



THE GLOBAL GOALS
For Sustainable Development



REQUEST FOR PROPOSAL (RFP)

DATA ANALYTICS SERVICES FOR TURKISH EMPLOYMENT AGENCY

DATE: JUNE 24, 2020

REFERENCE: UNDP-TUR-RFP(KFW)-2020/09

Dear Sir / Madam:

We kindly request you to submit your Proposal for the delivery of “Data Analytics Services for Turkish Employment Agency”.

Please be guided by the “**Form for Submitting Service Provider’s Proposal**” attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **14:00 Monday, July 27, 2020** by email to below address.

UNDP Turkey Country Office
tr.procurement@undp.org
Ref. UNDP-TUR-RFP(KFW)-2020/09
Ersin Dağdur, Focal Point: Procurement Officer

Your Proposal must be expressed in the English, and valid for a minimum period of 90 days after the deadline of this RFP.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or that will be issued as a result of this RFP shall be subject to the General Terms and Conditions for Contracts attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions for Contracts of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every Proposer to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Please note that women-owned, and managed businesses are especially encouraged to apply.

Thank you and we look forward to receiving your Proposal.

Sincerely Yours,



Sukhrob Khojimatov
Deputy Resident Representative

ANNEX 1

Description of Requirements

Context of the Requirement	Data Analytics Services for Turkish Employment Agency
Implementing Partner of UNDP	Turkish Employment Agency
Brief Description of the Required Services	<p>This assignment is part of the "Employment and Skills Development Programme - Component I" financed by German Government through KfW German Development Bank and implemented by UNDP. The program aims to improve İŞKUR's capacity in order to expand active labour market services and to improve the capacity of İSKUR to update necessary services when needed to respond to the demand of services for Turkish and Syrian job seekers Under Temporary Protection. With this assignment, which shall be a component of Employment and Skills Development Programme, it is aimed to develop a data management strategy that affects the service quality of İŞKUR and to contribute to the performance of İSKUR. The vision of İSKUR on how to collect, store, manage, share and use the data shall be analysed in detail and İŞKUR corporate data strategy shall be formed by:</p> <ul style="list-style-type: none"> • Updating all business processes and infrastructure within the framework of data analytics • Increasing the workforce that can analyse and model data, and ensuring talent development <p>In this context, a Data Analytics Strategy shall be developed, the necessary infrastructure and tools for data processing shall be designed considering the facilities of İSKUR and shall be recommended to use.</p>
Target commencement date	August 2020
Latest completion date	18 weeks after the date of contract signature
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required
Currency of Proposal	Turkish Liras
Value Added Tax on Price Proposal	UN and its subsidiary organs are exempt from all taxes. Therefore, proposers shall prepare their financial proposals excluding Value Added Tax (VAT).It is the Proposers' responsibility to learn from relevant authorities (Ministry of Finance) and/or to review/confirm published procedures and to consult with a certified financial consultant as needed to confirm the scope and procedures of VAT exemption application as per VAT Law, Ministry of Finance's General Communiqués. The Contractor to be selected shall not be entitled to receive any amount over its proposal price in relation to VAT. Overall contract amount to be paid to the contractor shall not exceed the offered Total Financial Proposal Price.

Validity Period of Proposals (<i>Counting for the last day of submission of quotes</i>)	90 days after the deadline In exceptional circumstances, UNDP may request from the Service Provider to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted
Payment Terms	Please refer to Section 13. Price and Schedule of Payments of Terms of Reference
Type of Contract to be Signed	Facesheet Contract for Goods and/or Services to UNDP http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Minimum Eligibility and Qualification Criteria	Eligibility and Qualification will be evaluated on Pass/Fail basis. <u>Eligibility Criteria:</u> <ul style="list-style-type: none"> • Vendor is a legally registered entity. • Vendor is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List. <u>Qualification Criteria:</u> <ul style="list-style-type: none"> • The proposer as a single or real entity must be established and working in line with the applicable laws and regulations at least for the last 3 years. • The proposer must have successfully completed as contractor at least 1 (one) similar study (<i>data quality, data management, data analysis and analytics</i>) within the last 5 years (2015 and onwards) with a similar value. • The Proposer must have a minimum average annual turnover of TRY 650,000 for the last 3 years. (2015,2016,2017)¹ <u>Proof documents for each qualification criterion mentioned above shall be provided with the proposal.</u>
Criteria for Contract Award	<input checked="" type="checkbox"/> Meeting minimum eligibility and qualification criteria. <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP General Terms and Conditions for Contracts (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	In order to be considered for technical and financial evaluation each Proposer shall provide: <ul style="list-style-type: none"> - Trade Registry Gazette: Copy of the Trade Registry Gazette or equivalent, demonstrating establishment of the Company. - Chamber Registry: Copy of the certificate, obtained by the proposer within the year in which the RFP is launched or expired, that demonstrates registration to the chamber of industry and/or trade to which the proposer is registered. - Authority to Sign: Original or notarized copy of Trade Registers Gazette indicating the shares of the shareholders of the company and their position within the company or the documents evidencing such issues as well as the signature circular of the legal

¹ The other currencies will be converted into USD by using the UN operational rate of exchange which was effective for 31 December of each corresponding year. UN operational rate of exchange are available at the following website: <https://treasury.un.org/operationalrates/OperationalRates.php#E>

	<p>entity certified by the notary public or specimen of list of authorized signatures and the notarized power of attorney.</p> <p><u>Technical Proposal</u></p> <p><input checked="" type="checkbox"/> Expertise of the Firm: 20%</p> <p><input checked="" type="checkbox"/> Methodology, It's Appropriateness to the Condition and Timeliness of the Implementation Plan: 30%</p> <p><input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 50%</p> <p>The minimum score required for technical qualification is 70%.</p> <p><u>Financial Proposal</u></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p> <p>The formula for the rating of the Proposals will be as follows:</p> <hr/> <p>Rating the Technical Proposal (TP): TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p>Rating the Financial Proposal (FP): FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p>Total Combined Score: Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> <hr/> <p>The minimum technical score required to pass is 70%.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One Service Provider
Annexes to this RFP	<input checked="" type="checkbox"/> Description of Requirements (Annex 1) <input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions for Contracts (Annex 3) <input checked="" type="checkbox"/> Detailed Terms of Reference (Annex 4)
Contact Person for Inquiries (Written inquiries only)	<p><i>Ersin Dağdur, Procurement Officer</i> <i>Address: Yıldız Kule, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106, Cankaya, Ankara, 06550 Turkey</i> <i>E-mail address: tr.procurement@undp.org</i></p> <p>Any delay in UNDP's response shall not be used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Liquidated Damages	<p>Delay Damages: Deliverables shall be delivered according to the durations indicated in the Section D of Annex 4 Detailed terms of reference. For each day of delay beyond target delivery time for any of the deliverables, liquidated damages for delay of delivery of the services will be imposed under the following conditions: For each day of delay in delivery, 0.5% of contract price will be deducted from the final payment. The next course of action: If the delivery of the services is delayed by more than 20 days, UNDP may consider termination of contract.</p>

ANNEX 2

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

[insert: Location].
[insert: Date]

To: UNDP Turkey CO Office, Yıldız Kule 21st Floor, Yukarı Dikmen Mah, Turan Güneş Bulvarı,
No:106, Cankaya, Ankara, 06550 Turkey
Focal Point: Ersin Dağdur, Procurement Officer

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated June 24, 2020 with **Ref. UNDP-TUR-RFP(KFW)-2020/09**, and all of its attachments, as well as the provisions of the UNDP General Terms and Conditions for Contracts:

A. Qualifications of the Service Provider

The Proposer shall submit copies of following documents to demonstrate eligibility and expertise:

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations*
- b) Trade Registry Gazette: demonstrating establishment of the Company*
- c) Chamber Registry Certificate*
- d) Authority to sign: notarized signature statement or signature circular or power of attorney*
- e) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references. Work completion certificates shall be provided for the references to meet evaluation criteria.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

The Proposer must describe how it will address/deliver the demands of the RFP;

- a) Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?*
- b) Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference.*
- c) Implementation plan showing the timeline of the activities and allocated working days for each key expert and non-key experts*
- d) A detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place.*

C. Qualifications of Key Personnel

Composition and structure of the team proposed.;
Names and qualifications of the key experts that will perform the services indicating the roles and responsibilities for each key personnel etc.,

Detailed list of specific expertise areas that are required to achieve the objective of the project
CVs of the proposed Experts which include a written confirmation that they will be available for the entire duration of the contract along with at least 2 references from their previous experiences.

Proposers shall use following template for CV Submission:

Format for CV of Proposed Key Personnel

Name of Personnel	[Insert]
Position for this assignment	[Insert]
Nationality	[Insert]
Language proficiency	[Insert]
Education/ Qualifications	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i>
	[Insert]
Professional certifications	<i>[Provide details of professional certifications relevant to the scope of services]</i>
	<ul style="list-style-type: none"> ▪ Name of institution: [Insert] ▪ Date of certification: [Insert]
Employment Record/ Experience	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]</i>
	[Insert]
References	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i>

	Reference 1: [Insert]
	Reference 2: [Insert]

D. Financial Proposal²

We, the undersigned, offer to provide the services for “Data Analytics Services for Turkish Employment Agency” in accordance with your Request for Proposal No. UNDP-TUR-RFP(KFW)-2020/09 and our Proposal. We are hereby submitting our Proposal, which includes Technical Proposal and our Financial Proposal.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

Our Proposal shall be valid and remain binding upon us for the period of 90 days following the proposal submission date.

We understand you are not bound to accept any Proposal you receive.

Currency of the proposal: Turkish Liras

Table 1: Summary of Overall Prices

	Amount(s) (TRY)
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal³	

Table 2: Breakdown of Professional Fees

Position	Fee Rate (TRY)	No. of Days	Total Amount (TRY)
	<i>A</i>	<i>B</i>	<i>C=A+B</i>
Team Leader			
Data Analytics Expert			
Senior Non-Key Experts			
Junior Non-key Experts			

² The Proposer is required to prepare the Financial Proposal following the below format. The Financial Proposal should align with the requirements in the Terms of Reference and the Proposer’s Technical Proposal.

³ This amount will be the total contract amount and be the basis for the schedule of payments. The payments will be affected to the Contractor in the amounts and pursuant to the schedule of payments as follow:

- 30 % following the approval of “Inception Report”, “Current Status Report” and “Recommendation Report”
- 50% following the approval of “Action Plan Programme” and “Data Analytics Strategy”
- 20% following the approval of “Final Report and Institutional Data Analytics Initiative”

Table 3: Breakdown of Other Costs

Description	Amount (TRY)
Backstopping and support staff costs	
Out-of-Pocket Expenses	
Other Costs: (please specify)	
Subtotal Other Costs:	

Table 4: Breakdown of Price per Deliverable/Activity

Deliverable/ Activity description	Time (person days)	Professional Fees	Other Costs	Total (TRY)
Inception Report				
Current Status Report				
Recommendation Report				
Action Plan Programme				
Data Analytics Strategy				
Final Report and Institutional data analytics initiative				

[Name and Signature of the Proposer's Authorized Person]

[Designation]

[Date]

<i>Proposer Information</i>	
<i>Legal name of the proposer</i>	
<i>Legal address</i>	
<i>Offerors' Authorized Person</i>	<i>Name and Title: Telephone: Email:</i>
<i>Contact person (Proposer)</i>	<i>Name and Title: Telephone: Email:</i>

ANNEX 3

UNDP GENERAL TERMS AND CONDITIONS FOR CONTRACTS

Hyper-Link: [English Version](#)

Link:

[http://www.undp.org/content/dam/undp/library/corporate/Procurement/english/3.%20UNDP%20GTCs%20for%20Contracts%20\(Goods%20and-or%20Services\)%20-%20Sept%202017.pdf](http://www.undp.org/content/dam/undp/library/corporate/Procurement/english/3.%20UNDP%20GTCs%20for%20Contracts%20(Goods%20and-or%20Services)%20-%20Sept%202017.pdf)

ANNEX 4 DETAILED TERMS OF REFERENCES

1. Background Information, Rationale and Project Description

United Nations Development Programme (UNDP) supports the Government of Turkey to respond to the Syrian Crisis 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.

UNDP uses a resilience-based development approach which focuses on investing in existing national and local systems to ensure they can adequately serve both host and Syrian communities. As part of UNDP Syria Crisis Response and Resilience Programme in Turkey, Employment and Skills Development Projects supports Syrians and vulnerable host community members to access the local labour market. The project will do so through strengthening the institutional capacity of İŞKUR to expand active labour market services and adjust capacities and services where needed to respond to the demand for services for both Turkish and Syrian job seekers.

Institutional Background

Turkish Employment Agency (ISKUR) was originally founded as the Labor and Employment Agency in 1946 and was subjected to a radical transformation by virtue of the Law numbered 4904 on Employment Agency of Turkey, which was put into effect after its promulgation in the 25159th issue of the Official Gazette on 05.07.2003, in order to respond to globalization that began in the 1980s, technological advances, and new "paradigms" in labor markets resulting from the information society; to assist in actions aimed at preserving, developing, and extending employment and preventing unemployment; and to provide unemployment insurance services.

The new law has extended ISKUR's area of responsibility so that it acquired a structure enabling it to offer conventional employment and labor supply services while implementing active and passive labor policies. An inclusive organizational model open to social dialogue was adopted and a General Assembly which also included the representatives of public agencies, civil society organizations, and the academia was established in order to assist development of Turkey's employment policy. A Board of Directors composed of the representatives of workers, employers, storekeepers, and tradesmen among others was set up as ISKUR's organ with management, decision-making, powers, and responsibilities at the highest level. In provinces, Provincial Employment and Occupational Training Committees were founded to promote local initiatives for regional development and to formulate local employment policies.

In 2011 and 2012, 4255 "Job and Vocational Consultants (JVC)" were employed to provide services to the unemployed and matching them with vacancies. İŞKUR has implemented several capacity building and service improvement projects for expanding counselling services and organization of in-service trainings in the last three years.

The administrative structure of İŞKUR consists of the General Directorate in Ankara, Provincial Directorates in 81 provinces, 77 Service Centers and 2152 service points. As of 06.05.2020, İŞKUR has 8,912 employees. 8346 of these people work in the Provincial Directorates and 4793 serve as JVC.

İŞKUR's roles and responsibilities are constantly extending and it is becoming more visible in the eyes of the public due to its role. It offers services to a larger group because of its new roles and responsibilities. It is developing customized programs for different groups, including Syrians Under Temporary Protection and these services and programs are delivered to a large group through efficient use of social media.

There are high expectations that İŞKUR shall efficiently offer services of high quality demanded and needed by the potential target group which is growing amid a process of diversification on the supply and demand side of the labour market due to the changing structure of the labour market and new emerging needs. Being aware of this fact, İŞKUR is observed to be making efforts to enhance its digital capacity to respond to those expectations in a timely manner and meeting high standards in a dynamic process.

Data Infrastructure

As a result of the studies carried out within İŞKUR, the following findings regarding the data infrastructure and competencies of İSKUR were obtained:

- Data strategy is needed throughout İSKUR.
- Within the scope of Data Analytics and Management, tools, technical training and number of personnel need to be increased.
- There is a need to increase the utilization level of data-based decision-making mechanisms.
- Improvements are needed in the development of data-based decision-making mechanisms and / or data-based strategies that cannot be used adequately when making strategic decisions

In order to strengthen İŞKUR's ability to provide a superior beneficiary service in line with its institutional vision, a Data Analytics Strategy that includes a consistent and clear distribution, as well as the Administration and İSKUR is required to maximize the value of all data and information related to İSKUR's services and processes.

The central question that the strategy needs to coherently address is;

“What needs to be done with the in-house data over the next 5 years?”

The strategy shall interpret İŞKUR's objectives as a vision, information objectives, and a plan of how İSKUR shall achieve them over time.

2. Project Description

This assignment is part of the "Employment and Skills Development Programme - Component I" financed by German Government through KfW German Development Bank and implemented by UNDP. The program aims to improve İŞKUR's capacity in order to expand active labour market services and to improve the capacity of İSKUR to update necessary services when needed to respond to the demand of services for Turkish and Syrian job seekers Under Temporary Protection. With this assignment, which shall be a component of Employment and Skills Development Programme, it is aimed to develop a data management strategy that affects the service quality of İŞKUR and to contribute to the performance of İSKUR. The vision of İSKUR on how to collect, store, manage, share and use the data shall be analysed in detail and İŞKUR corporate data strategy shall be formed by:

- Updating all business processes and infrastructure within the framework of data analytics
- Increasing the workforce that can analyse and model data, and ensuring talent development

In this context, a Data Analytics Strategy shall be developed, the necessary infrastructure and tools for data processing shall be designed considering the facilities of İSKUR and shall be recommended to use.

3. Specific Objectives

The overall objective of this assignment is to define a data strategy roadmap to support the activation of İŞKUR's Master Data Management, Big Data Analytics and Business Intelligence applications and to develop a data management strategy. To achieve the overall objective, the purposes of this requirement are to;

- Establish the data analytics strategy necessary for İSKUR to utilize, interpret and manage the data obtained by the internal and external resources of İSKUR in an accurate and fast way
- Identify the areas where İSKUR currently lacks data management and analytics compared to other similar organizations

- Increase the efficiency in solving business problems across İSKUR by uncovering patterns and connections that are not normally seen with data analysis
- Develop the ability that can select the right and appropriate data group to be used for data analysis, can use the tools to model this data, can interpret the results and that can report the transformation that business processes should undergo.

The Contactor shall deliver a roadmap for data analytics infrastructure having the following:

- Designing an abstract data analytics model that defines the data sources in data mart level and their relationship with the data warehouse(s)
- Defining the basic specifications for the software elements that will be used in the data analytics model

4. Scope

In order to reach the contract objectives, the Contractor shall implement the following activities.

Preparing the Inception Report

Project shall start with a kick-off meeting held at the facilities of İSKUR. The Contractor shall be responsible for the arrangement of the kick-off meeting and shall present its approach for the delivery of the project activities.

The meeting report shall be prepared by the Contractor and shared with all parties within one week.

For the purposes of the development of a detailed work plan, it is important that the Beneficiary is consulted extensively. The Contractor shall prepare the draft work plan including definition of roles and responsibilities of the project team. The work plan shall be revised in line with the feedbacks from the UNDP and İSKUR.

After 4 weeks from the contract signature, the Contractor shall present the draft Inception Report. The report shall include all the meeting notes and any amendments or changes made on the ToR. The Inception Report shall include the agreed timetable of the project and the approach to activities approved by İSKUR.

The Contractor shall submit the Turkish version of the Inception Report upon approval of the final version of the Inception Report in English.

Current Status Analysis

The following key areas shall be considered as part of the current status analysis to be carried out with the objective of establishing the design;

- Understanding what data İSKUR needs and why İSKUR needs that data, use of data in the business field and the business requirements for this data
- Reviewing the current data warehousing, business intelligence and data analytics applications used in the organization and defining the data sources feeding these applications in the context of business areas and IT tools.
- Policy factors and guiding principles
- Identifying the , tools used, and authorities of every system associated with data in terms of the current status and the target status
- A current status analysis report shall be prepared on the basis of the findings derived from Current Status Analysis.
- Identification of bottlenecks, inaccurate-missing or unnecessary data
- Identifying standardizing and clearing data methods and strategies,

Designing the Strategy

The Contractor is responsible for the following:

- Understanding the business needs of İSKUR related to data
- Evaluation of Data Management regulations within the framework of best practices

- Conducting a gap analysis assessment and proposing a strategy for the improvement of the existing analyses, redesigning the areas where the improvement may be insufficient
- Establishing a road map and making plans for achieving the determined targets
- An institutional data analytics initiative will be presented, which will reveal where the institution is, where and which tools and human resources should be addressed in all areas related to the data that are related to bottleneck, improvement or innovative data arising from the aggregation of the above studies.

A strategy shall be prepared on the basis of the selected best practice framework in the light of the current and target status analysis outputs of İŞKUR and also the capacity of İŞKUR at least in the following areas; (These are by no means exclusive or comprehensive, the proposer shall provide his/her proposal for the scope of this report as part of the methodology.);

- Information Governance and Management
- Data Management and Business Intelligence
- Information Systems
- Fundamental Information Communications Technology
- Service Channels (web services, telephone, face to face, social media)
- Business Objectives, Fundamental Business Process and policy executives, as well as the necessary capabilities to be provided by technology

Deliverables

1. Comprehensive report on the findings of the Current Status Analysis assessment of where İŞKUR currently stands in the framework of best practice in Data Management (“current status”)

The Current Status Report shall be submitted within 8 weeks after contract signature.

2. A summary of the proposed strategy on how İŞKUR shall achieve the target status from the current status, modelling examples, data collection on a single platform.

The Recommendation Report shall be submitted within 10 weeks after the contract signature.

3. An Action Plan Program shall be prepared with milestones on what changes should be made in order to achieve and secure achievements so far in terms of rapid achievements.

The Action Plan Program shall be submitted within 15 weeks after the contract signature.

The Data Analytics Strategy shall be presented within 16 weeks after the contract signature.

4. Preparation of the Final Report including the results of the activities carried out throughout the Project.

Final Report shall be submitted within 16 weeks after contract signature.

5. Institutional data analytics initiative will be created by feasibility of all studies and reports.

The data analytics initiative will be submitted with the Final Report.

5. Approach and Methodology

The project shall be completed in 3 phases in total and each phase shall be completed with the activities described in the specification.

Inception Phase

The contract execution shall start with a kick-off meeting held at General Directorate of İŞKUR. The Contractor shall be responsible for the arrangement of the kick-off meeting and shall present its approach for the delivery of the project activities.

The Inception Phase shall include identifying existing problems and visualizing the solution to be identified. All stakeholders shall be involved at this stage in order to provide the project team with comprehensive information so as to enable them to make critical decisions about what the improvements would be.

The Meeting Report shall be prepared by the Contractor and shared with all parties within one week.

For the purposes of the development of a detailed work plan, it is important that the Beneficiary is consulted extensively. The Contractor shall prepare a draft work plan including the definition of roles and responsibilities of the project team. If necessary, the work plan shall be revised in line with the feedbacks from the UNDP and İŞKUR.

After 4 weeks from the contract signature, the Contractor shall present the draft Inception Report. The report shall include all the meeting minutes and any amendments or changes made on the Terms of Reference.

The Contractor shall present the English version of the Inception Report upon approval of the final version of the Inception Report in Turkish.

Execution Phase

It is important to note that all the activities in each project component are interrelated with each other and the Contractor shall pursue input-output relationships between activities as required and to maintain the project within the framework of these relations.

The Contractor shall;

- Attend weekly project management meetings that shall be conducted face to face or online. This requirement shall be considered as part of the project planning at the beginning of the contract.
- Make a final presentation of the outputs to İSKUR two weeks before submission of the Final Report
- Conduct monthly project progress meetings

Closure Phase

The Contractor shall prepare Final Report which shall include the results of activities taken throughout the project.

Final Report shall be submitted within 16 weeks after the signature of the contract.

The Contractor shall submit to İSKUR the project records containing all the documents generated during the project.

6. Activities, Deliverables and Schedules

Activities	Deliverables	Submission Date	Approval Date	Target Delivery Time
Preparing the Inception Report	Inception Report	4th week	5th week	6th week
Designing the Strategy	Current Status Report	8th week	9th week	10th week
Designing the Strategy	Recommendation Report	10th week	11th week	12th week
Designing the Strategy	Action Plan Programme	15th week	16th week	17th week
Designing the Strategy	Data Analytics Strategy	16th week	17th week	18th week
Designing the Strategy	Final Report and <u>Institutional data analytics initiative</u>	16th week	17th week	18th week

7. Key Performance Indicators and Service Level

Deliverables	Acceptable Minimum Service Standards
Inception Report	Shall be submitted in English first, then Turkish version shall be provided. Shall include analysis of existing situation and the work plan for the Project.
Current Status Report	A detailed analysis of the current data management infrastructure together with list of available data sources and the systems/applications used

Recommendation Report	Analysis of İŞKUR's future situation in which İSKUR shall achieve an agreed level of compliance within the framework selected
Action Plan Programme	Shall include draft programme plan broken down into individual projects
Data Analytics Strategy	Shall involve the following areas (but not limited to them upon the contractor's proposal); <ul style="list-style-type: none"> • Data Management and Business Intelligence • Information Systems • Fundamental Information Communications Technology • Service Channels (web services, telephone, face to face, social media) • Business Objectives, Fundamental Business Process and policy executives, as well as the necessary capabilities to be provided by technology • Information Management and Governance
Final Report and <u>Institutional data analytics initiative</u>	Shall be submitted in English first, then Turkish version shall be provided. Shall demonstrate the fulfilment of project objectives and shall include short description of achievements including problems encountered and recommendations. Data Analytics Initiative; Institutional quality and strategically important data, responsibilities and roles related to the creation, storage, analysis and management of these data, corporate data management, monitoring, clearing/correcting and analysis systems (an integrated and coordinated perspective), infrastructure and systems necessary to establish data analytics and ensure its sustainability will provide a collective picture of relationships and resources, data needs in line with corporate objectives, the human resources and capabilities required for successful data management and analysis.

8. Governance and Accountability

The contract shall be managed by UNDP and the beneficiary is İŞKUR. A Commission which shall be composed of UNDP and İŞKUR representatives shall be established. The Commission shall meet in the Inception Phase to obtain information about the approach and about the Contractor, and to provide technical guidance for the results expected from the Contractor. The Commission shall meet regularly during the Project and shall finally meet upon the submission of the Final Report for review of the outputs.

UNDP shall govern the contract and the Contractor shall be directly accountable to UNDP.

The Contractor agrees that the data and documents given to itself and its personnel shall not be used for any other purpose, that the data and documents shall be returned in the event of final acceptance and termination of the contract, that the records on the Contractor's computer shall be deleted, that the written documents of the Contractor regarding the Project shall be destroyed by incineration and the Contractor accepts to comply with the security rules.

A non-disclosure agreement shall be signed for each personnel within the scope of the Project. The Contractor shall take the necessary measures in terms of leave, sickness and dismissal of its personnel and shall not interrupt the project schedule.

9. Facilities to Be Provided by UNDP

No facilities shall be provided by UNDP. The proposer shall ensure that experts are adequately supported and equipped and shall ensure that the service is in accordance with the provisions of the national legislation. In particular, it shall ensure that there is sufficient administrative, secretarial and interpreting provision to enable

experts to concentrate on their primary responsibilities. It shall also transfer funds as necessary to support its activities under this contract and ensure that its employees are paid regularly and in a timely manner.

All expenditures related to provision of services and the backstopping costs shall be covered by the Contractor.

10. Duty Station

The project shall be based in Ankara and all experts shall perform in Ankara.

11. Professional Qualifications of the Successful Contractor and Key Personnel

In addition to the qualification requirements foreseen for the proposers, proposers shall have experience on the following areas;

- Having project experience in data quality, data management, data analysis and analytics, particularly for public institutions.
- Having strong project management resources, control mechanisms and proving them on the proposal

12. Key Experts

Key Experts have a crucial role in implementing the project. The proposer shall submit the CVs of the key experts and their extensive experience shall be highlighted as per the required qualifications below.

Key Expert 1: Team Leader

The roles and responsibilities of the Team Leader are as follows;

- Representing the project team against İŞKUR and UNDP and managing the project expert team
- Monitoring the project schedule and being responsible for the quality of the outputs
- Enhancing the maturity of business units and leading the project team to improve a strategy to increase the data management capacity of business units
- Guiding İŞKUR and the project team with detailed knowledge in the field of database and database applications
- Making crucial analyses and inferences for data analysis and related systems by examining relational databases or source data
- Analysing the current situation and prioritizing the targeted strategy
- Leading the works in order to create solutions and models for clearing and interpreting data collected from different sources

Qualifications and Skills

- Bachelor or master's degree in Computer Engineering, Mathematics, Statistics or equivalent professional experience of 15 years in the relevant fields
- Good command of English

Specific Professional Experience

- Preferably 7 years but at least 5 years of experience in administrative position as a Project Manager/Project Coordinator/Team Leader in the organizations of similar size/capacity to İŞKUR in the public and private sectors.
- Working experience as an expert in at least one data analytics/strategy project in at least one public institution
- Experience in projects related to employment and labor market policies will be an asset.
- Experience in İSKUR projects, especially which were funded by international organizations will be an asset
- PMP/PMI or equivalent certifications will be an asset.

Key Expert 2: Data Analytics Expert

The roles and responsibilities of the Data Analytics Expert are as follows;

- Making analysis in order to develop the strategy to increase the maturity of business units and to enhance the data management capacity of business units
- Presenting the models regarding İŞKUR's current status and target status in the field of database and database applications
- Making crucial analyses and inferences for data analysis and related systems by examining relational databases or source data
- Leading the works in order to create solutions and models for clearing and interpreting data collected from different sources
- *Establishing standards and models for management, storage, monitoring, correcting and analysis of data*
- Developing the right analytical solutions by understanding the requirements
- Investigating opportunities for the utilization of different internal or external data sources

Qualifications and Skills

- Bachelor or master's degree in Computer Engineering, Mathematics, Statistics or equivalent professional experience of 10 years in the relevant fields.
- Good command of English

Specific Professional Experience

- Preferably 7 years but at least 5 years of experience in data analytics projects
- Working experience as an expert in at least one data analytics/strategy project in at least one public institution
- Professional experience in one or more big data and/or data mining project will be an asset.

Other Experts:

The proposer shall select and hire other experts as required for the successful delivery of the project activities. All experts shall be independent and free from conflict of interest in the responsibilities they take on.

In their proposal, the proposers shall provide a detailed list of specific expertise areas that are required to achieve the objective of the project. The proposers shall also specify the number of days to invest for each activity of the project, and break down in terms of senior / young, international / local expertise and special expertise.

Below is a non-exhaustive list of specific expertise areas to be sought from the pool of other experts:

- Data Analysts
- Big Data Experts
- Data Scientists
- Business Process Experts
- IT Management Experts
- Change Management
- Data Engineer

13. Price and Schedule of Payments

Payment	Percentage of Payment	Pre-requisite for Payment
Interim payment 1	%30	UNDP's written acceptance (i.e., not mere receipt) of the quality of the following deliverables: "Inception Report", "Current Status Report" and "Recommendation Report" Receipt of invoice from the Service Provider.
Interim payment 2	%50	UNDP's written acceptance (i.e., not mere receipt) of the quality of the following deliverables: "Action Plan Programme" and "Data Analytics Strategy" Receipt of invoice from the Service Provider.
Final Payment	%20	UNDP's written acceptance (i.e., not mere receipt) of the quality of o"Final Report and Institutional Data Analytics Initiative" Receipt of invoice from the Service Provider.

The contract price is a fixed price regardless of extension of the herein specific duration. The contract price is gross, and all inclusive of all travel, accommodation, transportation, equipment, office and etc. expenses required for the successful provision of services and deliverables as well all legal expenses, including but not limited to social security, income tax, pension, visa etc., which shall be required by applicable laws. Contractor will not receive any additional payment for whatsoever reason.