely with the UNDP Project Team for activities and shall report to Local Economic Development Projects Manager.

IV. Approach and Methodology

The expected approach from the Contractor is to plan, prepare and conduct training programmes (15 in-class) and one-to-one business advisory services (30 SMEs in Tourism and Industry Sectors). The topics that will be addressed in business advisory support programmes/trainings shall include but not limited to administration, finance, marketing, operations and cyber security as detailed above. All training and consultancy services shall be provided in Turkish. Furthermore, at least 25% of participants to the trainings and consultancies are expected be women-led businesses.

A. Planning/Preparing and Conducting of 15 Training Programmes

The Contractor shall plan, prepare and conduct 15 Training Programmes for at least 150 SMEs, enterprises and key stakeholders in the selected sectors (Tourism and Industry). The details of the selected regions and sectors are mentioned in Section I and III of the Terms of Reference. Each training shall be delivered with an average number of 10 trainees; however, this average number can vary depending on the participant profile. The trainees shall be determined by the MoIT and lists shall be provided to the Contractor. Training Programmes focusing on digitalization shall include (but not limited to) the following main activities;

- Needs assessment of the training programmes,
- Preparation of training content, curriculum, identification of the target group etc.,
- Preparation of training activity plan including implementation method, time and location details etc.
- Design and preparation of virtual training materials,
- Preparation of the online application form,
- Conducting outreach activities and finalization of the application process,
- Conducting **15** training programmes (***Each training shall be minimum 4 and maximum 12 hours***),
- Recording of the trainings,
- Reporting on monitoring and evaluation of the training programmes,
- Drafting and design of the certificates of participation,
- It is required to plan/prepare and conduct all 15 trainings in-class with the target groups in pilot regions. However, in the case of any compelling reasons such as another wave of Covid-19, the trainings could be conducted on-line after approval of UNDP in consultation with the implementing partners.
- All training programme content, schedule, materials, participants, working hours etc. shall be approved by the UNDP in consultation with the implementing partners.

The SMEs will be selected through a selection process facilitated by the DAs. The participants of trainings planned to be the owner or manager or production, finance, operations, marketing manager of the SMEs.

B. One-on-One Consultancy for SMEs

To support SMEs in tourism and industry sectors, the Contractor shall provide one-on-one consultancy to 30 SMEs (15 SMEs per sector or divisions re-defined regarding the implementing partners' views, and 5 days allocated to each SME). An average number of 5 consultancy services are targeted at each pilot region. One-on-one consultancies shall continue simultaneously. 1 consultant will be responsible for each beneficiary SME. Contractor shall provide selection criteria for the identification of the beneficiary enterprises and the list of beneficiary SMEs will be approved by UNDP in consultation with the Ministry of Industry and Technology/ General Directorate of Development Agencies and DAs.

The expected outcome of the one-on-one consultancy is to provide technical support to the beneficiary SMEs to digital transformation. If demanded by the DAs, the consultants will be accompanied by the DA and umbrella organizations' (chambers, federations) staff to get directly involved to the consultancy processes and get to know to the methodology (on-site learning), to be able to sustain and extend the consultancy to additional SMEs following the project. This would serve both to the sustainability and as another multiplier effect of the project, as well as local capacity building. In such cases, the Contractor shall provide assistance to the local staff.

The expected methodology is to apply tailor made services for SMEs in the selected regions in industry and tourism sectors. The topics are listed but not limited to: Administration, Finance, Marketing, Operations as well as Cyber Security. Also, related case study analyses could be produced with some of the SMEs as an output of the trainings.

Each one-on-one consultancy to an SME shall be 5 days and one day of mentoring shall last minimum 4 hours.

The Contractor shall submit an action plan which includes the content of advisory, data, indicators and production processes to be monitored during the consultancy, to be followed during the one-on-one consultancy to the UNDP, MoIT and DAs.

Selection criteria for the identification of beneficiaries shall be clearly determined with qualitative and quantitative indicators (number of employees, annual turnover, the management structure, etc.). Other selection criteria for the identification of the beneficiary enterprises will be developed by the Contractor in coordination with the Pilot DAs and UNDP Project Team. The selection of the SMEs will be completed through the Digital Way Platform.

SMEs shall be selected among the participants of analysis survey which will be prepared and conducted by UNDP in cooperation with DAs and in accordance with referrals of the local economic actors (DA, chambers, industrial zones, technology development zones etc.). Apart from these criteria, willingness of the SMEs should be included as well (a question within the survey could be added to the survey or a simple call for application), since selection of a non-willing SME could lead to inefficient consultancy. If, an SME, considers the one-on-one consultancy as an outcome of a competitive process it could cooperate more comprehensively.

It is required to plan/prepare and conduct one-on-one business advisory services in person with the SMEs.

The Contractor shall prepare reports (**30 Reports / Roadmaps for Digitalization of SMEs**) on the outcome of each one-on-one consultancies which shall include information on the steps and procedures to be taken by the SMEs as well as brief roadmaps for future actions. The reports shall cover but not be limited to:

- Executive summary
- A brief description of the SME (sector, value chain(s), location, #of employees) and status of digitalization in accordance with the Assessment form in the Digital Way Platform.
- Assessment of existing digitalization capacity (administration, finance, marketing, operation and cyber-security) of the SME by the consultant.
- Achievements of digitalization within the consultancy period.
- Roadmap / action plan for the SME for further digitalization (including time-plan and budgeting) and key performance indicators for monitoring

The Contractor shall prepare an overall report (**Final Report**) regarding the consultancy services and their outcomes. The report shall cover but not be limited to:

- Executive summary
- Brief summary of the consultancy services and SMEs received services
- Fact-based outcomes (such as; # and percentage of SMEs extended sales channels; #of SMEs created brochures, web sites; # of networking activities, registered to the Digital Way Platform etc.)
- Recommendations for further similar actions to the UNDP and the MoIT.

V. Deliverables and Schedules/Expected Outputs

The Contractor shall schedule submission of deliverables/outputs to meet target deadlines, 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 in consultation with the implementing partners. Any rejection shall not delay the target delivery.

The list of tasks, activities, deliverables and their due dates are as follows:

Deliverable #	Task description	Deadline*
Deliverable 1: Planning/ Preparing, Conducting and	1. Meetings/Interviews held with the Development Agencies, SMEs and sector representatives in selected provinces and Trainings Needs Assessment prepared.	10 calendar days after contract signature.

Reporting Training Programmes, Report on Completion of the Trainings	15	2. Preparation of training content, curriculum, identification of the target group etc.	20 calendar days after contract signature.
		3. Preparation of training activity plan including implementation method, time and location details etc. Design and preparation of training materials, Preparation of the online application form, Conducting outreach activities and finalization of the application process.	35 calendar days after contract signature.
		4. Conducting and completing (including video recording) training programmes.	75 calendar days after contract signature.
Deliverable 2: Reports / Roadmaps for Digitalization of SMEs and Final Report	30	1. Identification of selection criteria, application form design and outreach.	30 calendar days after contract signature.
		2. Conducting One-on-One Consultancy for 30 SMEs and Preparing Reports / Roadmaps for SMEs	75 calendar days after contract signature.
		3. Final Report on Assignment	90 calendar days after contract signature.

*Target delivery date is the due date for approval/acceptance of UNDP after all reviews of UNDP and/or MoIT are completed and necessary revisions are made by the Contractor.

Ensuring effective use of communication tools and UNDP, MoIT in all phase of the Programmes by conducting consultations with the Project Communication Expert and in line with Project Communication and Visibility Strategy/Plan.

VI. Key Performance Indicators and Service Level

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

Key services required	Minimum standard of services acceptable
Completion of Trainings and Consultancy Services	<ul style="list-style-type: none"> – 15 Training programmes conducted with participation of at least 150 SMEs, enterprises and key stakeholders. – Preparation and submission of training programme reports and documents within deadlines. – At least 25% of the trainees shall be women. – 30 SMEs shall benefit from the one-on-one consultancy and will receive tailor made business advisory. – Provision of consultancy, facilitation of recommended strategies, techniques and approaches by beneficiary SMEs. – Preparation and submission of reports within deadlines and in accordance with UNDP CO approved contents and templates. – # and percentage of SMEs extended sales channels; #of SMEs created brochures, web sites; # of networking activities, registered to the Digital Way Platform, etc.

VII. Governance and Accountability

The Contractor shall be responsible directly to Local Economic Development (LED) Projects Manager in charge of the Project for all the deliverables.

The Contractor shall inform UNDP Local Economic Development (LED) Projects Manager in charge of the Project for all the deliverables bi-weekly via e-mail and without a fixed reporting template regarding the progress they have made.

The Contractor shall contact/meet with the MoIT, DAs, local economic actors and SMEs during the design/preparation of the Platform.

The approving authority of each deliverable will be UNDP. Its implementing partner will have inputs with regards to the services prepared by the Contractor. The Contractor is obliged to finalize activities by taking into account UNDP's and MoIT's feedback on deliverables. The Contractor shall provide regular information to the UNDP on a weekly basis via e-mails. The Contractor is obliged to respond for any immediate demand for information by the UNDP and the MoIT within 24 hours.

VIII. Facilities to be provided by UNDP and Duty Station

UNDP will not be providing a facility for the Contractor to work during the contract. UNDP and MoIT will facilitate organizing the meetings with key stakeholders if required. The Contractor shall ensure that experts are adequately supported and equipped and shall ensure that the service is in accordance with the provisions of the national legislation. In particular, the Contractor shall ensure that there is sufficient administrative, secretarial provision to enable experts to concentrate on their primary responsibilities. The Contractor shall also transfer funds as necessary to support its activities under this contract and ensure that its employees are paid regularly and in a timely manner.

The duty station for this service shall be **Ankara** with various travels to defined pilot provinces. 3 daily face-to-face coordination meetings are planned at the MoIT premises in Ankara during the contract period. All additional costs such as travel, accommodation, living or other costs of experts for attending meetings with the UNDP and the MoIT in the duty station shall be covered by the Contractor and the professional fees for experts shall include these costs. No additional payment shall be made to the Contractor for these expenses. During the organization of the in-class trainings, logistical organization (venue, catering, lunch, projection devices, microphone etc.) shall be carried out by UNDP. For in-class trainings in the pilot provinces and one-on-one consultancy services, all the costs associated with travel (inter and intra-city), accommodation and any other living costs of the Contractor's personnel (including key experts and non-key experts) shall be covered by the Contractor and shall be taken into consideration during preparation of the proposals. All travel arrangements shall be subject to pre-approval of the UNDP. In the case of the in-class trainings cannot be performed and will be held virtually through telecommuting and online conferencing tools due to Covid 19 safety measures, travel, accommodation and any other living expenses pertaining to relevant deliverable shall not be paid to the Contractor and deducted from the payment to be made.

Covid 19 Specific Measures:

The Service Provider shall review all local regulations, as well as that of UN and UNDP concerning the measures they must take during performance of the contract in the context of COVID-19, before they submit their proposals and factor relevant costs, if any, to their bids. The Service Provider shall take all measures against COVID-19 imposed by local regulations as well as by UN and UNDP during performance of the contract to protect health and social rights of its own personnel, as well as UNDP personnel, Project Stakeholders and third parties. Pursuant to "Clause 12- Indemnification" of UNDP General Terms and Conditions for Contracts, the Contractor shall indemnify, defend, and hold and save harmless, UNDP, and its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by any third party against UNDP, including, but not limited to, all litigation costs and expenses, attorney's fees, settlement payments and damages, based on, arising from, or relating to COVID-19 measures that must be taken by the Contractor in the context of the contract. UNDP shall not be held accountable for any Covid-19 related health risks or events that are caused by negligence of the Contractor and/or any other third party.

IX. Expected duration of the assignment

The assignment is expected to start on **10 February 2022** (starting date is indicative and may be updated considering actual contract signature date) and completed until **15 May 2022**.

X. Qualifications and Requirement of the Key Personnel

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 (5) and non-key (4) personnel.

Key Personnel

Key personnel to be proposed by the Contractor shall include the following members:

A. 1 Team Leader

Team Leader shall be responsible for coordinating all the activities and review the documents before submission to UNDP and inform UNDP regularly regarding the developments as required. The team leader may provide one-on-one consultancies or trainings as well. The CV of the Team leader shall be submitted in technical proposal.

The qualifications of the team leader shall be as follows:

Team Leader	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> – University degree in business administration, engineering or relevant fields. – Proficient in both Turkish and English. 	<ul style="list-style-type: none"> – Advance Degree or PhD. in business administration, engineering or relevant fields is an asset.
General Professional Experience	<ul style="list-style-type: none"> – At least 10 years of general professional experience. 	
Specific Experience	<ul style="list-style-type: none"> – At least 5 years of experience as a trainer, consultant, researcher, manager or similar positions in developing / conducting training programmes. – Specific experience in preparation of at least 2 Training Need Assessments. – Specific experience in preparation of at least 2 Activities / Work Plans for Training Programmes. – Specific experience in one-on-one consultancy services in at least one project. 	<ul style="list-style-type: none"> – At least two years of experience in SME Digitalization. – Specific experience as a trainer in at least two trainings to tourism and/or industry sectors. – Specific experience in one-on-one consultancy to at least two SMEs in industry/ tourism sectors. – Proven knowledge of crises/disaster risk management for businesses.

B. 2 Trainers

2 Trainers: Trainers shall be responsible for the preparation of the planning/preparation and conducting the training programmes. The number of trainers shall be two. *The Proposers shall submit CVs of two trainers in technical proposal.*

The qualifications of trainers shall be as follows;

Key Expert (Trainers)	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> – University Degree in business administration, engineering or relevant fields. – Proficient in both Turkish and English. 	<ul style="list-style-type: none"> – Advance Degree or PhD. in business administration, engineering or relevant fields is an asset.
General Professional Experience	<ul style="list-style-type: none"> – At least 8 years of general professional experience. 	
Specific Experience	<ul style="list-style-type: none"> – At least 4 years of experience in training, consultancy on SMEs, mentoring, advisory services or similar assignments for SMEs. – At least 2 years of experience with SMEs, private sector, local economic actors as a consultant, mentor, trainer or researcher to develop business development strategies, digital transformation or to increase competitiveness. 	<ul style="list-style-type: none"> – At least two years of experience in SME digitalization through digital platforms. – Experience in SME digitalization training content, curriculum development for at least 2 programmes. – Experience as a trainer in at least two trainings for specific to industry sector. – Experience as a trainer in at least two trainings for specific to tourism sector. – Proven knowledge of crises/disaster risk management for businesses.

C. 2 Consultants

2 Consultants shall be responsible for the preparation of the planning, preparation and conducting the one-on-one business advisory services. The proposers shall submit two consultants. *The Proposers shall submit the CVs of all mentors in technical proposal.*

The qualifications of consultants shall be as follows;

Key Expert (Consultants)	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> – University Degree in business administration, engineering or relevant fields. – Proficient in both Turkish and English. 	<ul style="list-style-type: none"> – Advance Degree or PhD. in business administration, engineering or relevant fields is an asset.
General Professional Experience	<ul style="list-style-type: none"> – At least 8 years of general professional experience. 	
Specific Experience	<ul style="list-style-type: none"> – At least 4 years of specific experience in training, consultancy, mentoring, advisory services or similar assignments for SMEs. – At least 2 years of specific experience with SMEs, private sector, local economic actors as a consultant, mentor, trainer or researcher to develop business development strategies or to increase competitiveness. – Specific experience in one-on-one consultancy services in at least one project. 	<ul style="list-style-type: none"> – At least two years of experience in SME digitalization through digital platforms. – Experience in one-on-one consultancy in at least two SMEs in tourism sector. – Experience in one-on-one consultancy in at least two SMEs in industry sector. – Proven knowledge of crises/disaster risk management for businesses.

Non-key Personnel

Non-key personnel to be proposed by the Contractor shall include the following members:

1 Assistant Expert: The Contractor shall employ 1 assistant expert during the training programmes. The duties of assistant expert will be to accompany and assist key personnel during the conduct of trainings and consultancy services, to take notes and gather information that will be used for preparation of the report.

The assistant expert shall have a university degree (associate degree or higher) in engineering, economics, business or public administration, social sciences, international relations or other relevant areas and have at least 1 year of similar professional experience in the last 5 years. The CV of assistant expert is not required for technical evaluation, but s/he will be submitted to UNDP CO latest a week before the conduct of trainings start and be upon approval of UNDP CO.

1 Trainer: Apart from key experts, the Contractor shall employ at least 1 trainer. The trainer shall have a university degree in business administration, engineering or related fields, at least 5 years of general professional experience, at least 2 years of specific experience in SME digitalization and at least 1 year experience as a trainer.. The CV of non-key trainer is not required for technical evaluation, but s/he will be submitted to UNDP CO latest a week before the conduct of trainings start and be upon approval of UNDP CO.

2 Consultants: Apart from key experts, the Contractor shall employ at least 2 consultants. The consultants shall have a university degree in business administration, engineering or related fields, at least 5 years of general professional experience, at least 2 years of specific experience in SME digitalization and at least 1 year experience as consultant. The CV of non-key trainer is not required for technical evaluation, but s/he will be submitted to UNDP CO latest a week before the conduct of trainings start and be upon approval of UNDP CO.

The Contractor shall provide support facilities to the team of experts (support) during the implementation of the contract, if necessary.

XI. Price and Schedule of Payments

The Contract price is based on a **deliverable basis**. The contract price is a fixed price regardless of extension of the herein specific duration. The amount paid to the Contractor shall be gross and inclusive of all associated costs such as all travel, accommodation, transportation (intercity and intracity), 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. Payments shall be made in accordance with the following schedule:

<u>Payments</u>	<u>Percentage of Payment</u>	<u>Pre-requisite for Payment</u>
Payment 1	50%	UNDP's written acceptance (i.e., not mere receipt) of the quality of the following deliverables: <ul style="list-style-type: none"> - Planning/ Preparing, Conducting and Reporting 15 Training Programmes - Report on Completion of the Trainings - Receipt of invoice from the Contractor
Payment 2	50%	UNDP's written acceptance (i.e., not mere receipt) of the quality of the following deliverables: <ul style="list-style-type: none"> - Final Report - 30 Reports / Roadmaps for Digitalization of SMEs - Receipt of invoice from the Contractor

Payment will be made only upon UNDP's acceptance of the reports/documents stipulated under "Pre-requisite for Payment" column on above table for each payment. Payments shall be affected within thirty (30) days, after receipt of invoice and certification of acceptance of services issued by the responsible UNDP Local Economic Development (LED) Projects Manager.