



**TERMS OF REFERENCE FOR RECRUITING A CONSULTANT RESPONSIBLE FOR THE
TECHNICAL ASSISTANCE PROGRAM OF AFD’S CIRCULAR ECONOMY CREDIT LINE
TO TSKB (TÜRKIYE)**

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Context

The circular economy refers to a set of practices relating to production and consumption patterns and the management of their externalities (extraction, pollution and waste management in particular), aimed at preserving all available resources by optimizing their use and that of the resulting products. By promoting more sustainable practices, circular economy activities can contribute to climate change mitigation, through more efficient use of resources, longer product lifetimes, increased recycling and reuse, and reduced use of raw materials. The circular economy offers new opportunities to the countries in the process of sustainable development and transition to a low-carbon economy, which is critical for combating climate change and its effects.

The French Agency for Development (AFD) and TSKB agreed on a project for the purpose of financing the investments that directly serve the circular economy and support the companies aiming to develop circular economy practices.

CTR 1082 01 H - Circular Economy credit facility signed between TSKB and AFD on 27 December 2022 in the amount of 80 million EUR. The project aimed to support (i) Türkiye's low-carbon transition by facilitating the emergence of the circular economy in the country and (ii) supporting TSKB in its role as a facilitator of its development.

TSKB and AFD Cooperation

Headquartered in Istanbul and established in 1950 with the support of the World Bank and the Central Bank of Türkiye and shareholding of private commercial banks, Türkiye Sınai Kalkınma Bankası (TSKB) is Türkiye's first privately-owned development and investment bank. Since the day it was founded, TSKB has been supporting Turkey's sustainable growth with its deep knowledge and experience as well as the broad array of corporate banking, investment banking, and consultancy services that it provides its customers.

The French Development Agency (AFD) has undertaken the task of providing financial support to public and private sector investment and infrastructure projects in economic and social development issues in the countries where it operates.

Cooperation between TSKB and AFD started in 2005 and so far financing support has been provided to suitable projects in fields such as energy, SME and sustainable tourism. In 2016 and 2019, TSKB has provided a fund from AFD for the financing of investments by companies that support women employment in the working environment, and provide opportunities for women to join the workforce.

In this context, it is aimed that the cooperation of AFD - TSKB with the Circular Economy credit facility, will support the investments that directly serve the circular economy and will help the enterprises to recognize the needs of circular economy practices and take steps to improve them in the required fields.

This project will be structured around: (i) a credit facility to TSKB for financing circular economy investments and financing companies that are committed to changing their practices, (ii) a Technical Assistance to support TSKB and its clients.

This Circular Economy Credit Facility is based on a dual approach.



- **Component 1:** enables the financing of investments based on the compliance with a pre-defined List of Eligible Investments targeting Circular Economy practices with positive impact on mitigation and adaptation issues.
- **Component 2:** enables investments financing in favor of Eligible Clients which commit to improve their circular model through:
 - Performance of an initial self-diagnosis regarding Circular Economy practices;
 - Design and implementation of an Action Plan.

In addition, there will be a Technical Assistance Program under the Credit Facility. Technical Assistance Program will support the project's overall implementation and will be instrumental to enhance TSKB's know-how on circular economy financing, to develop companies' know-how and raise their awareness on circularity issues, to provide operational tools to assess the benefits of circular practices, and to accompany the companies in their transformation process.

Regarding the Technical Assistance Program of the Credit Facility the below Action Matrix designed to implement by the TSKB over the course of the project. The results and timeline indicated in the Action Matrix below will ensure the effective implementation of the project and the impacts thereof.

Communication and the visibility of this project is great importance. Therefore, Circular Economy Communication Strategy given in Annex 1, outlines the strategy that will be employed for managing communications and visibility of the project both internally within TSKB and externally with the target audience.



Categories	Actions		Targets	Term for implementation	Support of the AFD-funded TA
Financing and Support to Circular Economy	N°1	Circular Economy investments are financed	16M€	3 years from project's inception	If needed
	N°2	Companies are financed and supported in their circular transition	10 companies engaged in improving their circularity score after self-assessment	3 years from project's inception	If needed
	N°3	Continuing climate financing in accordance with Climate strategy	min 80M€ by 2026	3 years from project's inception	No
Strategy	N°4	Open a strategic reflection on circular economy: a benchmark on development bank's best practices regarding Circular Economy is performed to better understand the market's standards and practices, and use this knowledge to build TSKB's strategic positioning on Circular Economy	Validation of a benchmark study and review by the Circular Economy Working Group	2 years from project's inception	Yes
	N°5	Based on available knowledge on Circular Economy in Türkiye and TSKB's sustainable finance activities, a diagnostic of TSKB's potential for Circular Finance is assessed	Validation of a diagnostic and review by the Circular Economy Working Group	3 years from project's inception	Yes
	N°6	Based on the results of the benchmark and diagnostic, recommendations are made to build TSKB's positioning on Circular Economy and integrate Circular Economy into its sustainable finance strategy	Recommendations are reviewed and discussed by the Circular Economy Working Group	3 years from project's inception	Yes
	N°7	As a result of previous actions, an initial roadmap on Circular Economy financing is drafted and endorsed by TSKB	The roadmap is drafted, reviewed by the Circular Economy Working Group, and endorsed by the Executive Committee	Before 3 years from project inception, prior to last drawdown	Depending on TSKB's need
Mainstreaming Circular Economy in	N°8	Specific disclosure on Circular Economy is included in Integrated Annual report	2023 Report includes specific disclosure	1 year from project's inception	Depending on TSKB's need

TSKB's operations	N°9	A methodology to assess positive impacts of Circular Economy investments (especially in terms of carbon footprint) is studied	The proposed methodology from the consultant is reviewed and validated by the Circular Economy Working Group	1 year from project's inception	Yes
	N°10	Operational guidelines (manual) to identify and structure Circular Economy investments (technical and financial aspects, specific risks etc.) is studied	The operational manual is validated and shared among relevant staff	Up to 2 year from project's inception	Yes
	N°11	Once the diagnostic tool is tested and sufficient experience and feedback is collected, the tool is shared beyond the project's beneficiaries for other companies to assess their circularity practices and potential	On a best effort basis, between 10 and 15 additional companies go through a self-assessment; guidelines on the extension of the toolkit's use shall be included in the roadmap referred to in action N°7	4 years from project's inception (before the Final Report is delivered)	Depending on TSKB's need
	N°12	Conduct a targeted study on Women and Circular Economy (for instance in a priority sector) analysing risks and opportunities for women in Circular Economy	The study is completed and reviewed by the Circular Economy Working Group and the Gender Team	2 years from project's inception	Yes
Capacity building	N°13	TSKB's relevant staff, including engineering, sales and marketing is trained on Circular Economy	At least 1 training session is conducted for each relevant group of staff (sales, credit analysts, engineering, marketing)	3 years from project's inception	Yes
	N°14	Relevant TSKB's clients benefit from trainings and capacity building activities on Circular Economy	Training session has been extended to at least 15 companies	3 years from project's inception	Yes
	N°15	TSKB's staff is trained on the connection between circular economy and gender in order to make Circular Economy more inclusive	At least 1 training session is conducted for sales, engineering, Gender Team	2.5 years from project's inception	Yes
Knowledge sharing actions	N°16	Design communication/marketing products to raise awareness on Circular Economy	At least 1 video and case studies are published on TSKB's website and networks	3 years from project's inception	Yes
	N°17	The result of the study on Circular Economy and women is shared	Workshop and/or official publication	3 years from project's inception	Yes



	N°18	Share TSKB's knowledge and experience among IDFC members	Presentation during a working group session	3 years from project's inception	No
	N°19	The content and results of the project are shared among strategic stakeholders to further enhance Circular Economy in Türkiye (platforms, industry associations, DFIs, academia etc.)	Workshops, roundtables, publications	3 years from project's inception	Yes

Mission and Objectives of The Consultancy

The objectives of the consultancy are to enhance TSKB’s know-how on circular economy financing, to develop companies’ know-how and raise their awareness on circularity issues, to provide operational tools to assess the benefits of circular practices, and to accompany the companies in their transformation process.

The main objectives of the TA program are:

- Deepen TSKB’s knowledge in financing CE-related investments and projects;
- Improve Eligible Clients’ awareness on and implementation of circularity issues;
- Provide operational tools both to TSKB and its clients to assess the benefits of the CE;
- Accompany TSKB’s Eligible Clients in their transformation process, as well as the impacts of the projects financed under the credit facility;
- Support TSKB’s activities on the communication and visibility of the circular economy project.

The main indicative components of the Technical Assistance are displayed below:

Tentative scope of the TA		
Main objectives: Financing and implementing quality CE projects, enhance TSKB’s know-how on CE financing, enhance Eligible Clients’ know-how and raise their awareness on circularity issues, provide operational tools to assess the benefits of CE, accompany the companies in their transformation process, to monitor the activities implemented by the clients, to monitor the impacts of the project.		
	Type of support	Activities
Component 1: Support to TSKB and their Eligible Clients to identify eligible investments and improve circularity of companies	Support to the implementation modalities of the Project	On a case-by-case basis and if needed, the TA can provide specific counsel on technical aspects of investments (for instance: review of project's concept, feasibility studies etc.)
		Where needed, support to the Companies in taking the self-assessments and identifying the most relevant actions to implement
	Capacity building	Raise awareness and develop knowledge on CE through trainings/workshops
		Train the clients and provide counsel on energy and resources efficiency, life cycle assessment, carbon footprint assessment etc. Specific technical consultancy services (LCA, carbon footprint assessment etc.)
Component 2: support to TSKB in integrating CE in the Banks strategy, build its capacity and purchasing CE related machinery and equipment	Capacity building	Conduct training and experience sharing of TSKB's relevant staff, including engineering, sales and marketing
		A benchmark on development bank's best practices regarding Circular Economy is performed to better understand the market's standards and practices, and use this knowledge to build TSKB's strategic positioning on CE
	Design operational tools	A methodology to assess positive impacts of Circular Economy investments (especially in terms of carbon footprint) is studied

		Operational guidelines (manual) to identify and structure Circular Economy investments (technical and financial aspects, specific risks etc.) is studied
	Purchase of CE related machinery and equipment	Purchasing Circular Economy related machinery and equipment to support TSKB's Circular Economy practices.
Component 3: strengthen inclusiveness of Circular Economy practices through a Gender approach	Knowledge development and capacity building	Conduct a targeted study on Women and Circular Economy (for instance in a priority sector) analysing risks and opportunities for women in Circular Economy
		Sharing the results of the study
		Use the results of the study to fine-tune internal and external capacity building activities
		Conduct specific and targeted trainings both for TSKB's staff and clients
Component 4: Impact monitoring and communication	Monitoring and evaluation	collects relevant data to track the implementation of the Action Plans
		Data on cross-cutting indicators is collected
	Communication, experience sharing and capitalisation	The lessons learned and achievements of the project are gathered, reflected in a final report and disseminated during a capitalisation workshop to be prepared by the TA
		Design communication/marketing products to raise awareness on CE
		Experience sharing through workshops, publication of articles and/or case studies, with other stakeholders (other Financial Institutions, industry representatives, academia, experts etc.)

Expected Results and Deliverables

Expected results of the consultancy will be supporting TSKB for the implementation of the "Circular Economy TA Program" regarding AFD CTR 1082 Credit Line. The consultant will,

- Support to TSKB and their Eligible Clients to identify eligible investments and improve circularity of companies
- Support to TSKB in integrating CE in the Banks strategy and building its capacity
- Support to TSKB to strengthen inclusiveness of Circular Economy practices through a Gender approach
- Support to TSKB for the impact monitoring and communication.

The consultant will procure the necessary professionals/experts regarding to the relevant activities of TA Component, where needed. All the communication activities to be conducted under this document and its Annex 1 - Circular Economy Communication Strategy, will be performed in coordination with TSKB's PR and communication team, communication agencies and needs to be validated by TSKB.

Language of Deliverables will be in English and Turkish.



Deliverables should be submitted to TSKB: Ece Cořkuntürk (demirbileke@tskb.com.tr), Bahadır Koçaker (kocakerb@tskb.com.tr), Selen Antmen (antmens@tskb.com.tr), Özge Zeynep Cantürk (canturko@tskb.com.tr)

Deliverables expected from the consultancy service which includes optional deliverables are listed in the below table. The expected deliverables are not limited to the detailed description of the outputs and can be subject to change.

Component	Deliverable	Related Action
Component 1: Support to TSKB and their Eligible Clients to identify eligible investments and improve circularity of companies	Output-1*: Support to the Implementation Modalities of the Project	<p>No-1: On a case-by-case basis and if needed by TSKB, the consultant will provide specific counsel on technical aspects of investments (for instance: review of project's concept, feasibility studies etc.).</p> <p>In addition, where needed by TSKB, consultant will support to the Companies in taking the self-assessments and identifying the most relevant actions to implement.</p>
Component 1: Support to TSKB and their Eligible Clients to identify eligible investments and improve circularity of companies	Output-2*: Capacity Building of TSKB	<p>If needed by TSKB, specific technical consultancy services, such as, life cycle assessment, carbon footprint assessment for specific sub-projects should be conducted and reported on demand basis.</p> <p>If needed by TSKB, the cumulative GHG emission reductions of all the projects financed by the project will be calculated.</p>
Component-2: support to TSKB in integrating CE in the Banks strategy and build its capacity	Output-3: Benchmark Report on Best Practices of Development Banks	<p>No-4: Open a strategic reflection on circular economy: A benchmark on development bank's best practices regarding Circular Economy will be performed to better understand the market's standards and practices, and use this knowledge to build TSKB's strategic positioning on Circular Economy.</p> <p>The consultant will be expected to prepare an initial assessment which includes but not limited to definition of circular economy concept and practices from the European and international sources and available studies around the world, including the framework of up-to-date EU Circular Economy Action Plan. Academic researches, works and reports in Türkiye relevant to circular economy will be reviewed.</p> <p>Following the initial assessment, a benchmark on development bank's best practices regarding Circular Economy will be studied and reported to better understand the market's standards and practices.</p>
	Output-4: A diagnostic study for TSKB's potential for Circular Finance	<p>No-5: Based on available knowledge on Circular Economy in Türkiye and TSKB's sustainable finance activities, a diagnostic of TSKB's potential for Circular Finance will be assessed.</p> <p>The consultant will prepare a study/diagnostic on TSKB's potential for Circular Finance. Consultant will review latest reports, action plans and strategies that refer to Turkish manufacturing industry's current state and potential in circular economy to holistically evaluate the market readiness of Turkish companies for financial tools. Then, the consultant will prepare a diagnostic report which includes recommendations, methodologies and a technical framework to attract and monitor circular</p>

		investments by utilizing circular indicators and emphasize the role that TSKB can take in Türkiye's financial ecosystem.
	Output-5: Suggestions to TSKB for Circular Economy Financing Activities	<p>No-6: Based on the results of the benchmark (output-1) and diagnostic (output-2), recommendations will be made to build TSKB's positioning on Circular Economy and integrate Circular Economy into its sustainable finance strategy while measuring progress and achievements on its circular economy practices.</p> <p>Financial institutions' monitoring examples from the EU countries will be analyzed and standardization requirements will be identified. Indicators and frameworks that are already in practice across EU and worldwide will be examined.</p>
	Output-6: Roadmap on Circular Economy Finance for TSKB	<p>No-7: As a result of previous actions, an initial roadmap on Circular Economy financing will be drafted and endorsed by TSKB. A potential road-map on financing circular economy for TSKB will be developed. Roadmap will be prepared by taking into consideration of relevant strategies and action plans on key value chains of circular economy which were recently published in EU and worldwide.</p> <p>The draft version of the roadmap will be disseminated among TSKB's relevant departments and their feedbacks will be gathered and considered while designing the roadmap.</p>
	Output-7: Methodology to Assess Impacts of Circular Investments	<p>No-9: A methodology to assess positive impacts of Circular Economy investments (especially in terms of carbon footprint) will be studied by the consultant.</p> <p>Relevant methodologies in financial market will be researched and studied to provide a reference basis while developing a novel methodology to assess impacts of circular investments in terms of carbon, water and resource footprint.</p>
	Output-8: Operational Guidelines to Identify Circular Investments	<p>No-10: Operational guidelines (manual) to identify and structure Circular Economy investments (technical and financial aspects, specific risks etc.) will be studied.</p> <p>Consultant will prepare and develop an operational manual or guideline to identify circular economy investments (technical and financial aspects, specific risks etc.). The new assessment will consist technical, environmental, social, financial and risk aspects of circular investments.</p>

<p>Component 3: strengthen inclusiveness of Circular Economy practices through a Gender approach</p>	<p>Output-9: Study on Women in Circular Economy</p>	<p>No-12: Consultant will conduct a targeted study on Women and Circular Economy (for instance in a priority sector). The study will be analysing risks and opportunities for women in Circular Economy. If possible, consultant will share some recommendations for the priority sectors and/or financial sector to increase women participation.</p>
<p>Component 1: Support to TSKB and their Eligible Clients to identify eligible investments and improve circularity of companies</p>	<p>Output-10: Organize Trainings for TSKB's staff on Circular Economy</p>	<p>No-13: Organization of trainings for TSKB's relevant staff, including engineering, sales and marketing on Circular Economy.</p> <p>Consultant will develop training materials and organize training sessions on Circular Economy for the relevant staff of TSKB, including engineering, sales and marketing departments. Training will include general introduction of the Circular Economy concept, contents of the Circular Economy Action Plans including their defined actions, achievements of the EU on implementation and progress of the actions with associated challenges, identified best practices in circular investments including waste management, reusing secondary raw materials and life cycle assessments of various materials including plastics, paper, glass, metal, electronic equipment, etc. One of the aims of the training will be to introduce life cycle assessment tools on environmental decision making especially for recycling and monitoring the progress on circular economy transition.</p> <p>At least 1 training session will be conducted for each relevant group of staff (to be decided according to relevant departments' availability). The consultant will invite academicians and experts on the subject to provide training. Consultant will develop training contents, materials, pre and post evaluation forms and share them with TSKB.</p>
	<p>Output-11: Organize Internal Training for all TSKB Employees</p>	<p>Organize training session for all the employees to educate them about circular economy concepts, strategies, and implementation methods in order to raise awareness within the Bank. This training can also be an online training.</p>
	<p>Output-12: Organize Trainings for TSKB's Clients on Circular Economy</p>	<p>No-14: Relevant TSKB's clients will benefit from trainings and capacity building activities on Circular Economy.</p> <p>The consultant will train the clients and provide counsel on energy and resources efficiency, life cycle assessment, carbon footprint assessment etc.</p>

		<p>Consultant will develop training materials and organize training sessions on Circular Economy for TSKB's clients. The consultant will train the clients and provide counsel on energy and resources efficiency, life cycle assessment, carbon footprint assessment etc. Trainings can also include general introduction of the Circular Economy concept, contents of the Circular Economy Action Plans including their defined actions, achievements of the EU on implementation and progress of the actions with associated challenges, identified best practices in circular investments including waste management, reusing secondary raw materials and life cycle assessments of various materials including plastics, paper, glass, metal, electronic equipment, etc. One of the aims of the training will be to introduce life cycle assessment tools on environmental decision making especially for recycling and monitoring the progress on circular economy transition.</p> <p>Training will be delivered to at least 15 companies. The consultant will invite TSKB's staff, academicians and experts on the subject to provide training. Consultant will develop training contents, materials, pre and post evaluation forms and share them with TSKB.</p>
<p>Component 3: strengthen inclusiveness of Circular Economy practices through a Gender approach</p>	<p>Output-13: Trainings on Inclusive Circular Economy and Gender Equality</p>	<p>No-15: TSKB's staff will be trained on the connection between circular economy and gender in order to make Circular Economy more inclusive.</p> <p>Training will include general introduction of the social aspects of circular economy concept, gender perspective of unsustainable production and irresponsible consumption patterns, inadequate labour conditions of women, transforming opportunities recycling and waste management. Training will also focus on women empowerment in circular economy to ensure a just transition.</p> <p>At least 1 training session is conducted for sales, engineering and Gender Equality Working Group of TSKB. Consultant is expected to develop the training contents, materials, pre and post evaluation forms and share them with TSKB.</p>
<p>Component 4: Impact monitoring and communication</p>	<p>Output-14: Publishing a Video and case study on Circular Economy</p>	<p>No-16: Design communication/marketing products based on case studies from the facility portfolio to raise awareness on Circular Economy.</p> <p>Consultant is expected to design 1 short video and case study in order to raise awareness on Circular Economy.</p>

		Video should be in a format and quality which is eligible for display on social media accounts of TSKB. Video will be created in Turkish with English subtitles. Content of the video will be priorly discussed and agreed with TSKB's Corporate Communications Department.
Component 3: strengthen inclusiveness of Circular Economy practices through a Gender approach	Output-15: Publication of Women in Circular Economy study	<p>No-17: The results of the study on Circular Economy and women (output-8) will be shared via a workshop and/or official publication.</p> <p>The results of the study on Circular Economy and women (output-8) will be shared via a workshop and/or official publication.</p> <p>If it is decided to proceed with a workshop; the subject of the workshop can be elaboration and discussion of gaps and needs, benefits and challenges on women empowerment while transitioning to a circular economy. Workshop's target group can be women engineers and/or executives from manufacturing industries, municipalities, academia that are active in circular economy practices. Invites will be decided in coordination with TSKB.</p>
Component 4: Impact monitoring and communication	Output-16: Organize Workshops / Roundtables Discussion for Experience Sharing	No-19: The content and results of the project will be shared via workshops among strategic stakeholders to further enhance Circular Economy in Türkiye via platforms, industry associations, DFIs, academia etc.
Component 4: Impact monitoring and communication	Output-17*: Internal Circular Economy Campaign	Launch an internal campaign specifically focused on circular economy principles and practices. Develop informative communication materials and, distribute these materials across different departments and office locations to create an interest among employees.
Component 4: Impact monitoring and communication	Output-18*: Content Creation for TSKB's Intranet Page	TSKB's own intranet page will serve as a centralized platform for project-related information, updates, and resources. Content creation can be further developed for the TSKB's Intranet Page.
Component 4: Impact monitoring and communication	Output-19*: Content Creation for TSKB's Social Media	Social media platforms, such as Twitter, LinkedIn, and Instagram, will be utilized to disseminate project information, engage with target audience, and foster discussions around circular economy practices. Content creation can be further developed for the TSKB's social media channels.
Component 4: Impact monitoring and communication	Output-20*: Circular Economy Handouts for Clients	<p>Design and print informative handouts or brochures that provide an overview of circular economy principles, their relevance to businesses, and the benefits of adopting circular practices.</p> <p>The handouts should explain the concept of circular economy in simple terms, highlight its potential impact on business operations, and provide practical tips or case studies showcasing successful circular economy implementations.</p>

*For the optional outputs, TSKB will get the support under AFD funded TA, if needed.

Confidentiality

The Consultant should not use the context outside and disseminate part or all part of its work to anyone or in any document without the written consent of TSKB and AFD. The consultant should consider that all information provided and given during the mission as confidential and cannot be disseminated to anyone without consent of TSKB and AFD.

Throughout the implementation of the activities described in this Terms of Reference, the Firm will ensure their compliance with local laws on privacy protection, including the Turkish Personal Data Protection Law No. 6698 and Banking Law No. 5411. The Firm should take all the precautions to make the data is processed for its prespecified, explicit and legitimate purpose.

The Firm will protect the confidentiality of establishments and individuals participating in the study at all stages. All data is confidential and the property of TSKB. Its sole purpose is for validation of the above stated Performance Indicators.

No data or other information from this study will be released to third parties without the written approval of TSKB and AFD. The Consultant will turn over all data and other material to TSKB and will not retain any information or material after the study has ended. The names of beneficiary companies will not be released to any other party for any reason.

Required Profile(S)

CVs for experts other than the key expert should not be submitted to TSKB's approval but the consultancy firm will have to demonstrate in their offer that they have access to experts with the required profiles to perform given activities and deliver the expected outputs accordingly. The consultancy firm shall select and hire other experts as required according to the needs.

All experts must be independent and free from conflicts of interest in the responsibilities they will be expected to take on and perform. The required staff must work exclusively in Türkiye and the consultancy firm shall provide adequate staff (in terms of expertise and time allocation) in order to complete all activities required under the scope of work efficiently and to finally achieve the results and objective of the service.

Good knowledge of English and Turkish are required.

Experts should be considered in order to integrate the mentioned subjects through the studies under the activities. In terms of professional and technical competence, the areas of expertise which will be needed from the pool of experts should at least include one of the following:

- Experience in the field of circular economy. Knowledge of circular economy related issues in Türkiye strongly encouraged.
- Experience in the field of gender related issues.
- Experience in preparation of strategy documents and/or roadmaps in banking sector. Experience in preparing action plans and strategy documents in the field of circular economy is a plus.
- Experience in training activities especially in the field of circular economy, resource efficiency, eco-design principles, waste treatment companies and industries.



- Experience in use of the Life Cycle Assessment tools and/or ghg emissions measurement reporting and verification.
- Experience in institutional and capacity building activities
- Experience in event/workshop planning, social media management including but not limited to Twitter, Facebook, LinkedIn, Instagram is a plus.

Consultancy firm will assign a team leader from amongst the senior experts. The team leader will be responsible for the overall coordination of the tasks under this project, ensuring coherent and timely execution of project activities, ensuring logistical and technical support to team members, keeping coordination and cooperation with the experts and TSKB and organizing the project activities in order for a smooth running of the service. Consultancy firm is advised to consider national expertise from competent universities and research institutes since the task is specific and will need explicit knowledge of circular economy and financial economy.

Expected Planning

The details of the deadline of each output is given on the Action Matrix table. The consultant is expected to inform TSKB for the timely implementation of the outputs given above in accordance with the Action Matrix. The consultant is required to develop a comprehensive plan that ensured the timely and efficient delivery off all the outputs.

The consultant shall provide an output-based man/hour calculation for each output (including the optional outputs) identified in the scope of work. The man/hour calculation should include a detailed breakdown of the estimated time required for the completion of each output associated with the deliverables. The consultant shall provide regular updates on the progress of the planning outputs and activities and also the consultant and TSKB will be in dialogue to set a meeting frequency to track the program deliverables.

The overall duration of the service contract will be 4 years starting from the project initiation.

Annex-1

AFD CTR 1082 01 H Circular Economy Credit Line to TSKB Communication Strategy

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Background

The circular economy refers to a set of practices relating to production and consumption patterns and the management of their externalities (extraction, pollution and waste management in particular), aimed at preserving all available resources by optimizing their use and that of the resulting products. By promoting more sustainable practices, circular economy activities can contribute to climate change mitigation, through more efficient use of resources, longer product lifetimes, increased recycling and reuse, and reduced use of raw materials. The circular economy offers new opportunities to the countries in the process of sustainable development and transition to a low-carbon economy, which is critical for combating climate change and its effects.

Agence française de développement (AFD) and TSKB agreed on a project for the purpose of financing the investments that directly serve the circular economy and support the companies aiming to develop circular economy practices.

CTR 1082 01 H - Circular Economy credit facility signed between TSKB and AFD on 27 December 2022 in the amount of 80 million EUR. The circular economy offers new opportunities to the countries in the process of sustainable development and transition to a low-carbon economy, which is critical for combating climate change and its effects.

Project Objectives

The aim of the project is to support Türkiye's low-carbon transition by facilitating the emergence of the circular economy in the country and supporting TSKB in its role as a facilitator of its development.

This project will be structured around: (i) a credit facility to TSKB for financing circular economy investments and financing companies that are committed to changing their practices, (ii) a Technical Assistance to support TSKB and its clients.

This Circular Economy Credit Facility is based on a dual approach.

- **Component 1:** enables the financing of investments based on the compliance with a pre-defined List of Eligible Investments targeting Circular Economy practices with positive impact on mitigation and adaptation issues.
- **Component 2:** enables investments financing in favor of Eligible Clients which commit to improve their circular model through:
 - Performance of an initial self-diagnosis regarding Circular Economy practices;
 - Design and implementation of an Action Plan.

In addition, there will be a Technical Assistance Program under the Credit Facility. Technical Assistance Program will support the project's overall implementation and will be instrumental to enhance TSKB's know-how on circular economy financing, to develop companies' know-how and raise their awareness on circularity issues, to provide operational tools to assess the benefits of circular practices, and to accompany the companies in their transformation process.

The project, involves a wide range of stakeholders including TSKB's clients, prospectus clients, TSKB's fund providers, media, NGOs, industry associations and TSKB's employees, etc. To this extent, communication and the visibility of this project is great importance. This document outlines the strategy that will be employed for managing communications and visibility of the project both internally among key implementing partners and externally with the audience.

Communication Objectives

1. To create awareness and understanding of the Circular Economy and its objectives:

The communication strategy aims to generate awareness among the target audiences about the circular economy and its overarching objectives. It seeks to effectively communicate the purpose, scope, and significance of the project, ensuring that all the stakeholders including the client, media, and the target audiences, have a clear understanding of the project's goals and intended outcomes.

2. To inform the target audiences about the project's activities and progress:

An essential objective of the communication strategy is to inform the target audiences about the ongoing activities, progress, and achievements of the circular economy project. Regular and timely communication will be employed to provide updates on key milestones, events, and outcomes.

3. To promote the concept of circular economy and raise awareness about its benefits:

The communication strategy aims to raise awareness about the concept of circular economy and its potential benefits. Through effective communication, the strategy will highlight the importance of sustainable business practices, resource efficiency, waste reduction, and innovative solutions that contribute to the circular economy. By promoting the concept of circular economy, the strategy seeks to inspire stakeholders to adopt and integrate circular practices in their operations, thus contributing to a more sustainable and resilient economy.

4. To create communication channels:

The communication strategy aims to establish channels that effectively communicate the concept of circular economy. These channels will utilize various media platforms, such as TSKB's websites, social media, to share updates, success stories, and relevant resources related to circular economy practices.

5. To provide visibility for the project:

The communication strategy aims to enhance the visibility of the project and its achievements at various levels. This includes, participation of TSKB's employees in relevant events, and collaboration with key stakeholders.

The communication strategy aims to promote and support the project partners by highlighting their good-practices and expertise through effective communication like organizing events and workshops. By doing this, the strategy aims to strengthen partnerships, foster knowledge exchange, and encourage further collaboration among stakeholders in the circular economy ecosystem. The communication strategy will ensure that stakeholders are updated, inspired, thereby fostering a collaborative and sustainable approach to development in Türkiye.

Target Audiences

The communication efforts will be directed towards the following target audiences:

1. Key stakeholders

Engaging key stakeholders is crucial for the success of the Circular Economy Project. The communication strategy will target TSKB's clients, prospectus clients, TSKB's fund providers, NGOs, industry associations and TSKB's employees.

2. Medias

Press releases and media coverage of project events will be executed to ensure accurate and comprehensive update of the project's activities, achievements, and impact. This will help generate broader awareness and understanding of the project among the key stakeholders.

3. Followers of distribution channels

TSKB's websites, social media, and organizing public events, to disseminate project information, promote circular economy concepts, and highlight the benefits of sustainable practices with followers of these distribution channels.

4. Agence française de développement (AFD)

The communication strategy will focus on keeping the AFD informed about the progress, achievements, and challenges of the Circular Economy Project. Regular reporting and documentation will enable AFD to assess the impact of their support.

Communication Tools and Activities

1. Internal Communications:

Internal communication refers to the communication tools and activities used within the Bank to increase awareness and understanding of the circular economy and circular economy project. The internal communication actions are designed to ensure the visibility of the AFD project within the organization. TSKB will always make sure in its communication language to use AFD name and logo where needed.

The following tools and activities will be employed:

- Internal Trainings for relevant staff:

Organize training sessions on Circular Economy for the relevant staff of TSKB, including engineering, sales and marketing departments. Training will include general introduction of the Circular Economy concept, contents of the Circular Economy Action Plans including their defined actions, achievements of the EU on implementation and progress of the actions with associated challenges, identified best practices in circular investments including waste management, reusing secondary raw materials and life cycle assessments of various materials including plastics, paper, glass, metal, electronic equipment, etc. One of the aims of the training will be to introduce life cycle assessment tools on environmental decision making especially for recycling and monitoring the progress on circular economy transition.

In addition, TSKB's staff will be trained on the connection between circular economy and gender in order to make Circular Economy more inclusive. Training will include general introduction of the social aspects of circular economy concept, gender perspective of unsustainable production and

irresponsible consumption patterns, inadequate labour conditions of women, transforming opportunities recycling and waste management. Training will also focus on women empowerment in circular economy to ensure a just transition.

While the trainings primarily aim to provide knowledge and build capacity among TSKB's staff members, they also play a crucial role in communicating the concept of circular economy and its application within the organization. TSKB may also further promote these trainings within its intranet page, which serves as a central hub for internal communication and information sharing with AFD's visibility.

- **Internal Training Programs for all Employees:**

Organize training session for all the employees to educate them about circular economy concepts, strategies, and implementation methods in order to raise awareness within the Bank.

TSKB may further promote these trainings within its intranet page, which serves as a central hub for internal communication and information sharing with AFD's visibility.

- **Collaborative Meetings:**

The "Circular Economy Working Group" of TSKB will be regularly meet to discuss project progress and challenges. Circular Economy Working Group leads to create multidisciplinary teams comprising employees from different departments who can collectively work on circular economy within their respective areas of expertise. This collaboration will foster knowledge sharing, encourage cross-departmental collaboration and a culture of sustainability within the bank. By fostering cross-departmental collaboration and knowledge sharing through collaborative meetings, TSKB will create opportunity to share project updates and results to be across various teams.

- **Internal Circular Economy Campaign:**

Launch an internal campaign specifically focused on circular economy principles and practices. Develop informative communication materials and, distribute these materials across different departments and office locations to create an interest among employees.

- **Intranet Page:**

TSKB's own intranet page will serve as a centralized platform for project-related information, updates, and resources. It will provide relevant information and guidelines for internal stakeholders to access and stay informed about the project's activities.

2. External Communications:

External communication refers to the communication tools and activities aimed at engaging external stakeholders and raising awareness about the project. The external communication actions are designed to ensure the visibility of the AFD project. TSKB will always make sure in its communication language to use AFD name and logo where needed. The following tools and activities will be employed:

- **Workshops and Events:**

Workshops and events will be organized to engage external stakeholders, including clients, prospectus clients, government bodies, industry associations and NGOs. These workshops will provide a platform for knowledge sharing, capacity building, and collaborative discussions on circular economy practices.

Public events, conferences will also be organized to raise awareness, showcase project outcomes, and inspire broader engagement with circular economy principles.

Invite industry experts and best practices to share their insights and experiences. These sessions will provide valuable knowledge and create awareness among businesses about the potential advantages and implementation strategies of circular economy principles.

Within the conferences, share case studies and success stories highlighting businesses that have successfully adopted circular economy practices. Showcase the benefits they have achieved, such as cost savings, increased resource efficiency, and improved sustainability. This will inspire other businesses to explore and implement circular economy strategies in their own operations.

- TSKB's website and Social Media:

TSKB's website has section for its global resources. (<https://www.tskb.com.tr/en/services/corporate-banking/our-global-resources>) AFD is also within this section and TSKB can include circular economy as another theme. The reports and blogs section on TSKB's website may also be utilized to publish articles regarding circular economy.

Furthermore, TSKB has an environmental portal, cevreciyiz.com (<http://cevreciyiz.com/sayfa/1/60/about-cevreciyizcom>). TSKB may also publish updates regarding the circular economy within this portal.

Social media platforms of TSKB such as Twitter, LinkedIn, and Instagram, will be utilized to disseminate project information, engage with target audience, and foster discussions around circular economy practices. Regular posts, updates, and multimedia content will be shared to create awareness, generate interest, and encourage active participation and support from the online community.

- Circular Economy Handouts for Clients:

Design and print informative handouts or brochures that provide an overview of circular economy principles, their relevance to businesses, and the benefits of adopting circular practices. These handouts can be distributed to clients and prospectus clients during meetings, conferences, or events.

The handouts should explain the concept of circular economy in simple terms, highlight its potential impact on business operations, and provide practical tips or case studies showcasing successful circular economy implementations. Include relevant statistics, infographics, and visuals to make the content easily understandable.

The handouts can be produced by the cooperation of TSKB's PR experts and its external communication agency. TSKB's internal communication team, along with relevant departments, can collaborate to develop and produce the handouts. After the creation of the handouts, TSKB may also include within its webpage.

- Press Releases and Media Engagement:

Press releases will be issued after organization of conferences in order to give the key messages. TSKB will also coordinate with AFD to issue joint press releases that highlight AFD's contribution to the project and emphasize the importance of AFD's support in implementing circular economy practices.

- 3rd Party Collaborations:

Forge partnership and collaboration with an NGO that creates value in the field of circular economy and work together to promote circular economy practices. TSKB will promote this collaboration within TSKB's website and social media channels while ensuring AFD's visibility.

Reports and Research:

Research studies and reports that explore the potential economic benefits and market opportunities of circular economy practices within specific sectors.

A benchmark on development bank's best practices regarding Circular Economy will be performed to better understand the market's standards and practices. This study will provide valuable insights and knowledge about the existing market standards and practices. It will help identify successful approaches and strategies implemented by other development banks in the field of circular economy. TSKB may also share this study within TSKB's website and with its stakeholders.

Conduct a targeted study on Women and Circular Economy (for instance in a priority sector). The study will be analyzing risks and opportunities for women in Circular Economy. If possible, consultant will share some recommendations for the priority sectors and/or financial sector to increase women participation. The results of the study on Circular Economy and women will be shared via a workshop and/or official publication.

- Training for TSKB's Clients:

Offer training programs to TSKB's clients to build the capacity of businesses in implementing circular economy practices. Provide practical guidance, tools, and resources that can help businesses assess their current practices, identify circular economy opportunities, and develop actionable strategies. These capacity-building initiatives will empower businesses to integrate circular economy principles into their operations. Relevant TSKB's clients will benefit from trainings and capacity building activities on Circular Economy.

Training for TSKB's clients will focus on training and awareness-building. It is important to note that communication plays a vital role in this process and training programs are designed not only to provide knowledge and skills to TSKB's clients but also to effectively communicate the project while ensuring AFD's visibility.

- Publishing a Video and Case Study on Circular Economy

Design communication/marketing products based on case studies from the facility portfolio to raise awareness on Circular Economy.

The video can feature interviews with employees who have implemented circular economy initiatives, highlighting the positive impact on the environment and the business. The case study should provide detailed insights into the strategies, challenges, and outcomes of the circular economy project.

Distribute the video and case study through internal and external communication channels.

Resources for Implementation of Communication Plan

The visibility activities outlined in this plan will be implemented by TSKB. All involved parties will be responsible and accountable for ensuring that the visibility activities are carried out in accordance with the TSKB's PR and communication team, TSKB's communication agencies and branding manuals. TSKB will be the focal point for supporting the coordination and communication for all the involved parties.

1. The Corporate Communications Department will take the lead in developing and executing the overall communication strategy. They will be responsible for crafting key messages, designing communication materials, managing media relations, and coordinating various communication activities. They will ensure that the project's objectives and circular economy focus are effectively communicated to the target audiences.
2. The Development Finance Institutions Department will collaborate closely with the communication team to provide project-specific updates. They will facilitate the flow of information, project data, and progress reports, ensuring accurate and timely communication. Their involvement will ensure that project-related communication aligns with the overall project management framework.
3. Circular Economy Working Group and Engineering Department will provide valuable expertise and guidance on integrating circular economy principles into the bank's operations. They will contribute insights on sustainable practices, environmental considerations, and social impact, ensuring that the communication efforts align with the bank's commitment to sustainability.
4. Corporate Banking Marketing Department will engage with clients to gather feedback, insights, and success stories. They will contribute their industry knowledge and client perspectives to shape the communication strategy, ensuring that it aligns with the target audience in the business world.

By engaging these relevant departments, the bank can leverage their expertise, resources, and networks to implement an effective and comprehensive communication plan. The collaboration among these departments will ensure that the project's circular economy objectives are communicated clearly in alignment with the TSKB's overall strategic goals.

In addition to the involvement of relevant departments within the bank, TSKB can also collaborate with its communication agencies to further develop and enhance the communication activities. The communication agencies will bring specialized expertise, creativity, and experience in designing and executing effective communication strategies.

The project allocates a budget specifically for communication activities. For the 4-year period of project implementation, approximately EUR 125,000 will be allocated to communications and visibility activities for the project. This budget will facilitate stakeholder engagement, media relations, content production & promotion, visibility, capacity building and project events.

Communication Plan

	Communication Tools and Activities	Target Audience	Frequency	Strategic Value	Category
Internal Communications	Internal trainings on circular economy for relevant staff	Bank employees	Once	Enhances staff knowledge and engagement in circular economy	Internal Capacity Building
	Internal trainings on the connection of circular economy and gender for relevant staff	Bank employees	Once	Capacity building on women empowerment in circular economy to ensure a just transition.	Internal Capacity Building
	Internal training on circular economy for all employees	Bank employees	Once	Promotes organizational-wide understanding of circular economy principles	Internal Capacity Building
	Collaborative meetings	Circular Economy Working Group	Monthly	Encourages cross-departmental collaboration	Internal Collaboration
	Internal circular economy campaign	Bank employees	Ongoing	Reinforces circular economy values and behaviours within the bank	Internal Awareness
	Intranet page	Bank employees	Ongoing	Centralizes internal communication	Internal Information Sharing
External Communications	Workshops and events	Clients, prospectus clients, government bodies, industry associations, NGOs	Yearly	Facilitates engagement, knowledge sharing, and partnerships with key stakeholders and target audience	External Engagement
	TSKB's website and social media	Target audience, stakeholders, business world	Regularly	Increase project visibility and fosters online community engagement	External Awareness
	Circular economy handouts for clients	Clients, prospectus clients, business world	As needed	Educates clients about circular economy concepts and the project	External Information Sharing
	Press releases and media engagement	Media outlets	As needed	Generates media coverage and enhances project visibility	External Outreach
	3 rd Party collaboration	NGO	Ongoing	Expands network, leverages expertise, and promotes circular economy practices	External Collaboration

	Report on development bank's best practices on circular economy	Industry sectors, stakeholders, target audience	Once	Better understand the market's standards and practices	External Knowledge Sharing
	Study on women and circular economy	Industry sectors, stakeholders, target audience	Once	Better understand the linkages between women in circular Economy	External Knowledge Sharing
	Trainings for TSKB's clients on circular economy	TSKB's clients	Once	Empowers businesses and capacity with circular economy knowledge and skills	External Capacity Building
	Publishing a video and case study on circular economy	Stakeholders, target audience	Once	Showcases project success and inspires wider adoption of circular economy principles	External Awareness

Confidentiality

Throughout the implementation of the activities described in this Communication Strategy, TSKB will ensure its compliance with local laws on privacy protection, including the Turkish Personal Data Protection Law No. 6698 and Banking Law No. 5411.