

## Annex-I Terms of Reference for Gender Advisor

### 1. BACKGROUND

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

The project has two expected results:

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

Engineer Girls of Turkey Project is designed to have three components as below:

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

Completion of the first component provided an analytical background. As a follow up to key findings, necessary actions are being developed for the other components. This will enable an iterative process to be strengthened in line with the findings. In parallel support program will continue and feedback from mentors and mentees could be integrated into support phases so that more efficient and effective support mechanisms could be developed. A parallel program in high schools has been initiated in order to increase awareness in high school students for selection of engineering profession. In line with the design of the high school awareness program a follow up program will also be developed for high school students and Limak could continue to support their employment in line with the finalized programs.

Under the third component of the project; corporate inclusive business models to adopt, implement and advocate gender sensitive approaches are being developed. Institutional needs assessment is the starting point of this component which is to be followed by gender equality mainstreaming studies within the company. The main aim is to reduce the gender gaps, which will help companies to establish more equalitarian work relations, improve female advancement and in the long run, increase productivity and competitiveness within the company.

To close persistent gender gaps in the workforce, UNDP has developed a Gender Equality Seal Certification Programme for Public and Private Enterprises which was launched in Latin America and the Caribbean. Since its inception in 2009, more than 1,400 companies in ten countries have been certified by governments, using the Seal methodology, with UNDP support. The programme helps companies create equitable conditions for women and men and establish working environments where women's work and contributions are valued. It does this with the tested Seal methodology and external appraisal.

UNDP has started to work for contextualizing and adapting the programme for Turkey. Gender mainstreaming component of the project will benefit from and in return will feed those recent efforts. UNDP will work closely with Limak to identify and address gender gaps within the selected company and improve a more equalitarian work environment and management system as well as generate a more gender responsive identity. To do this, UNDP will refer its corporate experience of Gender Equality Seal methodology as a gender mainstreaming tool. At the end of the gender mainstreaming process which is expected to last 12-18 months, UNDP and the company will develop a gender mainstreaming methodology, in line with Gender Equality seal and in corporation with interested partners from public and private sector as well as international organizations.

In light of the above, UNDP will need to contract a Gender Equality Advisor who will support Limak's Gender Equality Mainstreaming implementation process.

## 2. Scope of Work

The overall objective of the assignment is to advise Limak Investment during the implementation process of the Gender Equality Mainstreaming (GEM) Programme, within the scope of the assignment, the Individual Consultant (IC) is expected to provide consultancy services for the following measurable outputs through framework agreement:

- a. Conducting the baseline study of Gender Equality Mainstreaming Programme.
- b. Developing the action plan of Gender Equality Mainstreaming Programme.
- c. Development of the Gender Equality Strategy for Limak Investment.
- d. Providing advisory support to implement Gender Equality Strategy.
- e. Monitoring the Gender Equality Mainstreaming Processes.
- f. Developing the programme document for Gender Equality Mainstreaming Programme for private sector.

Measurable Outputs	Key Results Expected/Major Functional Activities
<p><b>Conducting the baseline study of Gender Equality Mainstreaming Programme</b></p>	<ul style="list-style-type: none"> <li>• Provide guidance for online platform of Gender Mainstreaming in private sector.</li> <li>• Provide analysis of strengths, weaknesses and opportunities within the scope of Gender Equality Mainstreaming Programme in Limak Investment.</li> <li>• Provide top quality analysis and substantive inputs to the achievement of Gender Equality Mainstreaming Programme.</li> <li>• Provide analysis and staff survey for creating background of baseline study with the online gender equality seal platform of UNDP.</li> </ul>

<p><b>Developing the action plan of Gender Equality Mainstreaming Programme.</b></p>	<ul style="list-style-type: none"> <li>• Provision of technical expertise in determining the road map of the Gender Equality Mainstreaming Programme.</li> <li>• Draft “<b>action plan for improvement</b>” and propose activities to be identified together with the Gender Equality Mainstreaming Team of Limak Investment.</li> <li>• Provide advisory support for Gender Equality Mainstreaming Team of Limak Investment to establish a <b>work plan</b> in which the activities as well as duties and responsibilities are identified.</li> </ul>
<p><b>Development of the Gender Equality Strategy for Limak Investment.</b></p>	<ul style="list-style-type: none"> <li>• Creating the framework of Gender Equality Strategy. To support the Development of the Gender Equality Strategy and its plan of action for Limak Investment.</li> <li>• Provision of technical expertise in determining the road map of the process.</li> <li>• Provide analysis for formulation of strategies on Gender Equality Mainstreaming process.</li> </ul>
<p><b>Providing advisory support to implement Gender Equality action plan.</b></p>	<ul style="list-style-type: none"> <li>• Provision of technical expertise in implementing the road map of the process.</li> <li>• Advise Limak Investment during the implementation process of the Gender Equality Mainstreaming Programme.</li> <li>• Provision of strategic advice to the Limak Investment work on the new processes of Gender Equality Mainstreaming Programme at every step as required.</li> <li>• Provide trainings for Limak Investment staff on gender issues.</li> <li>• Organised trainings with the contribution of relevant experts.</li> <li>• Provision of technical expertise in effective implementation of Gender Equality Mainstreaming “<b>action plan for improvement</b>”.</li> <li>• Provide advisory support to the Gender Equality Mainstreaming Focal Team of Limak Investment on their duties and responsibilities that were identified in the workplan.</li> <li>• Provide input to knowledge products.</li> </ul>
<p><b>Monitoring the Gender Equality Mainstreaming Processes.</b></p>	<ul style="list-style-type: none"> <li>• Monitor progress in the implementation of the Action Plan, supporting the Limak Investment in the identification of bottlenecks and corrective action required to improve the programme.</li> <li>• Establishment of a mechanism monitoring and evaluation of the realization of gender equality strategy and implementation of the plan of action in order to ensure sustainability of gender mainstreaming efforts.</li> </ul>
<p><b>Developing the programme document for Gender Equality Mainstreaming</b></p>	<p>Drafting an implementable programme document that includes a methodology/model addressing the following questions:</p> <ul style="list-style-type: none"> <li>• What are the main steps for Gender Equality Mainstreaming Programme in private sector in Turkey.</li> <li>• How to provide implementation support on Gender Equality Mainstreaming Programme to private sector.</li> </ul>

<b>Programme for private sector.</b>	<ul style="list-style-type: none"> <li>• What are the possible indicators for mainstreaming gender in private sector in Turkey.</li> </ul>
--------------------------------------	--

### 3. Expected Outputs and Deliverables

The IC will be contracted through a framework basis agreement in which the services will be received through the specific Service Requests. The deliverables will be identified by UNDP Turkey CO in the multiple service requests.

### 4. Specific Service Requests

The framework contract will be executed based on assignments detailed in each specific service requests to be made by UNDP. The Consultant will have the overall responsibility to the preparation of specific ToRs for each assignment and quality control of deliverables. Service requests will be developed in close coordination with the Limak Investment and UNDP Turkey CO's Gender Equality Advisor. The time schedule for each assignment will be determined by UNDP in consultation with the consultant. Service request will be effective upon signing and return by the consultant.

### 5. Institutional Arrangement

UNDP Turkey CO will;

- Provide the Consultant with relevant documents,
- Provide the Consultant with full support in any further analysis of the data where necessary,
- Facilitate communication with the PMU and other stakeholders,
- Give feedback to the draft, final reports and all other deliverables prepared by the Consultant.

**All documents and data provided to the consultant are confidential and cannot be used for any other purposes or shared with a third party without any written approval from UNDP.**

Meetings in the field will be facilitated and organized by UNDP. Travel and transportation to and from Ankara will be organized by UNDP. Travel costs and DSA will be reimbursed by UNDP upon provision of documents on proof of travel.

The consultant will be under the direct supervision of the Engineer Girls of Turkey Project Manager and work in close collaboration with Limak Investment and UNDP Turkey CO's Gender Equality Advisor.

### 6. Timing and Duration

The Assignment is expected to start in 5 November 2018 and be completed by 31 December 2019. The Consultant is estimated to invest (at maximum) 100 working/days to fulfil the required tasks as per specific service requests to be made by UNDP throughout contract validity.

### 7. Place of Works

Place of work for the assignment is Ankara. Travels with respect to UNDP's various projects needs and the duties and responsibilities of the consultant stated in Article 2; travel, accommodation and living expenses (inter-city, intra-city travels, living costs such as breakfast, lunch, dinner, etc.) in place of residence will be borne by the consultant. In case of travel need, travel related costs will be covered by

UNDP. The cost and terms of reimbursement of any travel authorized by UNDP for Individual Contractors must be negotiated prior to travel. Assignment-related travel and accommodation costs, which are pre-approved by UNDP, outside of the Duty Station will be borne by UNDP in line with UNDP's corporate rules and regulations and arranged through the travel agency UNDP works with. During the travels the respective travels of the consultant may either be;

1. Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the IC or
2. Reimbursed to the consultant upon the submission of the receipts/invoices of the expenses by the consultant and approval of the UNDP. The reimbursement of each cost item subject to following constraints/conditions provided in below table;
3. covered by the combination of the above options

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

Cost item	Constraints	Conditions of Reimbursement
Travel (intercity transportation)	Full-fare economy class tickets	1- Approval of UNDP before the initiation of travel 2- Submission of the invoices/receipt, etc. by the consultant with the UNDP's F-10 Form 3- Approval of UNDP
Accommodation	Up to 50% of the effective DSA rate of UNDP for the respective location	
Breakfast	Up to 6% of the effective DSA rate of UNDP for the respective location	
Lunch	Up to 12% of the effective DSA rate of UNDP for the respective location	
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	

## 8. Required Qualifications

The consultant should have the following experience and qualifications:

	Minimum Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>• Bachelor's Degree in social sciences, or related field is required</li> <li>• Very good command of both written and spoken English and Turkish is required</li> </ul>	<ul style="list-style-type: none"> <li>• Higher university degree (i.e., Master and Ph.D.) is an asset</li> <li>• Proven experience in writing reports and making researches are assets</li> </ul>

	Minimum Requirements	Assets
<b>Professional Experience</b>	<ul style="list-style-type: none"> <li>Minimum five (7) years of professional experience</li> </ul>	<ul style="list-style-type: none"> <li>More than 7 years of professional experience is an asset</li> <li>Experience in business management and/or human resources is an asset</li> </ul>
<b>Specific Experience</b>	<ul style="list-style-type: none"> <li>Proven knowledge in gender equality, gender mainstreaming, women's work and employment, gender relations in organizational settings.</li> </ul>	<ul style="list-style-type: none"> <li>Proven experience in analysis of figures and statistics is an asset</li> <li>Knowledge and experience on different gender responsive tools and approaches, and applying them effectively at institutional and project levels</li> <li>Experience in developing strategies for effective gender mainstreaming is an asset</li> </ul>
<p><b>Notes:</b></p> <ul style="list-style-type: none"> <li>Internships (paid/unpaid) are not considered professional experience.</li> <li>Obligatory military service is not considered professional experience.</li> <li>Professional experience gained in an international setting is considered international experience.</li> </ul>		

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

- Human rights and gender equality is prioritized as an ethical principle within all actions;
- activities are designed and implemented in accordance with "Social and Environmental Standards of UNDP";
- any kind of diversities based on ethnicity, age, sexual orientation, disability, religion, class, gender are respected within all implementations including data production;
- differentiated needs of women and men are considered;
- inclusive approach is reflected within all actions and implementations, in that sense an enabling and accessible setup in various senses such as disability gender language barrier is created;
- necessary arrangements to provide gender parity within all committees, meetings, trainings etc. introduced.

## 9. Payments

*The contract to be signed between UNDP and the consultant 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.*

Payment terms and conditions will be specified in the specific service requests. Payments will be made within 30 days upon acceptance and approval of the corresponding service request by UNDP on the basis of actual number of days invested in that respective service request and the pertaining Certification

of Payment document signed by the expert and approved by Engineer Girls of Turkey Project Manager. 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 IC. Payments will be made against submission of the deliverable(s) in the specific service requests by the IC and approval of such deliverables by UNDP. UNDP will cover pre-approved travel and accommodation costs of the IC when traveling outside of the duty-station and upon submission of relevant documentation.

The consultant shall provide IC timesheet together with the deliverables in order to proceed with the payment. Without submission of and approval of the deliverables, the IC holder shall not receive any payment even if he/she invests time for this assignment. The consultant shall be paid in US\$ if he/she resides in a country different than Turkey. If he/she resides in Turkey, the payment shall be realized in TRY.

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

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