

**Terms of Reference**  
**for**  
**Consultancy Services on Project Development for UNDP's Syria response**

**1. BACKGROUND**

As of August 2018, Turkey hosts over 3,5 million Syrians under Temporary Protection. Turkey currently hosts the largest refugee population in the world and continues to demonstrate strong national ownership of the response. The Government of Turkey provides a rights-based legal framework through the Temporary Protection regulation, which offers access to education, health care, employment and social security to Syrians. It is estimated that the Government of Turkey has spent \$US 30 billion overall for its support to host the Syrians. Currently, out of the 3,5 million registered Syrians under Temporary Protection, more than 94% million live amongst Turkish host communities. 45% of the 3,5 million Syrians under Temporary Protection are concentrated in 7 provinces, namely Kilis, Hatay, Gaziantep and Şanlıurfa. Also, Mersin, Adana, Osmaniye, Kahramanmaraş, in the South East Anatolia Region and East Mediterranean Region. In these provinces, the ratio of the Syrian population to host communities is higher than 15%. The populations of the aforementioned cities have either reached or exceeded 2023 population projections.

UNDP supports the Government of Turkey to respond to this large-scale displacement through its Syria Crisis Response and Resilience Programme in Turkey to strengthen the resilience of refugees, host community members, local municipalities and relevant national institutions to cope with and recover from the impact. UNDP's resilience response strategy is to invest in existing national and local systems to ensure they can adequately serve both host and refugee communities. The overall budget of the current programme is 76 million USD allocated for the period of 2018 to early 2020. The programme is funded by 5 donors (EU TF MADAD, USBPRM, the Government of Japan, KfW and the Government of Korea) covering three main areas: livelihoods and employment, municipal service delivery and social cohesion/RoL. The programme is managed as a whole, ensuring close connections between the various projects, implementing partners and modalities and leverages results across projects where possible.

Within the scope of Syria Crisis Response and Resilience Programme, UNDP has provided support to in Turkey related to employment and livelihoods, focusing primarily on labour supply side measures e.g. technical and vocational training to increase employability of Syrians. Supply-side measures have fallen short in many cases since they weren't accompanied by demand-side interventions creating actual jobs or placing to the existing job opportunities.

UNDP has been focusing on boosting labour demand side to address the main challenge through supporting local economic growth by increasing SMEs' productivity and establishing enabling ecosystem for innovation; improving institutional capacity of public service providers and establishing networks with private sector to ensure their engagement in the Syria Crisis Response. Private sector engagement as the source of sustainable job creation is crucial to boost labour demand side for both refugee and host communities.

UNDP has also supported the Municipalities for the unprecedented increase in demand for municipal services, including waste management, waste water, transportation and fire-fighting services. The situation has resulted in an unprecedented demand for municipal services, including waste management and fire-fighting services within the scope of Syria Crisis Response and Resilience Programme.

UNDP Turkey activated Connecting Business initiative (CBi) Turkey network to strengthen the cooperation and collaboration of the private sector, civil society, international organizations and public institutions in emergency preparedness, response and recovery. Jointly managed by the Turkish Enterprise and Business Confederation (TÜRKONFED) and UNDP Turkey, in close collaboration with CSR Turkey and the Disaster and Emergency Management Authority of the Government of Turkey (AFAD), the network has two main workstreams - one on the role of the private sector in contributing to the Syria crisis response with a focus on risk management and responsible business practices; and one on climate resilience, disaster risk reduction, preparedness and business continuity.

The CBI Turkey network has been the main private sector platform in Turkey, which conducts activities to raise awareness on the role of the private sector for emergencies, discuss the challenges and opportunities, highlight good practices and lessons learnt and develop a collaborative action environment towards mobilizing private sector's engagement in complex emergencies, including the response to the Syria crises.

UNDP Turkey is willing to expand the current support provided to the Government of Turkey for the Syria response by new projects within the current Syria Crisis Response and Resilience Programme supported by the expertise of UNDP Country Office. The new projects will strengthen the economic and social resilience of Syrians under Temporary Protection at individual, community and institutional levels, within the following scope;

- Support employability and access to job opportunities through providing adult language skill training and job creation in selected sectors, including renewable energy
- Empowerment of youth for social cohesion and employment
- Strengthening of institutional capacities to provide access to legal aid and justice
- Further strengthening of municipal capacities in targeted provinces in areas such as waste management, waste water management and public transportation (both infrastructure development and technical support)
- Support the economic and social empowerment of Syrians to become an asset for the local economy and economic growth potential.

In this regard UNDP will mobilize six individual consultants for each aforementioned specific sector on development of new projects to strengthen resilience of refugees and host community members in response to the Syrian crisis.

## **2. OBJECTIVE AND SCOPE**

The overall objective of this assignment is to provide support to strengthen the economic and social resilience of Syrians under Temporary Protection at individual, community and institutional levels. To achieve the overall objective, the purposes of this individual contracts are as follows;

- To provide inputs for new projects for the Syria response

In close cooperation with the UNDP Senior Resilience Advisor, the ARR(P) and staff of UNDP Syrian Crisis Response and Resilience Programme and relevant portfolios, the Individual Contractors will undertake separate tasks for following project development areas:

- Job creation for Host and Refugee communities through Private Sector Engagement, amongst others by utilizing the CBI Turkey network where relevant
- Renewable Energy Research, Development and Training Centre for job creation
- Municipal Service Delivery,
- Language and vocational skills training for refugees,
- Increased access to and delivery of Justice for social cohesion
- Inclusive Youth Programme for Social Cohesion and Livelihoods

## **3. DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONTRACTORS**

Within this assignment, UNDP will mobilize **six** Individual Contractors who will separately provide services in below project development areas.

The below listed activities are subject to development and change with consent of UNDP Senior Resilience Advisor. These possible developments and changes will be reflected into the specific service requests throughout the contract execution, the Individual Contractors will conduct activities in accordance with specific service requests by UNDP.

If required by the UNDP, the Individual Contractors may provide additional consultancy services related to her/his competencies and expertise.

**Project Development Area 1; Job creation for Host and Refugee communities through Private Sector**

### **Engagement amongst others by using the CBI Turkey network where relevant**

The Individual Contractor for this project development area will undertake the following major tasks;

- Analyse, based on the desk research, the existing incentive system in Turkey targeting SMEs in manufacturing industry
- Analyse the existing incentive system in Turkey with respect to the productivity in SMEs operating in manufacturing industry
- Analyse the incentive system in 3 other countries to boost productivity in SMEs.
- Consultations with national and local counterparts during the analysis of the existing incentive system in Turkey to better understand the policy background and to identify the roles in developing the new support mechanism,
- Provide recommendations and inputs for the new incentive design
- Contribute to budget and project proposal development,
- Other tasks in relation to Job creation for Host and Refugee communities through private sector engagement

### **Project Development Area 2; Municipal Service Delivery**

The Individual Contractor for this project development area will undertake the following major tasks;

- Draft project document and other related documentation required for the submission
- Consultations with national and local counterparts and Identification of their specific roles in the project.
- Development of implementation modalities for the project
- Support budget development
- Other tasks in relation to capacity building at the unions of local authorities

### **Project Development Area 3; Language and vocational skills training for refugees**

The Individual Contractor for this project development area will undertake the following major tasks;

- Design and planning of Turkish education to Syrian nationals via blended learning modality
- Educational content development
- Updating existing training and education modules
- Planning and oversight of training of trainers (ToT) workshops
- Preparation of training/education evaluation reports
- Contribute to budget and project proposal development,
- Other tasks in relation to strengthening local participatory mechanisms

### **Project Development Area 4; Renewable Energy Research, Development and Training Centre for job creation**

The Individual Contractor for this project development area will undertake the following major tasks;

- Provide inputs to project document and other related documentation required for the submission
- Consultations with national and local counterparts and Identification of their specific roles in the project.
- Inputs to development of implementation modalities for the project
- Contribute to budget and project proposal development

### **Project Development Area 5; Increased access to and delivery of Justice for social cohesion**

The Individual Contractor for this project development area will undertake the following major tasks;

- Development of implementation modalities for the project
- Contribute to budget and project proposal development,
- Other tasks in relation to capacity enhancement at the ministries responsible for local authorities

## **Project Development Area 6; Inclusive Youth Programme for Social Cohesion and Livelihoods**

The Individual Contractor for this project development area will undertake the following major tasks;

- Development of implementation modalities for the project
- Contribute to budget and project proposal development,
- Other tasks in relation to capacity enhancement at the ministries responsible for local authorities

### **4. DELIVERABLES**

Each Individual Contractor is expected to invest (*at maximum*) 35 man/days throughout contract duration.

The deliverables of the Contract will be identified during the execution of the contract. Deliverables will be identified in specific service requests by UNDP Senior Resilience Advisor in line with the major activities defined in Section 3 of this terms of references. Individual Contractors shall submit activity/progress reports with time sheet in line with requirements and schedule identified by each specific service request.

The deliverables of the individual contractors shall be subject to approval of the UNDP Senior Resilience Advisor within the deadlines to be set in the specific service requests.

### **5. INSTITUTIONAL ARRANGEMENT**

UNDP will provide all relevant background documents. UNDP is not required to provide any physical facility for the work of the Individual Contractor(s).

UNDP will cover pre-approved travel and accommodation costs of the Individual Contractor(s) when traveling outside of the duty-station and upon submission of relevant documentation. Meetings with the Municipality will be facilitated through UNDP. UNDP is not required to provide any physical facility for the preparatory and reporting works of the Individual Contractor (s). However, depending on the availability of physical facilities (e.g. working space, computer, printer, telephone lines, Internet connection etc.) and at the discretion of the UNDP, such facilities may be provided at the disposal of the ICs. UNDP will facilitate meetings between the IC(s) and other stakeholders, when needed.

UNDP Senior Resilience Advisor will directly supervise the Individual Contractors. Individual Contractors will be directly responsible to, reporting to, seeking approval/acceptance of output from Project Manager.

All reports should be submitted in English.

### **6. REQUIRED QUALIFICATIONS**

The following table demonstrates the required qualifications of the consultants to be mobilized within this Assignment.

#### **Minimum Required Qualifications of Individual Contractor to be assigned for Job creation for Host and Refugee communities through Private Sector Engagement by utilizing the CBI Turkey network**

##### **General Qualifications;**

- Bachelor's degree on a relevant field is required
- Proficiency in Turkish and English is required
- Advanced degree (master or higher) on a relevant field will be considered an asset

##### **General Professional Experience;**

- At least (10) ten years of general professional experience is required

##### **Specific Professional experience;**

- Minimum 5 years' experience in business development and/or productivity for SMEs is required.
- Experience in incentive system of Turkey is required.
- Experience with governmental or financial institutions and/or international organizations providing incentives to the SMEs in Turkey,
- Demonstrated experience in writing project proposal will be considered as asset.

#### **Minimum Required Qualifications of Individual Contractor to be assigned for Municipal Service**

## **Delivery**

### **General Qualifications;**

- Bachelor's degree on a relevant field is required
- Proficiency in Turkish and English is required
- Advanced degree (master or higher) on a relevant field will be considered an asset

### **General Professional Experience;**

- At least (10) ten years of general professional experience is required

### **Specific Professional experience;**

- Minimum 3 years' experience in fields related to municipal services, such as infrastructure/superstructure investments is required.
- Demonstrated experience in working with Municipalities is required.
- Knowledge on environmental infrastructure projects (e.g. waste management, waste water treatment plant) will be considered as asset.
- Demonstrated experience in writing project proposal will be considered as asset.

## **Minimum Required Qualifications of Individual Contractor to be assigned for Language and vocational skills training for refugees**

### **General Qualifications;**

- Bachelor's degree on a relevant field is required
- Proficiency in Turkish and English is required
- Advanced degree (master or higher) on a relevant field will be considered an asset

### **General Professional Experience;**

- At least (10) ten years of general professional experience is required

### **Specific Professional experience;**

- Minimum 3 years' experience in project management and/or implementation in a related field such as language training, vocational training, skills development systems.
- Demonstrated experience in writing project proposal will be considered as asset.

## **Minimum Required Qualifications of Individual Contractor to be assigned for Language and vocational skills training for refugees**

### **General Qualifications;**

- Bachelor's degree on a relevant field is required
- Proficiency in Turkish and English is required
- Advanced degree (master or higher) on a relevant field will be considered an asset

### **General Professional Experience;**

- At least (10) ten years of general professional experience is required

### **Specific Professional experience;**

- Minimum 3 years' experience in project management and/or implementation in a related field such as language training, vocational training, skills development systems.
- Demonstrated experience in writing project proposal will be considered as asset.

## **Minimum Required Qualifications of Individual Contractor to be assigned for Renewable Energy Research, Development and Training Centre**

### **General Qualifications;**

- Bachelor's degree on a relevant field is required
- Proficiency in Turkish and English is required
- Advanced degree (master or higher) on a relevant field will be considered an asset

### **General Professional Experience;**

- At least (10) ten years of general professional experience is required

### **Specific Professional experience;**

- Minimum 3 years' experience in renewable energy sector.

- Demonstrated experience in writing project proposal will be considered as asset.

#### **Minimum Required Qualifications of Individual Contractor to be assigned for Justice for social cohesion**

##### **General Qualifications;**

- Bachelor's degree on a relevant field is required
- Proficiency in Turkish and English is required
- Advanced degree (master or higher) on a relevant field will be considered an asset

##### **General Professional Experience;**

- At least (10) ten years of general professional experience is required

##### **Specific Professional experience;**

- Minimum 2 years' experience in fields related to rule of law, access to justice, community security in conflict and post-conflict countries or relevant experience contributing to the design and/or implementation of justice, democracy and governance.
- Demonstrated experience in writing project proposal will be considered as asset.

#### **Minimum Required Qualifications of Individual Contractor to be assigned for Inclusive Youth Programme for Social Cohesion and Livelihoods**

##### **General Qualifications;**

- Bachelor's degree on a relevant field is required
- Proficiency in Turkish and English is required
- Advanced degree (master or higher) on a relevant field will be considered an asset

##### **General Professional Experience;**

- At least (10) ten years of general professional experience is required

##### **Specific Professional experience;**

- Demonstrated experience in community and youth development (ie. community mobilization, community development, capacity building and youth empowerments)
- Demonstrated experience in writing project proposal will be considered as asset.

## **7. TIMING AND DURATION**

The Assignment is expected to start on 15 October 2018 and expected to be completed by 31 December 2019. Each Consultant is expected to invest (at maximum) 35 man/days to fulfil the required tasks as per specific service requests to be made by UNDP throughout contract validity.

## **8. DUTY STATION**

Duty station for the assignment is Home-based and Ankara.

Travels with respect to UNDP's various project needs and the duties and responsibilities of the consultant(s) stated in Items 4&5 will occur. Travel, accommodation and living expenses {inter-city, intra-city travels, living costs such as breakfast, lunch, dinner, etc.) in duty stations will be borne by the Individual Contractor(s). Travel to join duty stations and repatriation travel costs (travels to and from duty stations) will be covered by the Individual Contractor(s).

In case of unforeseen travel, UNDP will cover pre-approved mission travel and accommodation costs of the Individual Contractor(s) when traveling outside of the duty station and upon submission of relevant documentation.

The following guidance on travel compensation is provided per UNDP practice.

<b>Cost item</b>	<b>Constraints</b>	<b>Conditions of Reimbursement</b>
Travel (intercity transportation)	Full-fare economy class tickets	
Accommodation	Up to 50% of the effective DSA rate of UNDP for the respective location	

Breakfast	Up to 6% of the effective DSA rate of UNDP for the respective location	1- Approval of UNDP before the initiation of travel 2- Submission of the invoices/receipt, etc. by the expert with the UNDP's F-10 Form 3- Approval of UNDP
Lunch	Up to 12% of the effective DSA rate of UNDP for the respective location	
Dinner	Up to 12% of the effective DSA rate of UNDP for the respective location	
Other Expenses (intra city transportations, transfer cost from /to terminals, etc.)	Up to 20% of effective DSA rate of UNDP for the respective location	

## 9. PAYMENTS

The contract to be signed between UNDP and the Individual Contractors will *not* entail a financial commitment from UNDP. UNDP's financial commitment will be established on an *ad-hoc* basis every time as services are officially requested by UNDP through specific service requests.

The Contract is based on a daily fee. For each specific service request UNDP makes payments based on the total actual number of days worked for the respective specific service request. "Individual Contractor Time Sheet" containing number of days worked and tasks completed, must be submitted by the Individual Contractor(s), duly approved by Project Manager, which shall serve as the basis for the payment of fees.

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

Payment terms and conditions will be specified in the specific service requests. Payment terms and conditions along with the daily fee rate (indicated in the contract) and number of days invested (not to exceed maximum number of days in the service request) will be the basis of payment to the Individual Contractor(s). Payments will be made against submission of the deliverable(s) in the specific service requests by the Individual Contractor(s) and approval of such deliverables by UNDP. UNDP will cover pre-approved travel and accommodation costs of the Individual Contractor(s) when traveling outside of the duty-station and upon submission of relevant documentation.

The Individual Contractor(s) will be paid in TRY.

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

Tax Obligations: The Individual Contractor(s) is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the Individual Contractor(s).