



TERMS OF REFERENCE (TOR)

INDIVIDUAL CONSULTANCY SERVICES FOR PROJECT IMPLEMENTATION SUPPORT ASSISTANT

1 Background

Leveraging on UNDP’s long-lasting thematic experience and know-how on local socio-economic development accumulated in Southeast Anatolia Region of Turkey, in the context of Syrian crisis response, UNDP facilitated establishment and operationalization of a Vocational Training Centre in Gaziantep in collaboration with Gaziantep Chamber of Industry in 2016 and 2017.

With a view to address both the demand and the supply side of the local labour markets in Gaziantep and its economic geography, which is highly influenced by the crisis, UNDP provided both technical and infrastructural support to this specific Centre. Since 2016, Gaziantep VET Centre is fully operational and is providing specialised occupational capability development services to the Syrians under Temporary protection hosted by Gaziantep as well as the members of the local community.

In this sense, UNDP provided technical assistance in conduct of sectoral analyses; demand analyses; development of business model and business plan of the VET Centre; physical design of the VET Centre; design and implementation of capacity development programmes for Gaziantep Chamber of Industry; procurement of machinery and equipment as well as refurbishment of VET ateliers; development of the VET Modules and support accreditation of the VET Centre by TURKAK. Leveraging on UNDP’s technical assistance, through the services provided by Gaziantep VET Centre, 500+ Syrians and host community members have received vocational trainings where almost 50% of them are formally employed in local economy.

Benefitting from this vast experience in Gaziantep, EBRD and UNDP agreed to collaborate on “Establishment and Operationalization of Adana Vocational Training Centre”, in collaboration with Adana Chamber of Industry (aka ADASO) as the lead beneficiary as well as with other relevant stakeholders such as Çukurova Development Agency, ISKUR and KOSGEB.

In this sense, the overall objective of this project is to provide ADASO with high calibre technical assistance and consultancy services for the establishment and operationalization of Adana Vocational Training Centre. Once established; the Centre will both target the demand and supply side of local economy through well-established business model, a viable business plan and an impact and client-oriented service delivery. The Centre will be designed in a way to have strong functional linkages with other complementary initiatives that UNDP and ADASO in the region such as the Innovation Centre and the SME Capability Centre to be established in the economic geography of Adana and Mersin. More specifically, the present initiative will aim at providing vocational training programmes for the specific requirements of the SMEs which benefit from the services of the SME capability centres on the one hand and design an integrated business model that would connect this VET Centre with the other complementary initiatives in the province/region. In addition, within the scope of the present initiative, matching and placement services will focus between the SMEs benefitting from the services of the SME capability centres and the trainees/graduates of Adana VET Centre.

The Project aims to contribute to the overall national strategies on qualified labor force and quality vocational training education. The Project also aims to contribute directly and indirectly to the following UN’s 2030 Sustainable Development Goals:

SDG #1 No Poverty: End poverty in all its forms everywhere

SDG #4 Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

SDG #5 Gender Equality: Achieve gender equality and empower all women and girls

SDG #8 Decent Work and Economic Growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

SDG #10 Reduced Inequalities: Reduce inequality within and among countries

In the framework of the overall objective of the project, the present project is composed of five complementary Components which will be customized according to the local needs in Adana and its economic geography. Each Component is designed through a results-oriented holistic approach and will be implemented in close coordination and collaboration with ADASO and all relevant local stakeholders including but not limited to Çukurova Development Agency, ISKUR and KOSGEB as well as other partners (i.e. NGOs, public/private sector institutions) which provide similar vocational training services to the Syrians under temporary protection. The Components along with the indicative list of activities under each Component are presented below. Component specific deliverables are presented at the below.

Component #1: Sectoral and Field Level Analyses: Component #1 aims at developing the analytical basis of the initiative upon which other Components will be developed and implemented.

The list of indicative activities of Component #1 are presented below:

- 1.1. Mapping of relevant local stakeholders and assessment of their capabilities in providing support to local labour markets
- 1.2. Identification of the potential local infrastructures and systems to be aligned/complemented within the scope of the Project
- 1.3. In collaboration with the local ISKUR offices; compile and (if required) update/conduct of labour market assessments addressing both the demand and the supply side (capability gap analyses)
- 1.4. Conduct of labour absorption capacity assessments for strategic sectors and SME clusters in Adana and its economic geography through a short, medium and longer-term perspective

Component #2: Business Modelling and Planning: The overall objective of Component #2 is to conceptualize the tailor-made business model of the VET Centre and develop its business plan through which the service packages of the Centre will be delivered.

The list of indicative activities of Component #2 are presented below:

- 2.1. Development of the business model and business plan of the VET Centre which include inter alia (i) vision and mission; (ii) service lines and service delivery processes; (iii) organizational structure and management arrangements; (iv) staffing arrangements; (v) financial resource management and fund raising (vi) networking and business development strategies; (vii) key performance indicators, M&E and impact assessment, (viii) full-fledged sustainability strategy as well as (ix) operational linkages with the ongoing/planned initiatives of the UNDP and ADASO
- 2.2. Establishment and operationalization of a local governance structure for the VET Centre inclusive of key local/regional stakeholders (i.e. Çukurova Development Agency, ISKUR, Public Training Centres, NGOs/INGOs, Academia etc.)
- 2.3. In collaboration with local ISKUR office and KOSGEB office, design of a placement and matching strategy to link the beneficiaries of the Centre with the demand side of the local economy (i.e. SMEs)
- 2.4. Design of communication, visibility and outreach strategies/ programmes targeting the Syrians and HC members as the beneficiaries of the Centre
- 2.5. Design of SME capability development interventions (demand side) linked with the MADAD Programme of UNDP Turkey CO (i.e. innovation centres and SME capability centres operating in

Adana and its economic geography) and link with ADASO's online portal of similar projects in Adana.

2.6. Design of a performance evaluation, M&E and impact assessment framework for the Centre

2.7. Provision of technical engineering advisory services for the physical design of VET Centre

Component #3: Design and Customization of VET Modules: Based on the needs of the local labour market as well as the demand arising from the local SMEs, Component #3 aims to design and where applicable customize the VET modules to be delivered by the Centre. The project will benefit from the existing VET modules which have already been developed by the UNDP w/in the scope of other projects/initiatives implemented the UNDP as well as will cooperate with local ISKUR and KOSGEB offices in delivery of VETs, including entrepreneurship trainings etc.

The list of indicative activities of Component #3 are presented below:

3.1. In line with the assessments to be conducted within the scope of Component #1, conceptualization and/or development of VET modules for the prioritized training themes (approximately 5)

3.2. In line with the local needs, customize/update relevant technical and non-technical VET modules which have already been developed for other VET Centres established/operationalized by the UNDP (approximately 10)

3.3. In line with the profile of the local Syrian population, customize/update (i) Basic Life Skills (BLS) Training Module and (ii) Working Life in Turkey Training Module which have already been developed by the UNDP for other VET Centres established/operationalized by UNDP

3.4. (If and when needed) Provision of trainer of trainers' programmes for the prioritized VET Modules

3.5. Design and delivery of VETs to high-skilled SuTPs and host community members in collaboration with the local universities.

Component #4: Capability Development and Mentorship: The ultimate objective of Component #4 is to provide Adana Chamber of Industry with the required capabilities and competencies to best operate the VET Centre and deliver its services effectively. The sustainability of the Centre is another critical issue that Component #4 will be addressing.

The list of indicative activities of Component #4 are presented below:

4.1. To identify the institutional capabilities and drawbacks; conduct institutional capability gap analyses addressing Adana Chamber of Industry

4.2. For effective management and operationalization of the VET Centre, based on the results of gap analyses, conceptualize a targeted capability development programme for the assigned personnel of Adana Chamber of Industry

4.3. Design and implement prioritized capability development activities for the assigned personnel of the Chamber which include but is not limited to (i) technical study tours to national/international best practice VET Centres (max. 2) and (ii) dedicated training/awareness raising programmes (max. 3)

4.4. Provision of continuous and dedicated technical assistance and consultancy services to ADASO for the implementation of the Business Plan of the Centre

Component #5: Technical Assistance for Certification: Component #5 aims to support Adana Chamber of Industry and Adana VET Centre in accomplishing necessary procedures in compliance with the certification and accreditation processes for functioning as a VOC Test Centre.

The list of indicative activities of Component #5 are presented below:

5.1. Provision of technical assistance and advisory services for VOC Test Centre certification processes to be accredited by Occupational Competency Council (MYK) and Turkish Accreditation Institution (TURKAK)

5.2. Provision of technical assistance and advisory services for quality certification processes (ISO 9001 etc.)

This document presents the first draft Scope of Work and the corresponding deliverables that UNDP will commit to undertake and deliver throughout the 18-month implementation period of this strategic initiative.

Each of the activities mentioned in the 5 components demand excessive quality dedicated technical assistance during the 18 months period for the complete and impeccable implementation of the project.

Therefore, it is necessary for smooth implementation of the project and issue of an individual contract during project implementation period.

2 Objective and Scope

The objective of this Individual Consultancy is to provide support for the smooth implementation of Establishment and Operationalization of Adana Vocational Training Centre Project. The IC is expected to work closely with UNDP in effective implementation of the Component 1,2,3, 4 and 5 activities. The IC will be responsible for day-to-day support in planning, organization, implementation and reporting of Project activities and delivery of project outputs in a timely and effective manner.

3 Duties and responsibilities of the Individual Consultant (IC)

Within the scope of the Assignment; the IC is expected to provide consultancy services for the below listed generic activities:

- Provide general office and administrative support to ensure the smooth running of projects;
- Make proper documentation during receipt of grantees, prepare relevant datasheets, support routine office work;
- Support maintenance of filing system, which includes delivery and registry of relevant applications, assessment reports, final proposals, etc.;
- Provide organizational and administrative support in conducting project related activities such as trainings, workshops meetings, preparation of invitation letters when required, booking meeting venue, preparation of proper documentation and conduction of other requirements before meetings etc.;
- Provide a logistical support in conducting project related activities such as flight ticket reservations, hotel accommodation and venue arrangements, getting in touch with the relevant people (UNDP Staff, authorized people/institutions with LTA, participants...etc);
- Provide support on financial and procurement issues related to the project such as preparation of relevant documentation, following up the financial and procurement processes;
- Provide support on field visit arrangements such as any logistics, event organizations and other organizational tasks requested;
- Assist UNDP Project team and its partners as well as the project experts for local meetings, surveys, research and studies, communicate with partners, stakeholders when it is necessary;
- Work with UNDP Project team and UNDP's partners in accordance to the project communication plans to provide support for media events and knowledge products;
- Translate documents from English to Turkish and vice versa (as/when needed),

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- Prepare programme related meeting minutes of the LPAC, Project Steering Committee Meeting conducted with stakeholders/partners/implementing partners;
- Perform any other administrative duties as requested by the Programme Unit;
- Prepare routine correspondences, e-mails and related reports for the projects under ISG Portfolio as appropriate;
- Assist in routine official work to PSPS Portfolio Manager
- Participate in workshops, trainings to acquire general UNDP vision and perspective, especially to Gender and SDG related events when it is appropriate;

Individual Consultant's functions do not include any managerial, supervisory and/or representative functions.

If required by the UNDP Project Team, the IC could provide additional consultancy services on topics related to her/his expertise area for other activities of the Project.

The IC will report to Local Economic Development Cluster Projects Coordinator at UNDP under the overall supervision of UNDP Sustainable Growth Portfolio. The IC will work in close cooperation with the project team at UNDP.

4 Duties and responsibilities of the UNDP

UNDP will provide all relevant project documents and background information to the IC holder. UNDP is not required to provide any physical facility for the work of the IC. However depending to the availability of physical facilities; such facilities like working space, printer, computer, telephone lines, internet connection etc. and at the discretion of the UNDP such facilities may be provided at the disposal of the IC. UNDP will facilitate meetings between the IC and other stakeholders, when needed.

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

5 Deliverables and Reporting

The Consultant shall prepare and submit to UNDP (within the last two working days of each respective month) "Monthly Progress Reports" that will summarize the activities completed and deliverables developed in each respective month, together with certification of payment indicating actual number of days worked, which will form the basis of the payment for each month.

Deliverables	Due Dates	Estimated Number of Person/Days to be Invested by the IC*
Monthly Progress Report including the details of the services provided in line with the responsibilities stipulated for the Assignment with attachments	Within the last 2 working days of the respective month.	320 person/days (approximately 20 person/days per month)

*Without submission and approval (by UNDP) of the below listed deliverables, the Consultant shall not be entitled to receive any payment from UNDP even if he/she invests time in this assignment.

**The payment conditions indicated herein represent estimated person/days to be invested for the respective Deliverable. Payments will be affected in accordance with the actual number of person/days invested for that specific deliverable.

***Number of person/days to be invested by the IC for each deliverable may change but the total number of person/days invested by the Individual Contractor cannot exceed 320 person/days for this assignment (i.e. for submission of the deliverables) as defined in the ToR.

Reporting

For the completion of the tasks and duties, IC will report to Local Economic Development Cluster Projects Coordinator at UNDP. The reporting language is English.

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6 TIMING AND DURATION

The work will be undertaken during a maximum estimated period of 320 person/days throughout the timeframe below;

Expected Contract Start Date: 26 September, 2019

Contract End Date: 30 December, 2020

In order to fulfill required tasks for the development of the deliverables as defined and listed in the table in Article 5, the stipulated person/days to be invested are based on UNDP’s estimation. The IC may invest less/more than the estimated number of person/days for each deliverable to finalize the respective deliverable; however, the overall number of person/days to be invested for this Assignment cannot exceed 320 person/days throughout the contract validity. In case the consultant invests more than 320 person/days to perform the tasks and produce the deliverables listed and defined in Article 5 in this Terms of Reference, no payment will be made to the consultant by UNDP in excess of equivalent of 320 person/days.

7 Required Qualifications

The expected qualifications of this IC are as follows:

General Qualifications (30 pts)	General Professional Experience (40 pts)	Assets (30 pts)
<ul style="list-style-type: none"> • Bachelor’s degree in Administrative and Social Sciences, or related field (10 pts) • Fluency in Turkish and English (10 pts) • Hands-on experience in the usage of computers and office software packages (MS Word, Excel, etc.) (10 pts) 	<ul style="list-style-type: none"> • Professional experience <ul style="list-style-type: none"> - 0 years (28 pts) - 0-1 year (33 pts) - 1-2 years (40 pts) 	<ul style="list-style-type: none"> • Experience with international organizations, governmental organizations and/or non-governmental organizations is an asset. (5 pts) • Experience in project implementation support and/or administrative support functions is an asset. (5 pts) • Experience in working with international organizations (UNDP, WB,EU etc.) (20 pts)

The IC should avoid any kind of discriminatory behavior including gender discrimination and ensure that;

- human rights and gender equality is prioritized as an ethical principle within all actions;

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- 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.

8 Place of Work

The duty station is Ankara, Turkey.

Travel, accommodation and living expenses (inter-city, intra-city travels, living costs such as breakfast, lunch, dinner, etc.) in duty station will be borne by the consultant

The Consultant might travel to local training/meeting locations. Assignment-related travel and accommodation costs, which are pre-approved by UNDP, outside of the Duty Station (Ankara) will be borne by UNDP in line with UNDP’s corporate rules and regulations. As per UNDSS rules, the IC is responsible for completing necessary online security trainings and submitting certificates and travel clearances prior to assignment-related travels.

The costs of these missions may either be;

- Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the Consultant, through UNDP’s official Travel Agency or,
- 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 is subject to the following constraints/conditions provided in below table or,
- Covered by the combination of both options.

The following guidance on travel compensation is provided as 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 IC 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	

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	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 Contractor will be hired under an Individual Contract (IC) and be paid within 30 days upon acceptance and approval by UNDP of the corresponding deliverables submitted by the consultant. The IC shall provide Certification of Payment Form together with the deliverables in order to proceed with the payment. While the Consultant may invest person/days for each deliverable different than that of stated in above table, the total amount of payment to be affected to the Consultant within the scope of this contract cannot exceed equivalent of 320 person/days.

If the deliverables are not produced and delivered by the IC to the satisfaction of UNDP, no payment will be made even if the IC has invested working/days to produce and deliver such deliverables.

The amount paid to IC holders shall be gross and inclusive of all associated costs such as social security, pension and income tax etc. UNDP will not withhold any amount of the payments for tax and/or social security related payments. UNDP shall have no liability for taxes, duties or other similar charges payable by the Individual contractor in respect of any amounts paid to the Individual contractor under this Contract, and the Individual contractor acknowledges that UNDP will not issue any statements of earnings to the Individual contractor in respect of any such payments.

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.