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## ABBREVIATION LIST

<b>CCI</b>	Chamber of Commerce and Industry
<b>CEC</b>	Continuing Education Centre
<b>EU</b>	European Union
<b>EUD</b>	European Union Delegation to Turkey
<b>İŞKUR</b>	Turkish Labour Agency (Türkiye İş Kurumu)
<b>MoLSS</b>	Ministry of Labour and Social Security
<b>NGO</b>	Non-Governmental Organization
<b>OIZ</b>	Organized Industrial Zone
<b>SME</b>	Small and Medium Enterprise
<b>TOBB</b>	The Union of Chambers and Commodity Exchanges of Turkey
<b>TU</b>	Trade Union
<b>TURKSTAT</b>	Turkish Statistical Institute
<b>ZDA</b>	Zafer Development Agency
<b>ZEKA-HRDC</b>	Zafer Development Agency Human Resources Development Centre

# **1. BACKGROUND INFORMATION**

## **1.1 Beneficiary country**

The Republic of Turkey

## **1.2 Contracting Authority**

EU Coordination Department in the Ministry of Labour and Social Security of the Republic of Turkey

## **1.3 Country background**

Rapid transition of labour force among the main sectors has been observed in Turkey in the last decades. In 2000, while the share of the services sector in employment was 40%, the share of agriculture and industry were 36% and 24% respectively. However, the situation has changed dramatically in the following 13 years. As of year 2013, half of the total employees were working in services sector, whereas the share of agriculture sector among total employment decreased to 23.6% and industry increased to 26.4%. This data demonstrates that in Turkey, an economic transformation process from agriculture to industry and service in has begun, causing dramatic changes in the structure of the labour force.

According to literature; primary economic activities depend on agriculture, secondary economic activities depend on industry and tertiary economic activities refer to service sector. This terminology explains that countries' economies have a tendency to transform from agriculture based sectors to industry, and then from industry to service sectors. As it can be understood from high agricultural employment rates, Turkey is still undergoing this transformation. Among the 28 member states of EU, only Romania has a higher rate (29%) of agricultural employment and a lower rate (42.4%) of services sector employment compared to Turkey. In the EU the portion of agriculture in employment is around 1-2%. The acceleration of this transformation is a very significant issue for Turkey in terms cohesion with European Union; and therefore adaptability of labour force to this process is of critical importance.

Furthermore, realizing transformation in the manufacturing industry is one of the major targets in the axis of Innovative Production, Stable High Growth of the 10th Development Plan (2014-2018) of Turkey. In order to increase competitiveness and domestic value added, it is aimed that value chain integration is enhanced among the sub-sectors of the manufacturing industry, and also within the manufacturing industry, agriculture, and services sectors. Besides, productivity problem in agriculture needs to be addressed, and employees that are likely to leave agriculture sector should be adapted to other sectors/fields.

It can be seen that there is an education and training problem in the Turkish labour market, as only 18.9% of those employed have university degree and 8.7% have no educational degree at all. This results in a low skilled labour force and needs to be addressed at both national and local levels. While national policies have been undertaken to increase the number of university graduates, local problems should be addressed by training employees, employers and entrepreneurs. In Turkey, the rate of population aged 18-64 attending training voluntarily or compulsorily while setting up a business during or after school period is about 6.3%, while the same is 47.9% in Finland, 35.7% in Slovenia, and 33.3% in Belgium. In other words, adaptability of employers and entrepreneurs is a critical issue for adapting to changing economic conditions.

All these conditions stated above for Turkey, are experienced intensively in the TR33 Region, where this Project focuses on. TR33 Region consists of Afyonkarahisar, Kütahya, Manisa and Uşak provinces and is located in the western part of the country surrounded by the renowned centres of Turkish industry such as Kocaeli, Bursa, Eskişehir and Izmir. Due to the high growth rates and decentralization policies in Turkey, investments are now outpouring into new attraction centres such as TR33 Region that has diversified economic potentials and rich natural resources. The newly completed, on-going and intended infrastructure investments affecting the region have already started to increase the Region's accessibility and attractiveness for SMEs operating in industry and service sectors.

Parallel to the changing conditions, TR33 Region is now undergoing a socio-economic transformation and development process that is even more significant when compared to Turkey. In 2004, one of every two workers was employed in agricultural sectors and the shares of industry and services were 18% and 32% respectively. Taking into account that the ratio of non-agricultural employment in Turkey was about 71% in 2004, it can be said that TR33 Region was an agricultural society. However, this economic structure has started to change and in the last 10 years, share of agriculture in employment decreased by 5.4%; ,hereas shares of industry and services increased by 4.9% and 0.5% respectively. Number of exporting firms has increased by 22% in the years between 2008 and 2011 while importing companies has increased by 39%. This development and transformation from agriculture to services and industry will continue due to region's location, incoming investments and national policies, and the Region is increasingly in need of more employment of people trained in manufacturing and service sectors. Issues such as inefficiency and unemployment can be overcome and regional growth and development can occur in a sustainable way only if human capital can adapt to new conditions and gain the necessary competencies that are demanded by the developing economy.

Although TR33 Region has a dynamic labour market, it is faced with many challenges and constraints that threaten the realization of its potential. SMEs are unaware of importance of institutionalization and human resources in becoming more competitive. In addition, there is a growing skills gap between the demand of SMEs and the supply in the labour market, mostly due to lack of sectoral knowledge and insufficient investment on human capital. Institutional capacity of the relevant actors is inadequate to meet the needs of labour market and there is a lack of cooperation among stakeholders to conduct effective regional active labour market policies.

TR33 Region, just like Turkey, has to adapt to changing economic conditions to carry out a successful cohesion process with the European Union. This Project will address these problems, with its main objective to increase adaptability of employers and employees during the economic transformation process in TR33 Region, particularly by promoting lifelong learning and encouraging enterprises and institutions to invest more in human resources.

#### **1.4 Current situation in the sector**

The key actors for increasing productivity and value added in Turkey are SMEs that account for 99% of total enterprises in the country. They create 77.8% of total employment, 51.5% of total salaries and 64.8% of total turnover. Considering only the criterion of the number of employees into account, there are 1534.404 SMEs registered to Social Security Institution in Turkey. 52.438 (3.4%) of these SMEs are located in the TR33 Region. They contribute to mitigate inner and inter-regional development differences and to provide an environment for survival of new enterprises. However, SMEs need to cope with financial and institutional problems. According to *SMEs Strategy and Action Plan* prepared by the Ministry of Science, Industry and Technology, the general problems of

SMEs are poor marketing capacity, insufficient financial planning capacity and access to financial institutions, lack of professional management and institutionalization, difficulty of attaining certification standards and adapting to new technology. In addition, SMEs are also the ones most affected from shortage of skilled labour force, mostly due to adaptability problems of agricultural workers that constitute the majority of workforce. Many industrial sub-sectors could not accomplish any improvement due to lack of adequate qualified employees. SMEs lack awareness, financial and human resources to deal with the problem of adaptability.

There are many strategy documents which deals with the adaptability of labour force within an approach of lifelong learning; namely National Employment Strategy, Lifelong Learning Strategy and Vocational Training Strategy. National Employment Strategy is accepted to be the main policy document in Turkey regarding the adaptability in the labour market, although other documents also contain policies directly affecting the issue. National Employment Strategy (2014-2023) targets solving problems in the labour market and providing permanent solution for the unemployment problem. One of the main policy axes of the strategy refers to strengthening the relationship between education and employment, providing security and flexibility in the labour market, which this contract will contribute to. The Strategy also contains sectoral action plans for the period between 2013 and 2015. In addition, Life Long Learning Strategy (2014-2018) includes actions to increase awareness on the importance of lifelong learning which also targets employees and employers and developing vocational skills.

In the TR33 Region, there are numerous stakeholders related to the issue of adaptability. These are Zafer Development Agency (ZDA), Chambers of Commerce and Industry (CCIs), Provincial Directorates of ISKUR, Small and Medium Enterprises (SMEs), Continuing Education Centres (CECs) of Universities, Organized Industrial Zones (OIZs), Trade Unions (TUs) and Ministry of Labour and Social Security. ISKUR and MoLSS are regulatory and implementing bodies of the government in the labour market. CCIs and Trade Unions are the representative of the employers and employees. The legal definitions, missions and current situations of these stakeholders in the sector are indicated as follows:

**Zafer Development Agency**, one of the 26 development agencies operating throughout Turkey under the coordination of Ministry of Development, has been established by the decision of the Council of Ministers dated 14.07.2009 to serve in the TR33 Region (NUTS-2 Classification) covering Afyonkarahisar, Kütahya, Manisa and Uşak provinces. Secretariat General of the Agency is located in Kütahya province and there are also Investment Support Offices in Afyonkarahisar, Manisa and Uşak provinces. There are 35 employees working for ZDA where 29 of them are experts and 6 are supporting staff. Agency has been distributing grants and delivering capacity building activities for 4 years with the aim of contributing to development of human resources that have covered - but not limited with - the issue of adaptability. ZDA has conducted several sectoral analyses to determine potential sectors in each district and put forward world-wide development trends for Region's primary sectors. Strategies based on these analyses have also been prepared to designate human resources and competitiveness policies for different sectors and districts. These analysis and strategy document can be examined through Agency's website and will be shared with the Contractor in full detail with background research.

In line with economic, social, cultural and all other aspects of a comprehensive nature of the phenomenon of development, Agency's main working axes are as follows:

- Improving communication and collaboration among public sector, private sector, civil society representatives, and scientists concerning regional development issues,

increasing awareness of development by creating links between the works of these actors

- Taking role as coordinator and catalyst in regional development, supporting total development by increasing technical and human capacities of local stakeholders
- Making researches to identify the region's resources and opportunities, to accelerate economic and social development and to enhance the competitive and potential growth areas
- Promoting and guiding both domestic and foreign investments in the region in order to increase them in a strategic and planned way
- Delivering grants and technical assistance (training) to its stakeholders in the Region.

In TR33 Region there are 20 **Chambers of Commerce and Industry**. Eight of these chambers are located in Manisa, six of them are located in Afyonkarahisar and four of them are located in Kütahya. Uşak has only two chambers. Although these chambers have awareness considering the problems with adaptability, they lack the finance and human resources to take actions to tackle the problem.

**ISKUR** is, as a public institution, responsible for building a bridge between jobseekers and employers in accordance with the needs of labour market. It contributes to maintaining, developing, and diversifying employment. Also, it provides a temporal income support for people who have lost their jobs. There are **four provincial directorates of ISKUR** in TR33 Region. These directorates are in close contact with employers to determine their employees' competency needs and take immediate action by opening new courses to answer those requests; contributing to human resources adaptability to changing market demands. Provincial Directorates of İŞKUR in the Region publish yearly Labour Force Analysis Reports that focus on current situation and needs; therefore lacking long term labour force analysis and sectoral development perspective.

**Ministry of Labour and Social Security** is responsible for regulating and controlling working conditions, providing labour peace, taking measures to increase employment, realizing dissemination of social security, contributing to raising welfare, and protecting rights and interests of workers abroad. The ministry develops nationwide policies related to the issue of adaptability and is responsible for national coordination in the implementation of these policies.

In TR33 Region, there are three **Universities' Continuing Education Centres (CECs)**. They are located in Celal Bayar University (Manisa), Dumlupınar University (Kütahya) and Uşak University (Uşak). Also, there is a lifelong education and application centre in Afyon Kocatepe University (Afyonkarahisar). CECs deliver trainings that contribute to increasing adaptability of Region's human resources; however they lack the institutional networks and social capital to reach out to Region and expand their target groups. In addition, they do not have the ability to determine exact needs of the market and develop training programmes accordingly.

According to 2013 data provided by Ministry of Science, Industry and Technology, there are 23 **Organized Industrial Zones (OIZs)** in TR33 Region. Afyonkarahisar has 9 OIZs but 7 OIZs are active and 8.034 employees work in these OIZs. In Kütahya, there are 5 OIZs but 4 OIZs have some firms producing goods. In these four OIZs, 6.972 employees work. On the other hand, Manisa has 6 OIZs (4 of them are active in terms of production) and 42.316 people are employed in these OIZs. When it comes to Uşak, there are 3 active OIZs and 12.309 employees work in these OIZs. OIZs are important to reach employers

and increasing their awareness on the importance of human resources and issues considering adaptability.

There are 146 **employees' trade unions** and 50 **employer trade unions** in Turkey and several of these agencies have representation offices in TR33 Region. In the Region, there are 50.407 employees registered to these trade unions. Trade Unions are essential stakeholders in reaching employees and increasing the capabilities and awareness.

In addition, many national public institutions and establishments and other relevant actors in the field of employment and vocational training, including Ministry of National Education (in terms of lifelong learning; vocational and technical education and training), and Vocational Qualification Authority, have critical roles and will be involved in the implementation of the Project as appropriate.

Except the annual provincial Labour Force Analysis Reports of İŞKUR that only focus on current situation and base solely on survey results, there are no labour force researches or studies contributing to the issue of adaptability in the Region, making it very difficult for trainings to fulfill long term needs. Taking into account that this is a common problem for many transforming Regions in Turkey, this Project will introduce a model to tackle these problems in other regions as well.

### **1.5 Related programmes and other donor activities**

The projects mentioned below have been implemented directly or indirectly aimed at increasing the adaptability of employees and employers by investing more in human capital. The proposed Project will provide sustainability and consistency with the previous projects and complement the gaps which still exist. Besides, the outputs and experiences that gained in the previous and on-going projects will be used as inputs in the proposed Project. The projects mainly financed by EU can be seen as:

#### ***Increasing Adaptability of Employers and Employees to the Changes in Global Economy:***

This was a project carried out by The Union of Chambers and Commodity Exchanges of Turkey (TOBB) in the 15 growth centers (Elazığ, Malatya, Diyarbakır, Şanlıurfa, Trabzon, Kayseri, Van, Kastamonu, Sivas, Samsun, Gaziantep, Kars, Erzurum, K. Maraş, Batman). The aim of the project was to strengthen the capacity of SMEs, capabilities of employees and employers by providing them with work-based skills and by increasing the training and consultancy capacity of chambers of commerce, chambers of industry as well as chambers of commerce and industry. Within the scope of this project, the service scheme included activities such as organizing awareness raising meetings in the growth centers, making training need analysis in general and vocational areas at company level and training gap analysis to identify trainings, increasing the capacity of employers and employees, designing innovative and sustainable forms of work organization models for the SMEs, establishing training support and coordination centers within TOBB and 5 chambers to ensure the sustainability of project and enhancing the cooperation among relevant actors.

#### ***Technical Assistance for Increasing the Adaptability of Employers and Employees in the Tourism Sector***

The Project has been carried out by the Ministry of Culture and Tourism since 2013. The purpose of this project is to increase the quality and adaptability of human capital involved in the accommodation and food and beverage enterprises in the tourism sector which have an operation or investment license from the Ministry of Culture and Tourism. To that end, training and consultation capacities of social partners, central and local public

organizations in the tourism sector will be increased to strengthen the competencies of employees and employers at the end of project. The total budget of the project is about 7.5 million Euros. Within the scope of this project, the service scheme included activities such as increasing the adaptability of employees and employers in the tourism sector and training capacity of the service providers and social partners in the tourism sector through various means such as training, awareness-raising campaigns, labour market analysis, voucher programme and a database system. Since the intervention logic of the project and this contract is the same, it will be useful to use “lessons learned” from this project in this contract.

### **Women in Business Programme in Turkey**

The project has been carried out by the Turkish Employment in all 26 NUTS II regions of Turkey. The total budget of the project is € 38 million. The purpose of the project is to support women-owned and women-managed enterprises in accessing finance for their sustainable growth and job creation, develop sustainable credit mechanisms targeted to women-owned and women-managed enterprises, support and provide consultancy to women-owned and women-managed enterprises in accessing know-how, non-financial business development services and networking opportunities and help to improve human resources at women-owned and women-managed enterprises. The project includes activities such as dedicated credit lines for women-owned and women-managed enterprises, loss risk covers, capacity building, product development, outreaching to female clients and small business support for women-owned and women-managed enterprises. Since this contract also has capacity building activities for SMEs it will provide useful inputs for this project.

## **2. OBJECTIVE, PURPOSE & EXPECTED RESULTS**

### **2.1 Overall objective**

The overall objective of the project of which this contract will be a part is as follows:

To increase adaptability of employers and employees of SMEs in TR33 Region (Kütahya, Afyonkarahisar, Manisa and Uşak provinces), particularly by promoting lifelong learning and encouraging enterprises, workers and stakeholders to invest in human resources.

### **2.2 Purpose**

The purpose of this contract is as follows:

To establish a Regional Human Resources Development Centre (ZEKA-HRDC) to implement regional active labour market policies by increasing the capacity of employers and employees of SMEs along with related regional stakeholders while increasing awareness to invest more in human resources in TR33 Region.

### **2.3 Results to be achieved by the Contractor**

Result 1: Regional Human Resources Development Centre (ZEKA-HRDC) is established and gained institutional capacity

Result 2: Increased capacity of employers and employees of SMEs and regional actors in labour market through capacity building activities.

Result 3: Increased awareness of employers, employees and relevant stakeholders on importance of adaptability and competitiveness in dynamic business environment.



### 3. ASSUMPTIONS & RISKS

#### 3.1 Assumptions underlying the project

- A functioning and effective coordination among TAT, Beneficiary and all related parties is provided
- Stakeholders are eager to be members of ZEKA-HRDC
- The data required to conduct the essential analysis is obtained through relevant institutions and surveys
- Employees and employers are eager to participate in trainings.
- Institutional sustainability of ZDA is ensured.

#### 3.2 Risks

- Unwillingness of stakeholders to participate and take active role in the activities.
- Unwillingness of stakeholders to share ideas and provide feedbacks during meetings
- Insufficient participation to Project activities at local level
- Unwillingness of stakeholders to share data in data collecting process
- Low enthusiasm among SMEs, employees and employers for participating to the Project activities
- Lack of coordination and cooperation among relevant institutions and organizations

### 4. SCOPE OF THE WORK

#### 4.1 General

##### 4.1.1 Project description

The contract will focus on improving the adaptability of employers and employees of SMEs in manufacturing industry and tourism; and employees in the agriculture sector. Through this Project, the competencies and needs of the regional labour market will be identified and strong cooperation will be developed among the regional actors. Furthermore, the adaptability of target groups will be improved by capacity building measures. Finally, to ensure the sustainability of the project, sectoral consultancy and training delivery capacities of public and non-governmental stakeholders such as Zafer Development Agency (ZDA), universities, relevant public institutions, provincial directorates of İŞKUR, trade unions, Chambers of Commerce and Industry will be increased.

The Operation, which this contract is part of, has two components: service and supply.

- **Service Component:** Technical assistance will be implemented to ensure the realization of targets/results of the Operation in line with the priorities of the Human Resources Development Operational Programme.
- **Supply Component:** A supply contract will be signed for purchase of equipment, hardware, software and for meeting transportation and refurbishment needs of ZEKA-HRDC. The tender for the supply component of this operation will be conducted separately.

The service component that is the subject of this Contract has 3 subcomponents:

### **Component 1: Establishment of Regional Human Resources Development Centre (ZEKA-HRDC)**

ZEKA-HRDC will not be a standalone establishment and will function under the legal entity of ZDA. ZDA will be responsible for secretariat of ZEKA-HRDC, running the operation and coordinating members and other regional stakeholders. Universities, directorates of İŞKUR, OIZs, TUs and CCIs who sign partnership protocols will become members and ZEKA-HRDC will act as a complementary body to support their activities. ZEKA-HRDC will not substitute these institutions and will support them in implementing national employment and human resources strategies in TR33 Region. In order to acquire expected results from the Project, necessary analysis will be carried out using the data to be collected, and a training needs assessment will be made. A software and labour force database will be developed to assist with analysis, disseminate data and help with stakeholders with decision making process.

### **Component 2: Capacity Building of Regional Actors**

To build and improve the capacity of regional actors, trainings will be carried out. Three types of trainees will be taken into the programme: “employees”, “employers (including managers)” and “public officials”. Different training courses will be determined for each group and will be delivered simultaneously in four provinces of TR33. In addition, as another important part of capacity building activities, consultancy services will be provided for SMEs.

### **Component 3: Awareness Raising on the Adaptability of Human Resources**

Awareness raising activities will have a crucial role on successful implementation of the project. Since the overall objective of the project is to increase adaptability of employers and employees of SMEs in TR33 Region to changing economic structure, the more the project disseminated, the more successful outputs will be gathered from the project. Awareness raising activities will be held throughout the project. Several awareness raising and information meetings will be held with participation of relevant regional stakeholders. Awareness raising activities will also be carried out by some audio-visual materials and social media. At the end of the project, the process and lessons learnt which will be derived from the implementation of the Operation will be transferred to the stakeholders via Operation Closing Conference.

### **Horizontal Issues**

Contractor will take necessary measures with the support and guidance of ZDA and other regional actors to take into account of horizontal issues during the implementation of contract. In the selection of participants of all activities and trainees, gender mainstreaming and involvement of disadvantaged people should be taken into consideration. Time and location of trainings will be organized in line with the needs of women to ensure high level of participation of women and to ensure work-life balance.

During trainings, the Contractor, with the support and guidance of ZDA, will raise awareness considering the importance of sustainable development. Related issues will be given priority to during the employer’s trainings that also includes managers of SMEs.

In all activities, wherever possible, awareness for the protection of environment will be raised through usage of recyclable goods and promotion of importance of environment. During project activities, it will be made sure that the training locations are accessible for disadvantaged people.

The beneficiary will guide the Contractor to ensure efficient participation of civil society actors to project activities and to make sure that all aspects of the Project are managed and implemented in a transparent manner.

#### **4.1.2 Geographical area to be covered**

The Project will be implemented in the NUTS II region covering Kütahya, Afyonkarahisar, Manisa and Uşak provinces (TR33 Region). Base of operation will be Kütahya. However, some activities such as surveys, awareness raising activities and other trainings will take place throughout the different districts of the region. The details considering the locations of activities have been given in section 4.2.

#### **4.1.3 Target groups**

- Small and Medium Enterprises (SMEs) operating in manufacturing industry (different sub-sectors including mining and textile) and tourism sectors in TR33 Region
- Employers and employees of SMEs operating in manufacturing industry (different sub-sectors including mining and textile) and tourism in TR33 Region
- Employees of SMEs operating in agriculture sector and members of Chambers of Agriculture in TR33 Region (Total of 4 Chambers)
- Chambers of Commerce and Industry operating in TR33 Region (Total of 20 Chambers)
- Provincial Directorates of İŞKUR in Kütahya, Afyonkarahisar, Manisa and Uşak Provinces
- Continuous Training Centres of Celal Bayar, Dumlupınar, Afyon Kocatepe and Uşak Universities
- Organized Industrial Zones in 4 Provinces including districts (Total of 18 Zones)
- Trade Unions that have members and branch offices in TR33 Region

#### **4.2 Specific work**

The Contractor should elaborate in detail how to address the required activities in the organization and methodology proposed. Illustrative explanations, examples to be used and approaches to be adopted for each activity may be given in the offer. The Contractor is free to offer additional activities as considered necessary for a successful implementation of the project. A close cooperation with both the Beneficiary and the Contracting Authority is essential for all activities. Consultant is expected to fulfil all the activities with producing the indicators stated in section 8.

For all the activities in the ToR, the cost of the organization, including the cost of venue, the cost of the participants' coffee breaks, meal, printing and visibility materials, travel and accommodation of participants and the cost of translation and interpretation-if needed- will be covered by the Contractor, unless stated differently in the details of the activities below.

For each activity, accommodation services starting the day before the activity will be provided to those attending from other Provinces or from districts located at least 75 km. from the venue of activity. The accommodation will not cover the night that follows the completion of the activity. Those who will be provided with accommodation will be served lunch, dinner and breakfast.

Event dates, commencement and completion times of activities will be agreed with ZDA. Unless stated differently, training activities will take one day. One-day activities will commence by morning and will be completed by evening.

Unless stated differently below, sufficient number of translators will be present for each activity. Activities to be held at Provincial centre of Kutahya will be located in Operation Headquarters (ZDA Building), where no rent will be paid.

Before the commencement of this Contract, ZDA will complete Preparation and Signing of Memoranda of Understanding with the regional/local stakeholders and establishing the Policy Development Group (PDG) activities as a part of this Project.

A policy group composed of 20 members who have signed the memoranda of understanding will be formed. The Policy Development Group will have an advisory role on the preparation of road map/strategy papers and the determination of context of the ZEKA-HRDC partnership agreements by TAT.

### **Inception Phase**

In the inception phase, results of preparatory activities for this contract that have already been completed by ZDA will be shared with Contractor and the TAT will gain knowledge of the Region and stakeholders. Stakeholders in all four provinces who have signed memorandum of understanding will be visited by the Contractor and ZDA to have a common understanding about the project. After these visits, a kick-off meeting will be held in Afyonkarahisar. It will be conducted internally with the participation of representatives from Ministry of Labour and Social Security (MoLSS), European Union Delegation to Turkey (EUD), Universities, Management Board of ZDA and stakeholders who signed the memoranda and policy development group. As a result of the kick-off meeting, the stakeholders will be made aware of the project and an introduction between parties will be made. At least 120 participants are expected for this event; for approximately 90 participants, there will be accommodation and travel expenses. Consecutive interpretation will be supplied. Dinner will be served to all participants.

An inception report will be prepared at the end of this phase. The activities to be held after inception period, sorted according to Project results, are given below:

### **Result 1: Regional Human Resources Development Centre (ZEKA-HRDC) was established and gained institutional capacity**

#### **Activity 1.1: International Study Visits**

Two study visits will be organized to EU Member States to review the best practices that managed to cope with the problem of adapting human resources to changing economic conditions. 10 participants from policy development group, 3 representatives from OCU and 2 members of TAT will take part in each study visit. The first study visit will be organized with the specific aim of examining best practices of public employment services; vocational training and consultancy system as well as to compare the institutional structure of such organizations. Participants will have a chance to analyse the institutions and regional authorities in place and create new networks. Whereas the second study visit will focus on types of analysis, training programmes and training deliveries carried out by these institutions. Participants will be able to extract lessons on various practices in various EU countries in which similar human resources development centres have been established.

The Contractor will be responsible for determining the institutions and regional authorities to examine, organizing the study visits and arranging the logistics. The duration will be 6

days for each visit separately, excluding transportation days. If possible, more than 3 institutions from 2 different countries will be visited in each study visit. The Contractor will also conduct pre-research, prepare guides related to institutions to be visited and distribute them to participants. Consecutive translation will be carried out during both study visits. Inner city transportation will be provided by the Contractor.

### **Activity 1.2: Development of Road Map/Strategy Paper for ZEKA-HRDC**

A road map/strategy paper will be prepared within the first Project quarter by contractor in coordination with the Policy Development Group to direct the institutional establishment of ZEKA-HRDC. This map/paper will define the roles of the centre and its partners clearly in detail, partners' responsibilities, main and potential activities. Management structure of ZEKA-HRDC profile, staff requirements and their job descriptions will also be a part of this paper. The role and duties of the centre may be subject to revisions according to lessons learned later on.

Within the scope of this activity, a 2 day meetings will be held in Kütahya with the participation of the Policy Development Group (PDG) and TAT. The context of the road map/strategy paper will be evaluated in detail. At least 20 participants are expected for this event; for approximately 15 participants, there will be accommodation and travel expenses. As a part of this activity, an institutional logo and name for the centre will be produced. The road map/strategy paper will be approved by the Management Board of ZDA before becoming valid.

### **Activity 1.3: Preparation and Signing of Partnership Protocols with Relevant Stakeholder**

Before the commencement of the contract, ZDA will sign Memoranda of Understanding with stakeholders. The sole purpose of these memoranda is to determine the cooperating institutions. The memoranda will not define the framework of the partnership nor they will determine the roles and responsibilities of the stakeholders within the ZEKA-HRDC. Therefore, a Partnership Protocol based on the Road Map/Strategy Paper will be prepared and signed with stakeholders after the start of the contract. Those who sign the partnership protocol will be permanent members of ZEKA-HRDC. Governance and working methodology of the centre will be decided with the partnership protocols. TAT will be responsible for organizing briefing meetings with potential members in Kütahya, Operation headquarters. The briefings will take 4 days and 20 participants are expected each day (total of 80 participants). For approximately 60 participants, there will be accommodation and travel expenses. Consecutive interpretation will be supplied.

After the briefings, a Signing Ceremony will be organized in at least 4 star hotel in Afyonkarahisar with the participation of representatives from national and regional stakeholders where the details of the Operation will be made public and partnership protocols will be signed. The event will also include presentations and discussions where participants will be given the opportunity to state how they might contribute to the implementation process. At least 300 participants are expected for this event; for approximately 200 participants, there will be accommodation and travel expenses. The event will take one day and dinner will be served to all participants. Simultaneous interpretation will be supplied and also an announcer shall be present at the event.

### **Activity 1.4: Determination of Analysis Methodology**

As will be seen in the activities below, the Contractor will design the content and outline of the trainings to be delivered based on labour force gap analysis and training needs assessment. These analyses and assessments will take different national and regional parameters into account, such as:

- Demands and current needs of employers and employees
- National policies, trends and regulations
- Sectoral trends in the Region and Regional policies

Hence, a sectoral analysis will be carried out along with a labour force gap analysis and training needs assessment. Benefiting from the current studies of ZDA, the Contractor will conduct development analysis for the primary sectors in the Region, putting forth the development trends in harmony with Regional and National policies. In addition, the Contractor will determine the sectors that are to emerge in the Region in the medium and long term and analyse the development trends of these sectors. These will allow trainings to not to be based solely on current demands of SMEs and make sure that trainings will meet future demands of transforming economy of the Region.

As a result, a labour force gap analysis that takes sectoral development trends, policies and regulations and a training needs assessment will be produced. Therefore, the first step to be taken by the Contractor before commencing these studies will be determining the analysis methodology.

The methodology should be developed or adapted in such a manner that, the results of analysis will help Regional authorities and SMEs while forecasting future labour force needs. The results of the analysis should be able to assist the decision makers with workforce planning.<sup>1</sup>

The SMEs should be able to use the analysis' results and gain knowledge of regional sectoral trends while carrying out their human resources planning. During the process, other examples of similar analysis will be examined and may be adapted or replicated if convenient. The Contractor should propose the details of its methodology.

#### **Activity 1.5: Developing Labour Force Database and Software**

A database and software will be developed to assist with carrying out required analysis, sharing the results of analysis and updating them, storing and collecting data, providing easy and useful access to data, and delivering trainings.

The labour force database will be compatible to comprise primary and secondary data that will be obtained in the data collection phase, such as (indicative):

- Sectoral growth rates, capacities, employment, foreign trade, productivity, added-value and employment needs;
- Qualifications, competencies, wages of employees (managers included);
- Capacities, production, productivities, current employment status and employment needs of SMEs.

The data to be included in the database will be determined by Contractor in harmony with the analysis methodology. The labour force database will focus on the TR33 Region. It will be compatible with the databases of İŞKUR and TURKSTAT. The database will have 2 functions:

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<sup>1</sup> (i.e. The results may show that the conventional production patterns in textile industry are changing and that in harmony with national and regional policies, the importance of design and marketing processes are increasing while the need for unskilled workers is decreasing due to manufacturing automation. This way, authorities and employers may conduct labour force planning based on these results.)

- 1) Collecting required data from different resources and storing input data;
- 2) Harmonizing data collected from different sources and classifying them for analysis and reporting.

The software, on the other hand, will use the database to perform several functions through internet based interface that is to be developed. It will be stored on ZDA's server. The software will have 6 main functions:

- 1) Disseminating/making available the raw-data to stakeholders
- 2) Processing the data and reporting it in desired formats (i.e. graphics, trends, geographical information systems)
- 3) Sharing the results of sectoral studies and labour force gap analysis, which will be produced as a result of activity 1.7, through a user friendly interface
- 4) Based on the analysis methodology, updating former analyses and assisting with the formulations while carrying out new sectoral labour force gap analyses
- 5) Providing an interface to carry out online surveys and receive applications for trainings and consultancy services
- 6) Providing an interface to access training material, gain knowledge of available trainings and evaluate trainings

As a result, Regional stakeholders will have access to raw and processed data, results of sectoral studies and labour force gap analysis through the software. The software will serve as a decision support system both for SMEs and public authorities by reporting data and sharing analysis results in an understandable manner; and hence assist them while carrying out their own analysis, preparing human resources and competitiveness strategies, or forecasting future skills needs. They will also be able to examine other training provided, have access to training materials, evaluate trainings and take part in surveys.

Although both the database and the software will be accessible through internet by all parties and the public, different user types will be determined and each user type will be given access to different functions. The security of the system will be ensured by the Contractor and personal data protection will be ensured. The source codes of software and database will be delivered to ZDA and these will be the intellectual property of ZDA, making it possible to make changes later on. The interface and modules will be accessible and functioning through different browsers, including tablets. A managerial interface will be added, giving authority to ZDA to make changes. Software required for the functioning of database will be obtained by Contractor. The software will be web-based, additional installation will not be required. The development of database and software will be completed before the commencement of training of employers activity.

#### **Activity 1.6: Data Collection**

In order to carry out analysis concerning sectoral development, supply/demand structure and training needs, data collection at international, national and regional scales is required. Primary and secondary data will be collected and correspondence analysis will be implemented through the database.

Primary data analysis will consist of two phases. In the first phase, macro-scaled data needed to carry out sectoral analysis will be gathered mainly from TURKSTAT and international institutions. In the second phase, data regarding SMEs, employers, employees will be gathered from TURKSTAT and relevant regional stakeholder institutions. As for secondary data analysis, a comprehensive survey that will cover SMEs in manufacturing industry and tourism will be held. Finally, an online survey will be implemented to all public stakeholders to determine their capacities. All collected and verified data will be transferred to the labour force database and shared through software.

Two types of surveys will be implemented in the Region; while the first survey will cover SMEs' employers and employees, the second survey will focus on officials of public authorities and institutions directly related to the Project.

It is essential to implement a survey understand the needs and future expectation of the targeted SMEs, employees and employers. Before the preparation of the survey, ongoing and completed data collection processes of TURKSTAT and İŞKUR will be examined and evaluated. The methodology of the survey will be designed such that it's in line and complementary with their data collection processes and duplication is prevented.

A pool of questions will be prepared by the Contractor in accordance with analysis methodology determined in a way to ensure individual enquiry and allow for best possible representativeness of the sector at regional level. A sample group will also be chosen by TAT to ensure employer and employee representativeness in terms of geographical location, SME size, field of operation and extent of their international operations. The survey will contain questions concerning the SME and its employers and employees. Survey will be applied to at least 750 SMEs in TR33 Region operating in tourism and manufacturing industries.

At least 80% of the surveys will be done on the field, and if necessary the rest will be carried out by phone, e-mail and etc. ZDA will employ a random check to verify the results of the survey with the help of TAT. An analysis of the collected survey data will be provided using statistical analysis software and appropriate statistical analysis tools (regression, time series, etc.). The result of the surveys will be inputs of the database and feed into the following sectoral, supply, demand and gap analysis. The results of the surveys will be analysed and reported in detail.

Simultaneously, an online survey will be developed and applied to public officials to determine their capacities and needs to increase the level of their services they provide to employees and employers during economic transformation process in the Region. The indicative number of institutions the survey will be applied to is 50.

This activity is on a lump sum basis.

#### **Activity 1.7: Conducting Labour Force Gap Analysis and Training Needs Assessment**

The labour force gap analysis will be sector based and contain sectoral analyses, as stated in activity 1.4. The analysis will cover the whole tourism sector, but it will not cover all the sub-sectors of manufacturing industry (only the sub-sectors that play an important role in the region will be analysed identified as a result of sectoral analysis and prioritized within this Operation). 8 manufacturing industry prioritized sectors will be determined by TAT . The sub-sectors will be decided on among the sectors listed in NACE classification (Statistical Classification of Economic Activities in the European Community), C group. The sub-sector will be chosen at a higher lever (etc. 13-Manufacturing of textiles) and only contain smaller sub-sectors (etc. 13.2 – weaving of textiles) that are important to region.



National and international trends of the prioritized sub-sectors in manufacturing industry and tourism will be examined in order to assess training needs. Based on the collected data and with the help of developed software, sectoral labour force gap analysis will be carried out, taking into account global and national development trends and legislation.

The analysis may contain value chain analysis, product space analysis, sectoral comparison and/or internationalization analysis, indicatively. The output of the analysis will reveal the strategies that should be followed to increase global and local competencies for different sectors that are present in the region or that are to emerge in the Region in medium and long run.

Using these outputs and results of surveys, a labour force gap analysis and training needs assessment will be carried out by the Contractor. Indicative outputs of this analysis process are listed below:

- National and regional economic development and transformation trends
- Development trends and changes in the sectors
- Main strategies needed for the sectors to be competitive
- The types of competencies needed to implement these strategies
- Determining demographic profile of existing labour force
- Determining short and long term supply and demands for labour force
- Comparing current labour force and competencies to future needs and identifying the gaps
- Assessing training needs

Existing labour force analyses conducted by directorates of İŞKUR will be analyzed and provide inputs for the indicated outputs. The conclusions of the training needs assessment will be used as inputs for determining training programmes.

As a part of this activity, 4 meetings in provincial centers will be organized. 20 representatives from each prioritized sectors and members of the Policy Development Group will participate to these meetings. For each meeting, 50 participants are expected (200 participants in total); for approximately 20 participants of each meeting, there will be accommodation and travel expenses.

#### **Activity 1.8: Capacity Building for ZDA**

To increase the capacity of staff involved in the Project and to ensure Project sustainability, necessary capacity building activities will be realized for ZDA staff. The activities will consist of trainings to fulfill the professional needs of the staff. The trainings to be delivered will be determined in harmony with the Road Map/Strategy Paper and will be limited to those needed to implement and sustain Project activities. There will be 10 different trainings and indicatively these trainings may contain database and software management, project and programme implementation, relevant EU regulations and policies, accounting management, mentoring, auditing, sectoral labour force gap analysis, monitoring and evaluation. The contractor should take into consideration that the training needs of each staff will differ according to their tasks and positions and each staff may receive up to 5 trainings.

All trainings to be delivered shall be certified and certifications should have worldwide or nationwide validity if possible. The trainings may contain workshops, might be online or take place in the Region, in Turkey or abroad according to necessities of certification. All

expenses for trainings (including travel and accommodation), examinations and certifications will be covered by the Contractor.

At least 20 people of ZDA's staff will be trained and each staff will receive at least 30 days of training. The contractor may revise the length of trainings and number of trainees depending on the Road Map/Strategy Paper; as long as 600 man x day training is ensured. Indicatively, 150 man x day of trainings will be delivered abroad and 150 man x day of trainings will be delivered outside the region TR33.

### **Activity 1.9: Preparing and Identifying Training Programmes:**

Based on the training needs assessment, for this Project, courses for different training types (training of employees, training of employers and training of public officials) will be prepared through determining and developing the courses.

While determining the courses, the first criteria will be the outputs of Training Needs Assessment. Within the context of these outputs, courses that have competitiveness and certification standards determined by VQA will be prioritized. If a course that is needed does not have certification standards by VQA, corresponding courses with standards issued by other public or private institutions may also be chosen. However, for sectoral capacity building courses only, if no standards by public or private institutions exist, a curriculum and training material for the course will be developed based on the previous studies and analysis carried out.

The courses that have standards and curriculum issued by VQA and other institutions will be delivered by entities that have been authorized to deliver certified trainings. The training materials will be prepared in harmony with corresponding certifications and uploaded to developed software.

As a part of training of employers and training of public officials activities, an applied training on using the developed software and database will be delivered.

Types of courses to take place under modules and that are subject to revision if necessary contain;

- **Generic Skills Development Courses** to be delivered will be chosen among base skills courses such as Communication Skills, Workers' Rights, Work Life Balance, Health and Safety at Work, Motivation.
- **Sectoral Capacity Building Courses** will enhance knowledge of participants in the context of their sector and international/national development trends, including sectoral human resources management at regional and company level.
- **Occupational Courses** will be chosen in accordance with the findings of supply, demand and gap analysis for different positions that have proven to be needed by SMEs.

**Management Courses** will be prepared for the employers and will focus on tools that are required to achieve the goals underlined in sectoral development trainings.

Participants who successfully complete the trainings will be certificated by corresponding institutions. When determining the courses, TAT will take into account the technical adequateness in the region and asses the problem of finding enough trainees.

**Result 2: Increased capacity of employers and employees of SMEs and regional actors in labour market through capacity building activities.**

**Activity 2.1: Identification of Trainees**

Employers (including managers) and employees who will participate in trainings will be selected among those who have made applications. The applications will be done during surveys, awareness raising activities or via internet. Chambers of commerce and industry, trade unions, organized industrial zones and NGOs will also play a facilitating role in reaching SMEs. It is important to select the employees to train and the trainings they will be delivered in accordance with the demand of their employers, to make sure that the employers will be eager to send their employees to trainings.

For training of public officials, participants of the trainings will be selected among those responsible with mentoring and supporting employees and employers of SMEs, and among ZEKA-HRDC partners. While selecting trainees, communication and presentation skills, working experience, delivering training background and current sectoral knowledge will be taken into consideration.

**Activity 2.2: Training for employees of SMEs:**

The delivery of trainings to those who are employed in agricultural sector and SMEs of tourism and manufacturing industry will be done in close cooperation with members of ZEKA-HRDC. The contractor will propose and put in practice necessary measures to achieve this level of cooperation. Training course materials and further reading materials will be prepared and provided to the participants in hard copies and digital formats.

Each training session will consist of maximum 25 participants. For approximately 280 people in total, there will be accommodation and outer city travel expenses. In addition, daily inner city travel costs of all trainees will be covered by Contractor. Consecutive translation will be provided where needed. An evaluation survey will be applied to all participants before and after the trainings. The results of the surveys will be evaluated and reported by Contractor.

For VQA certified trainings, trainees will be given an opportunity to take VQA's certification exams, Contractor will cover the cost of the first exam taken by a trainee. For trainings certified by other institutions and bodies, certification and exam costs will also be paid under lump sum by the Contractor for up to 700 persons.

At least 700 employees will be trained and each employee will receive at least 10 days of training. The contractor may revise the length of trainings and number of trainees depending on the results of training needs assessment and identification of trainees' activities; as long as 7000 man x day training is ensured.

<b>Indicative Training Courses</b>	<b>Total Number of Trainees</b>	<b>Place</b>
Generic Skills Development Courses (Communication Skills, Workers' Rights, Work Life Balance, Health and Safety at Work, Motivation, Trade Unions' Rights, etc.)	700	Afyonkarahisar, Kütahya, Manisa, Uşak provincial centres and other districts; parts of some courses may be delivered outside of Region if needed
Occupational Courses (VQA Certified)		
Sectoral Capacity Building Courses		

### **Activity 2.3: Training for the employers (including managers) of the SMEs:**

The delivery of trainings to the employers (including managers) of the SMEs in tourism and prioritized sectors of manufacturing industry will be done in close cooperation with members of ZEKA-HRDC. The contractor will propose and put in practice necessary measures to achieve this level of cooperation. Training course materials and further reading materials will be also be prepared and provided to the participants of training in hard copies and digital formats.

Each training session will consist of maximum 25 participants. For approximately 210 people in total, there will be accommodation and travel expenses. Consecutive translation will be provided. An evaluation survey will be applied to all participants before and after the trainings. The results of the surveys will be evaluated and reported by Contractor.

For VQA certified trainings, trainees will be given an opportunity to take VQA's certification exams, Contractor will cover the cost of the first exam taken by a trainee. For trainings certified by other institutions and bodies, certification and exam costs will also be covered by Contractor for up to 400 persons.

At least 600 employers (including managers) will be trained and each employer will receive at least 2 days of training. The contractor may revise the length of trainings and number of trainees depending on the results of training needs assessment and identification of trainees activities; as long as 1200 man x day training is ensured.

<b>Indicative Training Module</b>	<b>Total Number of Employers</b>	<b>Place</b>
Generic Skills Development Courses (Communication Skills, Workers' Rights, Health and Safety at Work, Time and Stress Management, Motivation, Team Building, Project Management, etc.)	600 (Managers included)	Afyonkarahisar, Kütahya, Manisa, Uşak provincial centres and other districts if needed
Sectoral Capacity Building Courses		
Management Courses		

### **Activity 2.4: Training for Public Officials:**

The trainings will have a goal of increasing capacity in NGOs and Project related public institutions to ensure the sustainability of the Project. These training may include training for trainers depending on the results of training needs assessment. Training course materials and further reading materials will be provided to the participants of training in hard copies and digital formats.

Each training session will consist of maximum 25 participants. For approximately 70 people in total, there will be accommodation and travel expenses. Consecutive translation will be provided. An evaluation survey will be applied to all participants before and after the trainings. The results of the surveys will be evaluated and reported by Contractor.

For trainings certified by institutions and bodies, certification, membership fees and exam costs will also be covered by Contractor for up to 150 persons.

At least 200 trainers will be trained and each trainer will receive a least 10 days of training. The contractor may revise the length of trainings and number of trainees depending on the results of training needs assessment and identification of trainees' activities; as long as 2000 man x day training is ensured.

Indicative Training Modules	Total Number of Participants	Place
Generic Skills Development Courses (Communication Skills, Motivation, Trade Unions' Rights, Team Building, Project Management, etc.)	200	Afyonkarahisar, Kütahya, Manisa, Uşak provincial centres and other districts; parts of some courses may be delivered outside of Region if needed
Management Courses		
Sectoral Capacity Building Courses		

### **Activity 2.5: Consultancy services for SMEs:**

In order to support capacity building of SMEs, 30 different SMEs to be chosen among the interested firms will be provided with consultancy services. The consultancies will be designed to be complementary follow-ups of trainings to increase their effectiveness and will cover experience sharing and immediate guidance. The contractor will determine the objective criteria for the identification of SME's to receive consultancy. The consultancy will be tailor made to the needs of the company but the focus will be on human resources structure, policy and practices. Outputs of sector or region based reports prepared by other institutions (KOSGEB, İŞKUR, etc.) will be examined and shared with SMEs if necessary.

The duration of consultancy will be 2 days for each firm. A report will be prepared after the consultancy and shared with the firm. As a result of the consultancy experiences and developments for SMEs will be followed up and useful information will be shared with other SMEs through web-site and reports. Consultancy services will be delivered at the chosen SME's headquarters.

### **Result 3: Increased awareness of employers, employees and relevant stakeholders on importance of adaptability and competitiveness in dynamic business environment.**

#### **Activity 3.1: Preparation and distribution of promotional materials**

In order to increase participation and provide information to the target groups and relevant institutions on Project activities, printed and audio-visual materials will be prepared and distributed throughout the Project by the Contractor.

#### **Printed Materials:**

Brochures, newsletters, leaflet, banners, posters, roll-ups, swallowtail flags that will provide information on the activities and aims of the Operation, specific services offered by ZEKA-HRDC. These materials will be used and distributed through contract activities. Materials will be prepared in both Turkish and English. Materials to be produced and indicative\_number of units are given below:

Material	Indicative Number Of Unit
Brochures Containing CD's (4 different brochures)	20.000 (Total)
Roll-ups	50 (Total)
Newsletters (2 different issues)	10.000 (Total)
Leaflets	4.000 (Total)
Banners (Different for each activity)	70 (Total)
Posters (4 different types)	5.000 (Total)
Swallowtail flags (2 different types) – roll up	100 (Total)

#### Web Portal:

An Project web portal containing basic information concerning the Project and that will give details of the activities realized during the project will be prepared and launched together with pictures and videos. The web site will be located on the server of ZEKA-HRDC, supplied as a part of the Operation. Access to labour force database and software modules will be allowed through the website. The website will require membership system to access database and software modules. The web site will be prepared and served in 2 languages, Turkish and English. The web site should be accessible via tablets and mobile phones through various operation systems.

#### Martı Periodical:

Special supplements of the quarterly periodical of the Agency, “MARTI” containing news from the Region and Agency will be published for the promotion of the activities in the Project. A total of 4 supplements for 4 issues of the periodical (2.000 copies for each issue) will be prepared and printed in Turkish.

#### Spot Films:

2 spot films, each with a short (20 – 40 seconds) and a long (2 – 3 minutes) version will be prepared for increasing the awareness of stakeholders and general public on the importance of promoting lifelong learning; and for encouraging enterprises, workers and stakeholders to invest more in human resources. ZDA will share their raw video archive with the Contractor. Each spot film will be in Turkish (with English subtitles) and broadcasted 50 times on at least two regional TV channels. The spot films will also be shown before and during Project activities and broadcasted on web-site and included in the CD's of brochures produced.

#### Social Media:

All project announcements and progresses will be shared through different social media channels during the implementation of Project to disseminate results to contribute to raising awareness in the Region.

#### **Activity 3.2: Awareness Raising Meetings**

For awareness raising, at least 8 meetings will be organized in provincial centres and large districts with the participation of employers, employees, public bodies and NGO's with the purpose of giving the main scope of the on-going transformation process in addition to increasing awareness. During the meetings, thematic knowledge will be shared and Project outputs will be disseminated. The districts to organize the meetings will be decided on in harmony with ZDA. At least 150 participants are expected for each event separately. For approximately 10 people (for each meeting separately), there will be accommodation and

travel expenses. In cases where the meeting doesn't reach the anticipated number of participants, the number of participants of other meeting will be increased in correlation.

An awareness survey will be applied to all participants before and after the awareness raising meetings. The surveys will be prepared in harmony with ZDA. The results of the surveys will be evaluated and reported by Contractor. Interpretation will be supplied. An announcer shall be present for each event.

### **Activity 3.3: University Conferences**

A conference will be organized in each of the 4 universities in the Region with the participation of students and academicians. Conferences will be held to guide and enlighten the participant on issues of adaptability and competitiveness. At least 150 participants are expected for each event separately; for approximately 20 people, there will be accommodation and travel expenses. It is strongly encouraged that academicians of national and international major universities are invited to Conferences to make presentations on the subject. Each meeting will take one day. Interpretation will be supplied.

### **Activity 3.4: Operation Closing Conference:**

Operation Closing Conference will be organized in an at least 4 star hotel in Afyonkarahisar with the participation representatives from national and regional stakeholders. The closing conference event will include presentations and discussions during which participants will be given the opportunity to state the results and effects of the operation. During the event, results of the operation will be summarized and sustainability of the operation will be discussed.

At least 300 participants are expected for this event. All participants will be served dinner as well. In addition, for approximately 200 people, there will be accommodation and travel expenses. The event will take one day. Simultaneous interpretation will be supplied and also announcer shall be present at the event.

The Contractor shall ensure the capitalisation and sharing of knowledge related to the implementation of the project. It concerns observations of technical and pedagogical value, which are interesting for other professionals, and which do not infringe with the obligations of article 14 of the General Conditions of the Contract. For sharing such information, the Contractor shall use the capacity4dev.eu web platform.

## **4.3 Project management**

### **4.3.1 Responsible body**

Ministry of Labour and Social Security EU Coordination Department is the Contracting Authority of the project. The Contracting Authority will be responsible for tendering, contracting, administration, overall project supervision, review and approval of the reports, financial management, including accounting and payments of the project activities.

Zafer Development Agency is the main Beneficiary and responsible institution for the overall implementation and management of the operation.

### **4.3.2 Management structure**

The overall management of the Operation will be carried out by the following structures:

- Contracting Authority (CA),
- Operation Beneficiary (OB),
- Senior Representative of the Operation Beneficiary (SROB),

- Operation Coordination Unit (OCU).

This operation will be implemented under the Human Resources Development Operational Programme (HRD OP) which is managed by Ministry of Labour and Social Security (MoLSS) as the Operating Structure (OS) which also fulfils tendering and contracting tasks as the HRD Contracting Authority. The OS will be represented by Deputy Undersecretary of MoLSS as the Head of Operating Structure while the CA will be represented by the Head of EU Coordination Department.

Contracting Authority (CA): The CA will be responsible for tendering, technical and financial management of contracts under the operation. It ensures that all the documents, reports submitted by contractors are duly checked /controlled/ read/ approved by the OB which cooperates with the CA in managing the operation and any other aspects with relevance to the implementation of the Operation.

Operation Beneficiary (OB): Zafer Development Agency as the operation beneficiary will be responsible for the implementation of this Operation. To that end, Zafer Development Agency will assign high level manager who will act as SROB that will be the official representative of the OB. OB will establish an OCU which is the responsible body for supervision of implementation of the Operation.

Senior Representative of the Operation Beneficiary (SROB): The operation will be implemented under the authority of the SROB on the side of beneficiary. The SROB will act as the formal representative of the Zafer Development Agency and will assume ultimate responsibility for the successful implementation of the operation against the OS. He/she cooperates with the teams responsible to implement contracts ensuring that the tasks are performed in accordance with the pre-defined deadlines and the standards of quality required. He/she will provide preliminary approval of the reports of the contracts, or any technical and financial documents (such as approval of invoices with “read and approved” stamp) or deliverables and outputs, before final approval by the Contracting Authority. He/she will appoint one risk manager and one irregularity officer among OCU members, responsible for the operation on behalf of the OB.

Operation Coordination Unit (OCU): Zafer Development Agency will establish an OCU which will be adequately staffed composing of an Operation Coordinator and at least five experts. Existence of a professional and stable staff of OCU is guaranteed by the Zafer Development Agency a crucial factor for the timely and proper implementation of the Operation.

OCU is responsible for supervising the implementation of the operation which may include different types of contracts that will be managed by the CA. It will perform the following tasks (it is not an exhaustive list):

- Following operation activities and working in close cooperation with the teams responsible to implement contracts,
- Coordinate and facilitate processes between SROB, the teams responsible to implement contracts (consultant, contractor, TAT, etc.) and the CA regarding any kind of reports, requests, documents which need approval of SROB,
- Ensuring the required coordination with other departments and institutions,
- Ensuring timely delivery of all electronic and in paper reports, documents, transactions and information as well as first level check and control of administrative, technical and financial aspects of the reports in accordance with the



forms and instructions forwarded by the CA. OCU will act in line with the instructions delivered by the CA in terms of on desk and on spot checks/controls.

The overall monitoring of the Operation will be performed by the following structures and tools under the daily supervision and secretariat of the OCU:

- Operation Steering Committee Meetings (OSCM),
- Operation Monthly Management Meetings (OMMM) (and other if necessary),

Operation Steering Committee (OSC): OSC will be established to serve as a platform to share results achieved, follow-up of progress of the Operation and exchange experiences, ideas etc.. The SROB will initiate the establishment of a core OSC which will be composed of representatives of OCU, OS, stakeholders such as universities, provincial directorates of İŞKUR, Chambers of Commerce and Industry and Organized Industrial Zones, trade unions and employer organizations active in the region. Contracting Authority and Delegation of the European Union to Turkey (EUD) are ex officio members of the Committee. The OSC will meet on a semi-annual basis. First OSC will be organized 6 months after the first service contract signed under the Operation. Organization of OSC meetings is under responsibility of the Zafer Development Agency which may use TAT, when available. Agenda of the OSC and brief note on the issues that will be discussed in the meeting will be provided to the members of the OSC at latest 1 week before. Minutes of OSC meetings will be kept by the Zafer Development Agency (or TAT when available) and submitted to the participants in the meetings for their approvals at latest 1 week after. Minutes, agenda and brief notes can only be sent to the participants after the approval of the CA.

Operation Monthly Management Meetings (OMMM): It will be convened in order to monitor the activities of the operation, discuss and assess the progress of the operation and provide solution to the problems arising during the implementation of the operation. These meetings will be chaired by SROB. Contracting Authority, EUD, OCU and representatives of the contracts composing the operation (such as TAT) will be participants of the monthly management meetings. Minutes of OMMM will be kept by the Zafer Development Agency (or TAT when available) and submitted to the participants in the meetings for their approvals under the coordination of SROB. OCU may organize additional meetings with the teams responsible to implement contracts, if necessary.

#### **4.3.3 Facilities to be provided by the Contracting Authority and/or other parties**

ZDA will provide necessary information such as relevant documents, reports that will facilitate the smooth implementation of project to the Contractor.

The ZDA will ensure timely approval of the mission requests of its staff for the study trips.

## **5. LOGISTICS AND TIMING**

### **5.1 Location**

The project will be based in Kütahya where the Technical Assistance Team (TAT) will be located. However, the project will cover whole TR33 Region with certain activities to be held in Provincial centres and several other districts. Please see section 4.1.2 for details. For key experts, at least 90% of their mission should be fulfilled in TR33 Region on a full time basis. During training activities (activities 2.2, 2.3 and 2.4) and implementation of surveys (activity 1.6), only for training delivery experts and non-key junior experts, base of project will be the whole region and no per-diem will be paid.

## **5.2 Start date & period of implementation**

The intended start date is November 2015 and the period of implementation of the contract will be 20 months from this date. Please see Articles 19.1 and 19.2 of the Special Conditions for the actual start date and period of implementation.

## **6. REQUIREMENTS**

### **6.1 Staff**

Note that civil servants and other staff of the public administration, of the partner country or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

#### **6.1.1 Key experts**

Key experts have a crucial role in implementing the contract. To that end, each key expert subject to current contract should spend **minimum 90 %** of their time in the beneficiary country during the contract implementation.

These terms of reference contain the required key experts' profiles. The tenderer shall submit CVs and Statements of Exclusivity and Availability for the following key experts:

#### **KEY EXPERT 1: TEAM LEADER**

##### **Qualifications and Skills**

- University degree in one of the fields of administrative sciences, economics, social sciences, urban and regional planning or industrial engineering or in the absence of such a degree minimum 15 years of working experience in one of these fields
- Full computer literacy
- Excellent command of written and spoken English
- Post graduate degree in any of the fields given above will be an asset

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

- Minimum 8 preferably 10 years' professional experience in project management

##### **Specific Professional Experience**

- Preferably 4 but a minimum 2 years of experience as team leader and/or managerial position (in the Contractor Side) in implementation of projects.
- Minimum 2 years of experience in projects or academic work or in public sector in the field of adaptability of employees or employers or SMEs.
- Having experience in the field of regional development will be an asset.

#### **KEY EXPERT 2: TRAINING EXPERT**

##### **Qualifications and Skills**

- University degree in one of the fields of administrative sciences, economics or labour economics and educational sciences; in the absence of such a degree at least 10 years of working experience in the field of education and/or training sector.

- Full computer literacy
- Excellent command of written and spoken English
- Post graduate degree in education will be an asset

#### **General Professional Experience**

- Minimum 5 years but preferably 7 years' professional experience in area of education and/or training
- Having experience in EU funded projects will be an asset
- Having experience of working with public bodies will be an asset

#### **Specific Professional Experience**

- Minimum 2 years of training experience in projects including design, implementation and evaluation of trainings
- Having experience in at least one project in the field of adaptability of employees or employers or SMEs will be an asset
- Having experience on implementing or preparing public certified trainings (VQA, MoE) will be an asset

### **KEY EXPERT 3: REGIONAL DEVELOPMENT EXPERT**

#### **Qualifications and Skills**

- University degree in one of the fields of administrative sciences, urban and regional planning, economics or social sciences or in the absence of such a degree at least 10 years of working experience in those fields.
- Full computer literacy
- Excellent command of written and spoken English
- Post graduate degree in regional development or any other related fields will be an asset

#### **General Professional Experience**

- Minimum 3 preferably 5 years' professional experience in regional development fields

#### **Specific Professional Experience**

- Minimum 2 years preferably 4 years of experience in preparation or implementation of regional development policies and plans.
- Having experience in data collection, regional analyses or modelling
- Having experience in regional stakeholder relations and sectoral development will be an asset
- Having experience in projects or academic work or in public sector in the field of adaptability or regional economic transformation will be an asset

## **KEY EXPERT 4: COMMUNICATION EXPERT**

### **Qualifications and Skills**

- University degree in one of the fields of administrative sciences, communication, journalism, public relations or sociology
- Full computer literacy
- Excellent command of written and spoken English

### **General Professional Experience**

- Minimum 5 preferably 7 years' professional experience in the field of public relations and/or communication.

### **Specific Professional Experience**

- Minimum 3 years of experience in developing communication strategies or plans
- Minimum 2 years of experience in implementation of publicity or awareness raising events in projects
- Having working experience in underdeveloped regions will be an asset
- Having experience of working for public bodies will be an asset

#### **6.1.2 Non key experts**

CVs for non-key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles.

The Contractor must select and hire other experts as required according to the profiles identified in the Organisation & Methodology and/or these Terms of Reference. It must clearly indicate the experts' profile so that the applicable daily fee rate in the budget breakdown is clear. All experts must be independent and free from conflicts of interest in the responsibilities they take on.

The selection procedures used by the Contractor to select these other experts must be transparent, and must be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel must be recorded. The selected experts must be subject to approval by the Contracting Authority before the start of their implementation of tasks.

#### **6.1.3 Support staff & backstopping**

At least two support staff will be assigned as full time staff during the project. The Contractor shall assure sufficient support staff/backstopping support in the course of the whole project duration; such as, assistant manager, project secretary, and assistant to experts, translator/interpreter, and financial administrative assistant to ensure that the project is implemented smoothly and that any problems are rapidly resolved. The Contractor should make the provision in the proposal but does not need to nominate the staff or enclose CVs in the offer. Backstopping and support staff costs must be included in the fee rates.

#### **6.2 Office accommodation**

Office accommodation of a reasonable standard and of approximately 10 square metres for each expert working on the contract in operation base (Kütahya) is to be provided by the partner country.

### **6.3 Facilities to be provided by the Contractor**

The Contractor must ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

The Contractor shall provide office equipment and any other necessary equipment necessary such as IT equipment, stationary etc. for the successful implementation of the contract.

The Contractor will be responsible for:

- Providing technical experts qualified to implement the tasks defined for each of the projects' activities in accordance with the ToR,
- Taking necessary measures to deal with language barrier,
- Ensuring timely and proper implementation of project activities and delivery of the reports and other relevant outputs identified in the ToR,
- Timely assignment and mobilization of experts during the implementation of the project,
- Coordination of all organizational and logistical arrangements for all experts including per diems, accommodation and travel expenses,
- All relevant operations and resources with regard to public information, visibility and dissemination of operation and its outcomes,
- The necessary support equipment deemed necessary to enable the experts to efficiently fulfil their duties, including but not limited to workstation and portable computers,
- The necessary measures to be taken to reach the relevant indicators and targets specified in the ToR,
- Providing any required training (attendance to courses and seminars) and translation facilities to its own staff in connection with the performance of the contract,
- Working in coordination and cooperation with the permanent staff of the MoLSS to ensure the sustainability,
- For activities people with disabilities are to participate, taking necessary measures to enable their participation and providing convenient and accessible venues,
- Transferring all legal ownership and copy rights, including intellectual property rights, of all produced outputs (software, database, reports, spot films, etc.) to ZDA,
- For all activities, providing inner city transportation to participants from other cities/districts covering transfers between hotels, bus terminals, train stations, airports and activity venues,
- Organizing and arranging the venue of the activity with all logistical arrangements, including renting of facilities / equipment, accommodation and travel,
- Inviting participants to activities, preparing and distributing the printed documents necessary ,

- Providing simultaneous / consecutive interpretation services and translation of all written documents to Turkish and English,
- Informing local and national press before and after project activities.

Furthermore, the Contractor should meet these costs (The Contractor should ensure high quality of these services):

- Costs of all organizational and logistical arrangements for all experts including per diems, accommodation and travel expenses,
- Office related commodities including office furniture, all logistical support including travel, the cost of the necessary equipment (e.g. PCs, printers, desks, file cabinets, telephone, fax, photocopy machines, office consumables etc.),
- Cost of the communication (the bills for the internet, telephone and fax lines) for all experts and project activities,
- Cost of all interpretation and translation whenever needed during the project activities such as training, conferences, seminars, meetings etc. as well as translation of project documentation and other relevant documents,
- Cost of preparation, translation, printing, duplication, distribution, broadcasting and preparation of the content of training/education and visibility materials, for workshops, meetings and conferences,
- Cost of workshops, seminars, conferences, meetings, information days, training organizations including rent of venue, professional interpretation required; meal catering to be provided during the events and any other ancillary costs regarding all events mentioned in the ToR,
- Cost of electricity, heating, cleaning and security services of the Project Headquarters in Kütahya,
- Costs of inner city transportation during training of employees activity,
- Accommodation costs (in at least 4-star hotel or equivalent covering dinner and breakfast) of participants attending from other Provinces or from districts located at least 75 km. from the venue of activity
- Intercity travel costs of participants attending from other Provinces or districts,
- Coffee breaks and lunch (and dinner for certain activities) costs of all participants of all events and trainings,
- Costs of venue rent, lunch and accommodation for OSC meetings and OMMM.
- Cost of preparation and distribution of Promotional materials,
- Cost of preparation and broadcasting of spot films,
- Cost of all activities mentioned in this ToR.

The Contractor should meet these in line with the outcomes of each activity stated in Article 4.2 including the number of participants and high quality of services (i.e. good quality of printed documents, translation, publications, meals etc).

#### **6.4 Equipment**

**No** equipment is to be purchased on behalf of the Contracting Authority / partner country as part of this service contract or transferred to the Contracting Authority / partner country

at the end of this contract. Any equipment related to this contract that is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

## 6.5 Incidental expenditure

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be covered by the Contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the General Conditions and the notes in Annex V to the Contract. It covers:

- Travel costs and subsistence allowances for missions, outside the normal place of posting, undertaken as part of this contract. A mission is defined as the part of an assignment which requires engagement in project-related activities in provinces/countries other than the base of operations.
- Costs of study visits staff of public institutions and social partners in abroad, including travel, accommodation (in at least 4-star hotel or equivalent), meals, registration fee, translation (if any) and other necessary expenses subject to approval of the Contracting Authority.
- For the Signing Ceremony under Activity 1.3 (the briefing meetings under this activity will not be covered by incidental expenditure) and the Operation Closing Conference under Activity 3.4; the cost of the organization, including the cost of venue, the cost of the participants' coffee breaks, meal, dinner, printing and visibility materials, travel and accommodation of participants, the cost of translation and interpretation and other necessary expenses subject to approval of Contracting Authority.
- For Activity 1.8, costs of abroad trainings for ZDA's staff, including travel, accommodation (in at least 4-star hotel or equivalent), meals, registration fee, translation (if any) and other necessary expenses subject to approval of the Contracting Authority.

The Provision for incidental expenditure for this contract is **262.916 €**. This amount must be included unchanged in the Budget breakdown.

The per diem is a flat-rate maximum sum covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of the number of hours spent on the mission by the contractor's authorised experts for missions carried out outside the expert's normal place of posting. The per diem is payable if the duration of the mission is 12 hours or more. The per diem may be paid in half or in full, with 12 hours = 50% of the per diem rate and 24 hours = 100% of the per diem rate. Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed the per diem rates published on the website - [http://ec.europa.eu/europeaid/work/procedures/implementation/per\\_diems/index\\_en.htm](http://ec.europa.eu/europeaid/work/procedures/implementation/per_diems/index_en.htm) - at the start of each such mission. In any case, for all participants of this projects' activities, daily average of such costs shall not exceed the ceilings on the website - [http://ec.europa.eu/europeaid/work/procedures/implementation/per\\_diems/index\\_en.htm](http://ec.europa.eu/europeaid/work/procedures/implementation/per_diems/index_en.htm) -.

The Contracting Authority reserves the right to reject payment of per diem for time spent travelling if the most direct route and the most economical fare criteria have not been applied. Prior approval by the Contracting Authority for the use of the incidental expenditure is not needed.

## 6.6 Lump sums

Following activities will be paid under the basis of lump sums:

- Activity 1.5: Developing Labour Force Software and Database
- Activity 1.6: Data Collection
- Activity 2.2: Training for Employees of SMEs

## 6.7 Expenditure verification

The provision for expenditure verification covers the fees of the auditor charged with verifying the expenditure of this contract in order to proceed with the payment of any pre-financing instalments and/or interim payments.

The provision for expenditure verification for this contract is **29.307 €**. This amount must be included unchanged in the Budget breakdown.

This provision cannot be decreased but can be increased during execution of the contract.

## 7. REPORTS

### 7.1. Reporting requirements

Please see Article 26 of the General Conditions. Interim reports must be prepared every six months during the period of implementation of the tasks. They must be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the General Conditions. There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of implementation of the tasks. The draft final report must be submitted at least one month before the end of the period of implementation of the tasks. Note that these interim and final reports are additional to any required in Section 4.2 of these Terms of Reference.

Each report must consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts, incidental expenditure and expenditure verification.

To summarise, in addition to any documents, reports and output specified under the duties and responsibilities of each key expert above, the Contractor shall provide the following reports:

<b>Name of report</b>	<b>Content</b>	<b>Time of submission</b>
Inception Report	Analysis of existing situation and work plan for the project	No later than 1 month after the start of implementation
6-month Progress Report	Short description of progress (technical and financial) including problems encountered; planned work for the next 6 months accompanied by an invoice and the expenditure verification report.	No later than 1 month after the end of each 6-month implementation period.
Draft Final Report	Short description of	No later than 1 month before



	achievements including problems encountered and recommendations.	the end of the implementation period.
Final Report	Short description of achievements including problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within 1 month of receiving comments on the draft final report from the Project Manager identified in the contract.

## 7.2. Submission & approval of reports

3 copies of the reports referred to above must be submitted to the Project Manager identified in the contract. The reports must be written in English. The Project Manager is responsible for approving the reports.

The reporting requirements is summarised in much more details as followed:

### **Inception Report**

Inception Report will provide information on at least the following:

- 1) Clarify specific aspects of the ToR
- 2) Update the organisation and methodology according to the actual situation and the needs;
- 3) Develop detailed work plan and time-schedule of activities, along with planning of resource utilisation of the available man days;
- 4) Discuss with the Contracting Authority any issues that may arise in the earliest stages of the contract, in order to avoid problems during the implementation phase.

### **Interim Reports (6 month Progress Reports)**

Interim reports will provide sufficiently detailed information which accurately reflects the progress of the programme in the light of its objectives, indicators, the work-plan and the budget.

Interim Reports will provide information on at least the following:

- 1) The progress of the project activities with the descriptions of the main difficulties and the results achieved;
- 2) Assessment of success and major constraints per activity and tasks;
- 3) Overall achievements of the programme;

Recommendations for future actions to ensure sustainability to the programme activities.

### **Draft Final and Final Report**

It should demonstrate fulfilment of project objectives. It should summarize project achievements, including the tasks and recommendations listed above under “Specific Activities” and final situation for the issues listed in interim reports.

Time of submission should be interpreted as the date of submission of final versions of the reports in which all comments are received and reflected into the document and submitted

to the Contracting Authority. All parties should take necessary actions to ensure timely submission including submitting draft version to parties a reasonable time before.

The Contractor shall submit final versions of each report to the Beneficiary, Contracting Authority and to the EUD, as required. An electronic copy of each report shall be sent to each of the parties. If requested, Turkish translation is limited with the first draft and final version of the reports. Intermediary changes made in the reports by the Contractor can be summarized in Turkish, if necessary.

## **8. MONITORING AND EVALUATION**

### **8.1 Definition of indicators**

The Contractor will continuously monitor the implementation of contract activities according to standard procedures (inception phase monitoring, periodic monitoring and final assessment), project monitoring and evaluation will be based on a periodic assessment of progress on delivery of specified project results and towards achievement of project objectives.

The Contracting Authority will monitor the contract activities and ensure implementation in a timely and efficient manner, in particular through commenting on inception, progress and final reports, and advising on progress on the delivery of specific project results and towards achievement of project results.

The Contractor will furthermore address the issue of impact (partial contribute or influence of the Project's results towards meeting the overall objective, on a sector-wide perspective).

The output indicators under this assignment are:

- Number of enterprises and employers (including managers) who raised their work-related knowledge, skills and abilities participated in training following training needs analysis (200 enterprises, 600 employers)
- Number of employees who raised their work-related knowledge, skills and abilities by participating to training following training needs analysis (700 employees)
- Number of governmental and non-governmental institutions which benefited from consultancy services on the improvement of adaptability (30 institutions)
- Number of public officials who have increased knowledge and consultancy capacities (200 personnel)
- Number of participants who attended the Signing Ceremony (300 participants)
- Number of promotion material published/prepared (20.000 Brochures, 10.000 Newsletters, 4.000 Leaflets, 70 Banners, 5.000 Posters, 50 Roll-ups, 100 Swallowtail flags)
- Number of web portal prepared (1 web site)
- Number of spot films prepared for awareness raising (2 films)
- Number of awareness raising meetings with employers and employees of TR33 Region (8 meetings, 1.200 total participants)
- Number of information meetings in partner universities in cooperation with relevant stakeholders (4 meetings, 600 total participants)

- Number of participants who attended the Operation Closing Conference (300 participants)
- Number of international study visits (2 visits)
- Number of SMEs which the survey is successfully applied to (750 SMEs)
- Number of SMEs increased institutional capacities through consultancy activities (30 SMEs)
- Number of ZDA staff gained qualifications required to run secretariat of ZEKA-HRDC (20 staff)

## 8.2 Special requirements

For all matters regarding the timely submission of information pertaining to monitoring and evaluation the Consultant must be able to obtain to process and deliver basic data or aggregate information; (i) written in English language; (ii) able to accessed by e-mail or through web-sites; (iii) responding to standardization and quality control demands.

The Contractor should monitor and report the indicators for this project based on gender breakage and disadvantaged groups, if any.

## 9. PUBLICITY AND VISIBILITY

The Contractor shall take all necessary measures to publicize the fact that the European Community has financed the Program. EU Delegation's agreement should be sought for the content, scope, design and materials of major visibility and publicity events, publications and audio-visual materials in addition to this all of the visibility materials will be approved by the Contracting Authority before utilization of relevant materials.

In addition, the Contractor shall take the necessary measures to ensure the visibility of the European Union financing or co financing. These measures must comply with the rules laid down and published by the Commission on the visibility of external operations: [http://ec.europa.eu/europeaid/work/visibility/index\\_en.htm](http://ec.europa.eu/europeaid/work/visibility/index_en.htm)

All projects / contract implemented under this programme shall comply with the **Visibility Guidelines for European Commission Projects in Turkey** published by the EU Delegation to Turkey, at [http://www.avrupa.info.tr/AB\\_Mali\\_Destegi/Gorunurluk\\_Visi.html?LanguageID=2](http://www.avrupa.info.tr/AB_Mali_Destegi/Gorunurluk_Visi.html?LanguageID=2)

All communication and visibility activities should be carried out in close cooperation with the CA. The CA is the main authority in charge of reviewing and approving visibility-related materials and activities. Before initiating any information, communication or visibility material and activity, contractors and implementing partners should seek the approval of the CA in writing.

The EU-Turkey cooperation logo should be accompanied by the following text:

*"This project is co-financed by the European Union and the Republic of Turkey."*

Whether used in the form of the EU-Turkey cooperation logo for information materials or separately at events, the EU and Turkish flag have to enjoy at least double prominence each, both in terms of size and placement in relation to other displayed logos and should appear on all materials and at all events as per the Communication and Visibility Manual

for European Union External Actions. At visibility events, the Turkish and the EU flag have to be displayed prominently and separately from any logos.

Logos of the beneficiary institution and the CA should be clearly separated from the EU-Turkey partnership logo and be maximum half the size of each flag. The logos will not be accompanied by any text. The CA and beneficiary logo will be on the lower left-hand corner and lower right-hand corner respectively. The Contractor logo with the same size will be in the middle of the CA and beneficiary logo. If the Contractor is a consortium, only the logo of the consortium leader will be displayed.

Any publication by the Contractor, in whatever form and by whatever medium, including the Internet, shall carry the following or a similar warning: "This document has been produced with the financial assistance of the European Union". In addition, the back cover of any such publications by the Contractor should also contain the following disclaimer: "The contents of this publication is the sole responsibility of name of the author/Contractor/implementing partner- and can in no way be taken to reflect the views of the European Union".

Taking into consideration the nature of the services to be provided and the type of activities defined in these Terms of Reference, the Contractor is to present a communications plan, outlining his approach and proposed activities to raise the visibility and publicity of the project results within the wider framework of EU-Turkey relations. Sufficient resources should be committed to be plan, which is to form part of the Organizational and Methodology of the technical offer. The communications plan must be relevant to the nature of the project and seek to raise awareness among Turkish publics of the project activities and results within the context of EU financial assistance to Turkey.

The costs of implementation of the communications plan should be taken into consideration under financial offer.

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