This Project co-funded by the
European Union and the Republic of Türkiye

REPUBLIC OF TÜRKİYE
THE MINISTRY OF LABOUR AND SOCIAL SECURITY
DIRECTORATE OF EUROPEAN UNION AND FINANCIAL ASSISTANCE

European Union Funded

GUIDANCE ON PREPARATION OF TERMS OF REFERENCE

HRD OS HUMAN RESOURCES DEVELOPMENT OPERATING STRUCTURE

FGB Fondazione Giacomo Brodolini Srl SB

REPUBLIC OF TÜRKİYE MINISTRY OF LABOUR AND SOCIAL SECURITY

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Guidelines on How to draft Terms of Reference

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REPUBLIC OF TÜRKİYE MINISTRY OF LABOUR AND SOCIAL SECURITY

Republic of Türkiye, Ministry of Labour and Social Security
Directorate of European Union and Financial Asistance
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CONTENT

ABBREVIATIONS

AD	Action Document
AF	Action Fiche
CA	Contracting Authority
CfO	Call for Operations
CfPs	Call for Proposals
CSP	Country Strategy Paper
DEUFA	Directorate of European Union and Financial Assistance
DEUA	Directorate for EU Affairs
DoA	Description of Action
GfA	Guidelines for Applicants
EC	European Commission
EOP	Environment Operational Programme
EU	European Union
EUD	Delegation of the European Union to Turkey
EESP SOP	Employment, Education and Social Policies Sectoral Operational Programme
EDF	European Development Fund
FWC SIEA	Framework Contract 'Services for Implementation of External Aid 2018'
IPA	Instrument for Pre-Accession Assistance
HOS	Head of Operating Structure
MoFSS	Ministry of Family and Social Services
MoLSS	Ministry of Labour and Social Security
M&E	Monitoring and Evaluation
NIPAC	National IPA Coordinator
NKE	Non-Key Expert
OB	Operation Beneficiary
OCU	Operation Coordination Unit
OIS	Operation Identification Sheet
OS	Operating Structure
OSC	Operation Steering Committee
PCM	Project Cycle Management
PIF	Project Idea Fiche
PRAG	Procurement and Grants for European Union External Actions - A Practical Guide
SBA	Sector Based Approach
SPD	Sector Planning Document
SROB	Senior Representative of the Operation Beneficiary
TA	Technical Assistance
TL	Team Leader
TAT	Technical Assistance Team
ToR	Terms of Reference
TS	Technical Specifications

1. WHERE CAN WE START IN PREPARATION OF TOR? HOW WE PROCEED?

1.1. Drafting TOR in line with programming documents (Links with the Strategic Response and AD)

The Employment, Education and Social Policies Sectoral Operational Programme (EESP SOP) was the main strategy and policy document, which was formally adopted by EC, was prepared for multi-annual planning and programming of IPA II assistance. On the other hand, the OIS was a general reference programming document, which was one of the annexes of Financial Agreement signed between the European Commission and Turkish Republic and it aimed to provide all basic information, conditions and requirements regarding the planned operation, its components and interventions.

IPA III brings novelties along with Strategic Response and Action Document (AD) which are the two programming documents.

The AD should be prepared in full compliance with the Strategic Response and the ToR should also be designed in conformity with the AD and naturally with the priorities of the relevant Window.

Please kindly note that AD might include more than one operation and different types of implementation modalities.

In order to support and provide full guidance to the Operation Beneficiaries (OBs) of the Window 4 in preparation of an operation's ToR starting from elaboration of an idea, the following steps shall be followed;

1. Compliance with the AD: The ToR should be prepared respecting the provisions and content of the AD:

The AD is composed of 8 main sections. Some of them provide basic information and specific data for the relevant operation and window (i.e. DAC code, aid modality, issues related with financing agreements etc.); however, some of them are crucial for (1) justification of the need and the relevance of the operation and (2) provisions of necessary services provided and (3) implementation arrangements, performance/results monitoring and reporting, sustainability.

Some of the sections of the ToR shall be prepared in close connection with the AD. To ensure this compliance and connection, the following table shall be carefully examined.

The table below demonstrates the links between the relevant sections of the AD as a base for careful elaboration ToR.

Table 1: Links between sections of AD and sections of ToR

ToR (content - section)	AD (content - section)
	1. Synopsis 1.1. Action Summary Table 1.2. Summary of the Action
1. BACKGROUND INFORMATION	2. Rationale 2.1. Context Analysis 2.2. Problem Analysis by Areas of Support 2.3. Relevance and complementarity with strategies supported by key national stakeholders
1.1. Partner country* 1.2. Contracting Authority	
1.3. Country background 1.4. Current situation in the sector	2. Rationale 2.1. Context Analysis 2.2. Problem Analysis by Areas of Support 2.3. Relevance and complementarity with strategies supported by key national stakeholders
1.5. Related programmes and other donor activities	2.4. Relevance and complementarity with EU policy and EU and other donors' assistance 2.5. Lessons learned and links with previous financial assistance
2. OBJECTIVES & EXPECTED OUTPUTS 2.1. Overall objective 2.2. Specific objective(s) 2.3. Expected outputs to be achieved by the Contractor	3. Description of the Action 3.1. Planned results and intervention logic (describing causal links between impact, outcome(s) and output(s) and including assumptions) 3.6. Logical Framework for PROJECT MODALITY
3. ASSUMPTIONS & RISKS 3.1. Assumptions underlying the project 3.2. Risks	3.3. Risks and assumptions
4. SCOPE OF THE WORK 4.1. General 4.1.1. Project description	3. Description of the Action 3.1. Planned results and intervention logic (describing causal links between impact, outcome(s) and output(s) and including assumptions) 3.2. Indicative Types of Activities
4.1.2. Geographical area to be covered	
4.1.3. Target groups	
4.2. Specific work	3. Description of the Action 3.1. Planned results and intervention logic (describing causal links between impact, outcome(s) and output(s) and including assumptions) 3.2. Indicative Types of Activities
	3.4. Mainstreaming (Gender Equality and Women's and Girls' Empowerment, Environment and Climate change, Rights Based Approach, systematic engagement with Civil Society, Resilience and Conflict Sensitivity, Roma, people with disabilities and other vulnerable groups)
	3.5. Conditions for Implementation
	3.6. Logical Framework for PROJECT MODALITY
4.3. Project management 4.3.1. Responsible body 4.3.2. Management structure	4. Implementation Arrangements 4.6. Organisational setup and responsibilities

4.3.3. Facilities to be provided by the contracting authority and/or other parties *	
5. LOGISTICS AND TIMING	
5.1. Location *	
5.2. Start date & period of implementation *	
6. REQUIREMENTS *	
6.1. Staff *	
6.1.1. Key experts *	
6.1.2. Non-key experts *	
6.1.3. Support staff & backstopping *	
6.2. Office accommodation *	
6.3. Facilities to be provided by the contractor *	
6.4. Equipment *	
6.5. Incidental expenditure *	
6.6. Lump sums *	
6.7. Expenditure verification *	
7. REPORTS *	5. Performance/Results Monitoring and Reporting
7.1. Reporting requirements *	
7.2. Submission & approval of reports *	
8. MONITORING AND EVALUATION	
8.1. Definition of indicators	3.1. Planned results and intervention logic (describing causal links between impact, outcome(s) and output(s) and including assumptions) 3.2. Indicative Types of Activities 3.6. Logical Framework for PROJECT MODALITY 5. Performance/Results Monitoring and Reporting
8.2. Special requirements *	3.5. Conditions for Implementation
	6. Audit
9. PUBLICITY AND VISIBILITY *	7. Communication and Visibility
	8. Sustainability

Please kindly note that the sections marked with * are elaborated only in the ToR, not part of the AD.

In short, the first step in writing the ToR is to utilise the information, which is provided in the AD and in the Strategic Response. The AD will particularly support the OBs in elaboration of the following relevant sections of the ToR:

- Background information
- Objectives and Expected Outputs
- Assumptions & Risks
- Scope of the work
- Definition of indicators

2. Provision of current data: The most current and updated data should be provided by the ToR:

Therefore, it is strongly suggested to check the following issues from the AD and it is recommended to update if necessary;

- Legislative background;
- Statistics;
- Institutional set-up;
- Impacts/changes on sector.

In the IPA III period, both documents, the AD and the ToR are requested to be prepared simultaneously. On the other hand, in some operations (especially in the IPA II period), the AD is prepared and approved first, then the ToR is designed after a certain period which always necessitates careful review and elaboration of operation background, institutional framework issues, listed above.

3. Categorisation of interventions: It is recommended to categorise eligible activities / interventions for financing under relevant sector which will be specifically designed by the OB. An example of categorisation may be according to type of interventions, as presented below; or the interventions may be grouped as according to the results that they will contribute.

- Category of Intervention I -¬ Trainings and other services for target persons: Under this category only the interventions (trainings, guidance, counselling, etc.) delivered directly to the target groups/persons will be specified.
- Category of Intervention II - Institutional capacity building: Trainings for the staff of beneficiary institutions should be considered as institutional capacity building activities together with any other interventions that will contribute to capacity building of the Operation Beneficiary, such as supply of equipment; development of databases, programmes, procedures, etc.
- Category of Intervention III - Awareness-raising: This category refers to any intervention (events, campaigns, TV/radio spots, viral films, etc.) aiming to create awareness about the topics covered by the project among public in general.
- Category of Intervention IV - Scientific and technical studies: This category includes academic, legal, technical, strategic desk and field studies which contribute to identification, analysis, evaluation, comparison, and solution of relevant problems and policies in the sector.
- Category of Intervention V - Coordination and cooperation mechanisms: This category includes efforts to create and enhance multilateral relations (at local and/or national levels) among relevant partners in the sector with a view to increase efficiency and effectiveness in policy making and service delivery.

4. Compliance of the indicators of the operation with the AD and the Strategic Response: To facilitate the process of identification of an indicator, the Contracting Authority (CA) – the Directorate of European Union and Financial Assistance (DEUFA) listed output indicators and targets of each Activity and intervention of the Strategic Response. In the AD, the OBs had specified the contribution of the Operation toward the targets/ priorities of the window under relevant indicators stated in Indicative Breakdown of the Outputs.

***

1.2. Sections of ToR

In this section, under each section of the ToR, relevant guidance will be provided along with some standard text or phrases from the template when deemed necessary.

ANNEX II: TERMS OF REFERENCE

1. BACKGROUND INFORMATION

1.1. Partner country

Please use the following phrase:

Republic of Turkey

1.2. Contracting Authority

Please indicate the name of the Contracting Authority. For instance:

The Contracting Authority is the Directorate of the European Union and Financial Assistance (DEUFA) of the Ministry of Labour and Social Security (MoLSS)

1.3. Country background

Please review the AD, sections 2. Rationale and 2.1. Context Analysis.

Please use as much as possible current official statistics and background information relevant to the country and the institution along with the global or national economic and social factors that may affect the project. Please provide all necessary and relevant information on the operation's environment with a particular reference to the problem.

1.4. Current state of affairs in the relevant sector

Please review the AD, sections 2.1. Context Analysis, 2.2. Problem Analysis by Areas of Support, 2.3. Relevance and complementarity with strategies supported by key national stakeholders and follow instructions presented in the ToR template.

This section should provide sufficient and current information that enable the tenderers to be familiar with the current state of affairs in the relevant sector and accordingly well elaborate their proposal's rationale section. Please ensure that the following information is included:

- national/local policies and strategies and/or economic data for the sector or institutional area;
- the origin and recent history of organisational structures, institutions and operating systems in the sector or institutional area in the country.

Please follow the hierarchy of planning and programming documents, National Development Plan, Strategic Response, EESP SOP (if deemed necessary and the operation is interlinked with the IPA II), any other sectoral/ thematic policy and reference document along with relevant EU counterpart documents.

It is also recommended to include the following issues on this section, as well;

- responsibilities and mandate of institutions;
- human resource capacity and constraints;
- infrastructure development;
- market development;
- information systems and flows;
- priority setting and decision making;
- access to identified, priority social groups;
- financial structures and flows.

1.5. Related programmes and other donor activities

Please review the AD, sections 2.4. Relevance and complementarity with EU policy and EU and other donors' assistance and 2.5. Lessons learned and links with previous financial assistance.

Please describe the previous EU Assistance projects, as well as other donors and International Financing Institutions support to the OB and to the sector. Please briefly summarise each previous project/programme with the same set of information including start-end date, project's budget amount, overall and specific objectives and the results obtained. This section is important to present the OB's project implementation capacity and accumulated knowledge from previous experience. In some cases, in addition to the OB's previous experience, the other relevant projects/programmes implemented by other OB's shall also be listed to demonstrate the progress in the sector. But please mention other projects if only relevant to the current operation and relevant to the sector. It is also very important, especially if the current operation is a continuation / upgrading of previous similar one.

2. OBJECTIVES & EXPECTED OUTPUTS

Please review the AD, sections 3. Description of the Action, 3.1. Planned results and intervention logic (describing causal links between impact, outcome(s) and output(s) and including assumptions) and 3.6. Logical Framework for PROJECT MODALITY.

This section is the most important and basic building blocks of the operation, which was previously called as "intervention logic". This formulation has been replaced with "results chain" which present causal link among results/outputs, specific objective (purpose) and the overall objective.

Change in the objectives would only be possible, if there is any institutional and legal change and deemed necessary.

Please review the results/outputs, which are well formulated to serve the achievement of the operation purpose. And also please assess how the purpose will contribute to overall objective, when achieved.

2.1. Specific objective(s)

Please review the AD, sections 3. Description of the Action, 3.1. Planned results and intervention logic -describing causal links between impact, outcome(s) and output(s) and including assumptions- and 3.6. Logical Framework for PROJECT MODALITY and review once again the main roadmap of the sector, which is called as the Employment, Education and Social Policies Sectoral Operational Programme (EESP SOP[1]) (if deemed necessary and the operation is interlinked with the IPA II issues) and Strategic Coherence for the current operation's overall objectives. This must be designed so as to contribute to a general goal; for instance, contribution to decrease youth unemployment rates in Turkey, etc.

2.2. Purpose

Please review the AD, sections 3. Description of the Action, 3.1. Planned results and intervention logic -describing causal links between impact, outcome(s) and output(s) and including assumptions- and 3.6. Logical Framework for PROJECT MODALITY review once again the EESP SOP (if deemed necessary and the operation is interlinked with the IPA II issues) and Strategic Coherence for the current operation's specific objective's (project purpose). This must be designed so that the specific objective would serve to the overall objective of the operation. For instance, strengthening capacity of an institution (OB) operating in the field of youth unemployment, etc.

2.3. Expected outputs to be achieved by the Contractor

lease review the AD, sections 3. Description of the Action, 3.1. Planned results and intervention logic -describing causal links between impact, outcome(s) and output(s) and including assumptions- and 3.6. Logical Framework for PROJECT MODALITY with measurable indicators.

If in the ToR there are several components (groups of interventions), there should be accompanying result related to each component.

Please kindly remember that the expected outputs shall be presented either in order of importance or in chronological order, as appropriate.

The CA (DEUFA) in the sector/window suggests utilising the following categories of interventions for the identification of results/outputs;

- Category of Intervention I - Trainings and other services for target persons:
- Category of Intervention II - Institutional capacity building
- Category of Intervention III - Awareness-raising
- Category of Intervention IV - Scientific and technical Studies
- Category of Intervention V - Coordination and cooperation mechanisms

1 If the project is prepared in other sectors, please review similarly the most relevant programming document (Action Documents).

3. ASSUMPTIONS & RISKS

3.1. 3.2. Assumptions underlying the project and the risks

Please review the AD, section 3.3 Risks and assumptions. The assumptions, specified in the AD, can be changed or needs to be elaborated/specified in accordance with the current and necessary political, institutional, economic and judicial context. There might be risks and assumptions, specific for the components of the operation.

Please consider any other risks and assumptions relevant to the other components (i.e. grant scheme and supply contract) of the operation, which might influence the implementation of the service provided.

Please do not repeat the other operation's generic risks and assumptions and try to be more specific to the current operation.

4. SCOPE OF THE WORK

This section presents the parameters and requirements of the project interventions in terms of their scope, details and limits. The scope should be realistic given the timeframe and resources available for implementation. Details should be clear and precise to provide guidance to the tenderers.

This section, after explanation of "results chain" including general objective, specific objective and results/outputs, is the most critical section in presentation of interventions under each relevant category along with implementation place and target groups.

Please review the AD, sections 3. Description of the Action, 3.1. Planned results and intervention logic (describing causal links between impact, outcome(s) and output(s) and including assumptions) and 3.2. Indicative Types of Activities.

4.1. General

4.1.1. Project description

The section will provide an overall view to the operation with main pillars and components, including

- describing the key target groups;
- presenting brief information on the type of activities and interventions;
- foreseen and specify related results;
- indicating the broad timeframe for the action;
- describing any specific factor that has been taken into account.

It is recommended to keep the section maximum 2 pages.

4.1.2. Geographical area to be covered

Please review the AD, Project Synopsis – 1.1 Action Summary table, section 1.1. Zone benefiting from the action/ location and please refer to specific provinces where project activities will be implemented, if applicable.

It might be several different operation locations.

EXAMPLE: The base of Operation will be Ankara. Activities like training programmes, on-job training, meetings, workshops, monitoring and on the spot checks, etc. will be organized in the pilot provinces.

4.1.3. Target groups

Please review the AD, Context Analysis for target group(s). They are defined as the groups who will be directly and positively benefitting from the project implementation at the operation purpose level.

Please do not forget, that in addition to the main target group(s) of the project, the indirect target groups who are general public as well as some specific target groups shall also be mentioned in this section.

EXAMPLE: While relevant staff of the Ministry and secondary school students especially at risk of early school leaving and class repetition are the target groups, CSOs and parents are indirect target groups.

4.2. Specific work

Please note that this is the most important section as it specifies the OB's expectations about the work to be done (the tasks to be implemented) by the service provider, as well as the expected methodology and approach in implementation of the interventions.

Please review the AD, sections 3. Description of the Action, 3.1. Planned results and intervention logic (describing causal links between impact, outcome(s) and output(s) and including assumptions) and 3.2. Indicative Types of Activities, and 8. Sustainability if relevant source of information is available in these sections.

Please elaborate how each activity/intervention should be grouped under project components in order to achieve the expected results, as specified under "2.3 Expected outputs to be achieved by the Contractor". While the AD provides only an indicative list of activities/interventions, the ToR provides a concrete and specific list of the tasks that shall be undertaken by the contractor.

A clear and detailed list of the tasks should be provided in the ToR in order to achieve the contract objective and/ or contractor's job description.

EXAMPLE: Indicative activities/interventions shall be listed under relevant categories:

- Category of Intervention I - Trainings and other services for target groups: In this category, only the interventions such as training, counselling and advice, rehabilitation, guidance, forms of financial support directed to the target groups should be mentioned under sub-headings such as Intervention I. Trainings on Development Curricula, Intervention II. Counselling Services for Youth in the Pilot Provinces, etc. Services/Trainings for the staff of beneficiary institutions should not be mentioned here but under the following category "Institutional Capacity Building" as they usually aim to increase the performance of institutions.

- Category of Intervention II - Institutional capacity building: Activities which are designed to increase the quality or scope of services delivered by the institution or which focus on creating a policy-making capacity. Indicative activities, such as preparing/revising institutional procedures, manuals, guidelines, developing/improving IT capacities, establishing standards, preparing/ revising programmes/ material development to be used in services, designing and delivering training programmes to the staff of beneficiary, etc. should be mentioned under sub-headings.
- Category of Intervention III - Awareness-raising: Awareness-raising is a fundamental need and essential element of interventions in the sector/window. For ensuring dissemination of information, and creating spill-over and multiplier effects, interventions to directly or indirectly reach people with a view to make them aware of their rights, opportunities and available services are supported by under this category of interventions. In this category, the information regarding the persons to be targeted and the issues to be focused should be mentioned under sub-headings.
- Category of Intervention IV - Scientific and technical Studies: The category should include academic, legal, technical, strategic desk and field studies which contribute to identification, analysis, evaluation, comparison, and solution of relevant problems and policies in the sector. Since the sector necessitates data gathering and processing a significant necessity for effective policy-making and service delivery, the studies, which create, update, elaborate/analyse data and information regarding the sector are promoted.
- Category of Intervention V – Coordination and cooperation mechanisms: The category should clarify whether the operation is intended to support multilateral relations (at local/national/ international levels) among relevant partners in the sector. It is requested to mention which actors and through which tools (workshops, conferences, common databases, agreements, etc.) this cooperation/coordination will be ensured. The OBs are encouraged to include sufficient number of partners and establish sustainable connections with the support of the intervention.

All the project/operation activities/interventions might logically follow the above-mentioned categories, to be elaborated as the main components.

The other key issues are listed below in drafting the specific work;

- It is possible to split the operation into phases, or organising it into distinct components. It should not be too prescriptive in a way that tenderers may have flexibility to prepare their own detailed organisation and methodology and technical proposals to fulfil the general requirements set out in the ToR.
- Within each component, the activities/the interventions should be listed according to the logical sequence or to the importance of priority. The tasks should be listed either in order of importance or in chronological order.
- Usually, the component includes some activities/interventions, which illustrate the steps of implementation and would ultimately lead to the attainment of the output indicators related to that particular intervention. Each and every activity/intervention shall contain brief explanation on the expected purpose, expected

methodology, planned location and expected number of participants (if applicable) from base of the operation and out of base of the operation to that activity/intervention. Each intervention/activity should specify the expected methodology, output, reporting requirements along with the required timeline if applicable. **Such details will enable the tenderers to develop proper methodology in line with the expectations and needs.**

- Clear guidance provided in this section will help service providers (tenderers) to elaborate the most appropriate methodology and strategy that will ensure the fulfilment of the ToR requirements and produce the outputs in parallel to the OB's expectations and current needs. Please note that if any activity/intervention is not clearly defined in this section, the operation may not be implemented in a way the OB requires.
- In this section, it is also important to ensure the sustainability and dissemination of project results. Regarding the sustainability, all interventions should be reviewed in close consultation with the AD.
- Regarding visibility issues, the reference should be given to the latest Communication and Visibility Manual for EU External Action (see https://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en.

4.3. Project management

4.3.1. Responsible body

This is the section to identify the contracting authority and the OB along with their roles and responsibilities. Please use the first paragraph as the CA and continue with the OB as the second paragraph.

For example: Directorate of the European Union and Financial Assistance (DEUFA) of the Ministry of Labour and Social Security (MoLSS) is the Contracting Authority of the project. The Contracting Authority will be responsible institution for the overall implementation and management of the operation including tendering, contracting, administration, project supervision, review and approval of the reports, financial management, accounting and payments of operation activities.

……………………….. is the Operation Beneficiary institution which will be receiving the technical assistance and the owner of the deliverables and outputs of the project. etc.

This section should be prepared in close communication with the CA.

4.3.2. Management structure

Please use the following paragraphs to describe the management structure including all decision-making processes involved in managing this operation.

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)
- Technical Assistance Team (TAT)

Please review the AD, section 4, Implementation. Arrangements and 4.6. Organisational setup and responsibilities in order to describe the management structure of the CA and the OB administration, including all decision-making processes involved in managing the operation.

Roles and responsibilities of the OB, the SROB, the OCU and the TAT will mentioned in this section including composition of the OCU and other project management/monitoring tools, such as Steering Committee meetings, Monthly Management Meetings etc.

This section should be prepared in close communication with the OS / the CA.

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

Depending upon the content and the type of interventions of the operation, other necessary facilities, which will be provided by the OB and the CA for the smooth implementation of the project, listed by this section.

EXAMPLE:

The CA and the OB will provide necessary information such as relevant documents, reports that will facilitate the implementation of project to the Contractor. The OB will specifically provide

- Hosting the Steering Committee and Management Meetings;
- Mobilisation of OCU members, composed of technical experts from the relevant departments in the OB;
- Issuing (signing and sending) the official invitation (if necessary) to the relevant parties of the events, workshops, meetings, training programmes, events;
- Provision of information to the Contractor for smooth implementation of the project including current state of affairs and legislative situation;
- Necessary contacts and liaison with relevant authorities.

5. LOGISTICS AND TIMING

5.1. Location

In this section, the location (i.e. province/town etc.) of the operational base will be identified along with any other location(s) where short-term inputs may be provided and/or where pilot provinces will be selected.

EXAMPLE: The base of Operation will be Ankara. The main project activities will be carried out mainly in Ankara, while travels throughout pilot provinces might be required. Study tours, trainings, seminars, congresses, meetings etc. are planned to be organized also in EU Member States and EU Candidate and Potential Candidate Countries, if applicable. The project activities will be spread throughout Turkey especially in relation to activities, which will be implemented in pilot provinces, which are defined under section 4.1.2.

5.2. Commencement date & Period of implementation

In this section, indicative start date and total duration of the operation will be identified.

EXAMPLE: The intended start date is <date> and the period of implementation of the contract will be <number> 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

Please use the following standard paragraph from the ToR template.

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

Please read carefully the explanations provided in ToR template and please pay attention the following issues in identification of the key experts;

1. The first task at this section is to identify total number of key experts and their profiles that the operation requires. As stated in the explanations in the ToR template, the number of key experts may be extended up to a maximum of 4 key experts (including Team Leader/TL). However, it is recommended to keep the number of key experts as two or three in order to ease the evaluation process.

2. The second task is to decide the profiles from the following types and categories of experts: Team Leader (TL); Key experts (maximum 3); Senior and Junior non-key experts (NKEs) and then identify their expected qualification, skills and experience;

- Key experts are defined as instrumental in the ToR and they are subject to evaluation as part of the tender based on their CVs and the documentary evidences. Since their CVs will be scored and they play significant roles during the implementation of the operation, identification of their profiles are important for both fair and competitive evaluation and also to work with competent experts during the implementation. It is feasible and effective for each component to have a responsible Key Expert.
- TL: It is recommendable the TL to be responsible for the overall coordination and implementation of the technical assistance contract. In some cases, it is advisable to be a full time - 220 working days per year (excluding national holidays, annual leave, etc.), but in some operations, the TL would be part time.
- Other Key Experts will be identified based on the scope of the project and requirement of the activities/ interventions, such as Training Expert, Employment Expert, Occupational Health and Safety Expert, etc. Please see the examples in the next page

- **Non-Key Expert (NKE)** is the expert who is not defined as instrumental in the ToR and who is approved by the Project Manager[2] by administrative order.
- **Man/days:** It is important for the expert to identify the tasks to be assigned to him/her, as well as expected duration of his/her input (in man-days). These man/days are not included ToR to allow the tenderers propose man/days as part of their strategy; however man/days are foreseen in the estimated budget.
- **The minimum selection criteria** for each expert are extremely important and these criteria should be not too restrictive and not discriminatory. Please note that based on these criteria, during the tender evaluation process, the evaluators will assess the competencies, qualifications, skills and experience of all experts proposed by the bidders based on the following three categories:
    - o Qualifications and skills;
    - o General professional experience;
    - o Specific professional experience.
- Please be sure that the real minimum requirements and the availability of such experts must be considered in the market, both in Turkey and in other countries including the EU. The profile of the 'ideal expert' should not be described as it sets a threshold for acceptance of the offer. Bear in mind that if an expert does not meet the minimum requirements, which are set in the ToR, he/she must be rejected. This means that the entire tender is rejected.

EXAMPLE:

Key expert 1 Team Leader: The expert is proposed to mainly carry out the following (non-exhaustive list) activities:

- To coordinate the overall management and implementation of the operation;
- To be the main contact person for all communication with the relevant institutions/actors including the Beneficiary, the Contracting Authority and target group;
- To ensure timely and best quality submission of all project outputs as required;
- To be responsible for management of the TA team members and allocation of duties among experts for the efficiency and success of the project;
- To prepare tasks/intervention details of NKEs;
- To prepare/revise work plans and implementation schedules for the implementation of the operation.

The Team Leader might be in charge also for the realisation of one (or more) of the project/operation components. For example:

Qualifications and skills:

- University degree in social science, management, economics, public administration, or in the absence of such degree minimum 15 years of professional experience in one of the field;

2 The Project Manager is the Director of DEUFA to represent the CA. The Project Manager will also appoint an expert as the Contract Manager who will be responsible for monitoring the implementation of the project on behalf of the Project Manager and the main contact point of the OS for any communication and correspondence for the implementation aspects of the project.

- Excellent command of written and spoken English
- Full computer literacy
- Master degree, preferably in social sciences or business administration or human resources management, will be an asset.

General professional experience:

- Preferably 7 but a minimum 5 years of professional experience in the area of social sector
- Preferably 10 but a minimum 7 years of experience in project management

Specific professional experience:

- Preferably 7 but a minimum 4 years of experience as team leader and/or managerial position (in the Contractor Side) in implementation of projects,
- Minimum 2 years of experience in the design and/or implementation of capacity building projects,
- Minimum 2 years of experience in the field of social policy.
- Experience in the field of employment policies will be an asset.

Key Expert (Education specialist)

Qualifications and skills

- Bachelor degree in one of the fields of economic, administrative sciences, education or social sciences or in the absence of such a degree minimum 10 years of working experience in one of the fields,
- Excellent command of written and spoken English,
- Full computer literacy,
- Master degree, preferably in the fields of economic, administrative sciences, education or social sciences will be an asset.

General professional experience

- Preferably 5 but a minimum of 2 years of professional working experience in education/training design/ implementation projects.

Specific professional experience

- Preferably 4 but a minimum of 2 years of professional experience in drafting and/or developing and/or contributing and/or implementing of policies, models, tools, programmes in education sector,
- Minimum 2 years of experience in the field of inclusive education with a particular emphasis to early school leaving,
- Minimum 2 years of experience in the field of design/development/implementation of tools of measurement and evaluation in education programmes.

6.1.2. Non-key experts

CVs for the NKEs should not be submitted in the tender, but the tenderers will have to demonstrate in their offers that they have access to the experts with the required profiles along with their expert pools. Due to high competitiveness of the EU market, the tenderers tend to present a rich NKE pool in their offers. Therefore please kindly note during the tender evaluation that proposed NKEs shall only be mobilised during the implementation when they are available and approved by the OB and the DEUFA.

If local expertise is needed.

It is strictly forbidden to make a distinction/discrimination between local, international, EU experts etc. It is only possible to state that the awareness raising/visibility key expert has good knowledge of local language, Turkish, Arabic, etc. shall be listed as an asset.

All experts must be treated equally in terms of access to any function specified in the specific ToR.

6.1.3. Support staff & backstopping

NOTE: Please note that fee rates will cover support staff and backstopping facilities.

Backstopping is defined as the support facilities that the contractor and the team will have during the execution of the contract, including project and financial management, expert mobilisation, organisation and other relevant management related tasks, and sometimes substitute someone in an emergency case. The tenderers have to submit their backstopping capacity as part of their technical offer and the evaluation committee will evaluate and score the subject part.

6.2. Office accommodation

In the base of operation, an office will be required for the TAT and the backstopping team. The OB will choose the relevant option from the ToR template presented below to provide reasonable standard and of approximately 10 square metres for each expert working on the contract of office accommodation.

- Option 1: The office accommodation is to be provided by the contractor (The costs of the office accommodation are to be covered by the fee rates of the budget of the operation.)
- Option 2: The office accommodation is to be provided by the partner country that means the OB will provide the office place.
- Option 3: The office accommodation is to be provided by the contracting authority. This is valid for only exceptional cases.

Office accommodation will include basic equipment such as desks, chairs that will be responsibility of the Contractor.

Costs associated with telecommunications; internet usage are the responsibility of the Contractor.

6.3. Facilities to be provided by the Contractor

This section details the requirements of the facilities under the responsibility of the Contractor in accordance with the requirements of Article 16.5 of the General Conditions of Contract, the Contractor shall, within the fee rates of the experts, provide its staff with all financial and technical means needed to enable them to carry out their tasks described under this contract efficiently, including

EXAMPLE:

- Providing technical experts qualified to implement the tasks defined for each of the projects' activities in accordance with the ToR;
- 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 organisational and logistical arrangements for all experts including per diems 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 OS to ensure the sustainability;
- The Contractor shall provide office and any equipment necessary such as IT equipment, stationary etc. for the successful implementation of the contract.

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

- Office related commodities including office furniture, all logistical support, 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.

6.4. Equipment

EXAMPLE: No equipment is to be purchased as part of this service contract

6.5. Incidental expenditure

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under the contract. It cannot be used for costs that should be covered by the Contractor as part of its fee rates, as defined above.

The total amount of incidentals should be specified and written in the ToR for the fee-based contracts.

EXAMPLE:

- Travel costs and subsistence allowances of the experts for missions outside the normal place of posting, undertaken as part of this contract;
- Subsistence allowances for experts depend on the country where the operation activity will take place. The rates cannot exceed the actual per diem rates identified by the EC and published under the following link:

https://ec.europa.eu/international-partnerships/system/files/per_diem_rates_20191218.pdf

The provisions for incidental expenditure, fixed by the CA, must correspond with the ToR requirements, and must be carefully estimated.

Other headings under the incidental expenditure have to be identified individually for each project, depending on their specific activities.

Please read carefully the explanatory box, provided in ToR template.

NOTES:

- Per diem are daily subsistence allowances that may be reimbursed for missions foreseen in these terms of reference or approved by the Contracting Authority, carried out by the contractor's authorised experts outside the expert's normal place of posting. The per diem is a maximum fixed flat-rate covering daily subsistence costs.

6.6. Lump sums

Fee-based contracts may include activities paid under the basis of lump sums (e.g., of a fee-based contract for training, where the trainings would be paid on a fee-based basis, and where the development of the training material would be paid on a lump sum basis). If activities paid under lump sums are required, please specify and highlight them in this section. Lump sums describe a bulk payment to acquire a group of activities and/or sub-activities, and/or items as opposed to a series of periodic payments.

EXAMPLES:

- Logistical organisation of events (training, study visit, workshop activities, meetings, etc. directly related to the project objectives);
- Visibility materials – (design and production)
- Promotional / audio-visual materials – (design and production)

NOTE: Please note that for the activities to be paid under lump sums, sufficient information should be provided in order service provider to be able to price each activity, i.e., number of participants, location, etc. quality and quantity of materials to be produced, etc.

6.7. Expenditure verification

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

NOTE: Before payments are made for fee-based contracts an external auditor must examine and verify the invoices and the financial reports of the Contractor.

The provision for expenditure verification is fixed from 0,7 to 1% of the total contract amount. It cannot be decreased during execution of the contract.

7. REPORTS

Please review the AD, section 5. Performance/Results Monitoring and Reporting.

7.1. Reporting requirements

All reporting requirements are specified in this section in accordance with Article 26 of the General Conditions. This part is usually drafted as follows:

Name of report	Content	Time of submission
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 achievements including problems encountered and recommendations.	No later than 1 month before 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.

The Inception Report is the first start-up document, which will be prepared by the Contractor to analyse the current situation and adapt the methodology to changing conditions and needs (if applicable) as well as revising the workplan (if deemed necessary). All relevant changes should be justified and presented in the Inception Report. Please kindly note that approval of the Inception Report does not automatically mean that the changes are approved by the OB and CA. Separate procedure will be required for any amendment to the Contract either Administrative Order or Addendum process. Submission time of the Inception Report is proposed as not later than one month, but depending on the nature of the contract, the submission time shall be extended.

Interim reports must be prepared for every six months during the period of implementation of the tasks. Interim reports are not obligatory for contracts of less than 12 months.

The Final Report must be prepared in advance as a draft and within one month of receiving comments on the draft version, the Final Report should be prepared including issues listed in the table above.

Each report (except the Inception) 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. Therefore, Interim and Final Reports should be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the General Conditions. Please note that this part is under the responsibility of the CA. If any other specific reports are needed, please consult the CA.

7.2. Submission & approval of reports

All reports are subject to dissemination to all relevant parties and to approval by the OB and the CA. Therefore; this section will specify the scope and requirements of the Reports along with the approval procedure.

EXAMPLE: 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 are summarised as followed:

Inception Report

Inception Report will provide information on at least the following:

- Clarify specific aspects of the ToR
- Update the organisation and methodology according to the actual situation and the needs;
- Develop detailed work plan and time-schedule of activities, along with planning of resource utilisation of the available man days;

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:

- The progress of the project activities with the descriptions of the main difficulties and the results achieved;
- Assessment of success and major constraints per activity and tasks;
- 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 CA. 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 OB, CA and to the EUD. An electronic copy of each report shall be sent to each of the parties. If requested, Turkish translation limited with the first draft and final version of the reports, will be prepared.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

Under this section, monitoring and evaluation responsibilities are defined along with identification of the project indicators.

Please review the AD, sections 3.1. Planned results and intervention logic (describing causal links between impact, outcome(s) and output(s) and including assumptions), 3.2. Indicative Types of Activities, 3.6. Logical Framework for PROJECT MODALITY and 5. Performance/Results Monitoring and Reporting.

EXAMPLE:

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 the project objectives.

The CA 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 result. All data under the contract will be collected and analysed with a sex-disaggregated approach.

The Contractor will furthermore address the issue of impact evaluation, i.e. contribution or influence of the Project's results towards meeting the overall objective on a sector-wide perspective.

NOTES:

- Compliance with the Strategic Response, priorities of the relevant Window, the EESP SOP (if deemed necessary and the operation is interlinked with the IPA II) and the AD: The project activities should lead to the attainment of the indicators as specified in the Strategic Response and AD. However, other indicators, directly linked to project activities should also be specified. For example, while EESP SOP/Strategic

Response does not set indicators such as number of different types of visibility material, they can be considered as instrumental to the SOP indicator “number of persons accessed through awareness-raising campaigns/events”. However, if project includes elaboration of visibility materials, the type and quantity of these materials should be specified as indicators.

- Qualitative or quantitative indicators: Indicators shall be either quantitative which means measuring quantity, including statistical statements; or qualitative: judgements and perception derived from subjective analysis. Regarding quantitative indicators, they should be measurable and should answer to the question of ‘How much?’ ‘How many?’ ‘How often things happen?’) and should also represent the products and outcome of the activities of the operation.
- Identification of the indicators at all levels: The indicators should be identified at all levels of the intervention logic of logical framework matrix,
  - o Overall objective (impact) level,
  - o Specific objective (outcome) level,
  - o Output (activities) level.
- Each activity/intervention should have at least one indicator! It is strongly recommended not to specify two (or more interlinked) indicators for each activity, since the relevant indicators “services and trainings for target groups” and “trainings for the staff of relevant actors” are measured with quantitatively, i.e. If it is foreseen 10 trainings to be conducted with indicative participation of 20 trainees, the project indicator should be “10 trainings organised” with “200 people trained”.
- Identification of baseline value, milestone and target value: Quantitative and/or qualitative indicators should be clear to measure the achievement of the corresponding expected result (i.e. outputs, outcomes, impacts). Therefore, the indicators should be formulated in a way of identification of baseline value, milestone and target values, including reference year. These values are not necessary to write at the ToR, but they are important to review the Logical Framework matrices attached to the technical offers by the Contractors.
- Identification of sources and means of verification: When the indicators are selected, it is also recommended to consider the appropriate source of verification evidence for each indicator (the source of verification). Again same as above, they are not necessary to write at the ToR, but they are important to review the Logical Framework matrices attached to the technical offers by the Contractors.

Proper definition of project indicators is very important, as later the project indicators will be used to assess the progress made within the implementation of the service contract and the results achieved after the implementation of the contract.

8.2. Special requirements

If applicable, any special requirement will be elaborated under this section.

EXAMPLE:

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

The Contractor should monitor and report the indicators for this project based on gender breakage.

9. PUBLICITY AND VISIBILITY

Publicity and visibility requirements should be specified in this section.

The standard text, which will be provided by the CA, should be inserted here to highlight that the Contractor shall take all necessary measures to publicise the fact that the European Community has financed the Program.

All projects /contract implemented under this programme shall comply with the Visibility rules for European Commission Projects in Turkey published by the EU Delegation to Turkey, at

https://www.avrupa.info.tr/en/learn-about-eu-visibility-guidelines-16

1.3. Identification of the project budget

ToR preparation process requires drafting a project budget which is expected to be simultaneously started. The issues listed below will provide some guidance on how to estimate the project budget for service (technical assistance) project. For the detail calculation of the budget breakdown, the OB is invited to consult the procurement experts of the CA.

First, there is a need to clarify whether the project is going to be implemented by a fee-based or global price service contract.

1.3.1. Budgeting the fee-based service contracts

Fee-based activities are technical assistance, consultations, on the job trainings, elaborations of feasibility studies, technical studies, evaluations, audits, etc. where

- scope cannot be easily described in details; or
- the outputs of the services are unpredictable; or
- the workload to achieve the specified output is difficult to quantify in advance.

Therefore, the services are provided on the basis of a fixed daily fee rate for the expert days. Furthermore the budget consists of a fixed provision for incidental expenditures, which covers all actual expenses incurred by the Contractor which are not included in the fees, lump sums (optional) and expenditure verification (for auditor conducting verification of project expenditures).

The budget template of the fee-based service contracts (Annex B8i2) Budget breakdown for a fee-based contract may be downloaded from:

https://ec.europa.eu/europeaid/prag/document.do?nodeNumber=3.7

http://ec.europa.eu/europeaid/prag/annexes.do;JSESSIONID_PUBLIC=GzxgEYMggsj8G5o7rN9Nved7vZbAV6PpaU1MBnD3hZDiZaN7ysz7!-194138927?chapterTitleCode=B

- Fees of the experts

The fee-based service contract budget planning method is presented below;

A. Identification of profiles and numbers of the (key) experts: First of all, there is a need to identify how many and what kind of experts the project will need. It is possible to choose from the following types and categories of experts: Team Leader; Key experts (max. 3); Senior and Junior NKEs.

- Key Experts: Experts, are defined as instrumental in the ToR and their inputs to the implementation of the technical assistance project over the implementation period of the contract and whose contribution to the achievement of activities are considered as 'key experts'.
- NKEs: Experts, who are not defined as instrumental in the ToR and their inputs to the implementation of the technical assistance project over the implementation period of the contract, are considered as 'non-key experts' (Senior and Junior).

B. Calculation of total inputs (working days) for the key experts: It is important for the expert to identify the tasks to be assigned to him/her, as well as expected duration of his/her input (in man-days).

As next the required input, in terms of working days over the duration of the contact, of each type and category of experts has to be identified.

Based on the foreseen workload and tasks to be implemented by the TL and the key experts, there is a need to make estimation for their required input over the implementation period of the contract.

It is recommendable that the TL to be responsible for the overall co-ordination and implementation of the technical assistance contract, thus it's preferable in some projects depending on nature to be a full time - 220 working days per year (National holidays, annual leave, etc. are not considered as working days). One working month is generally calculated as 20-22 working days. Therefore the yearly input of a full time key expert can also be calculated as 200-220 working days/calendar year (official holidays and the annual leave entitlement of a full time expert shall be entitle).

Key experts shall be either full time or part time; depending on their required input over the implementation period of the contract. Key experts, whose input is less than 200 working days/calendar year can be considered as part time.

C. Calculation of total inputs (working days) for the NKEs: After identification of the required input from key experts, there is also a need to make estimation for the required total input for senior and junior NKEs. This can be estimated based on the workload and tasks, which will not be covered by key experts.

In order to estimate the indicative expert's input, it is recommended to review similar type of activities in similar projects.

D. Calculation of total inputs (working days) for all key experts and NKEs: After identification of estimated input required for each type and category of experts, it is possible to make an estimation for the budget required to implement the contract.

Based on the estimated number of working days for each type and category of experts multiplied with the relevant estimated fee rates, it is possible to calculate the estimated fee budget.

The Fee rates will include also overheads, which are:

- Administrative costs of employing the relevant experts, such as relocation and repatriation expenses, accommodation, expatriation allowances, leave, medical insurance and other employment benefits accorded to the experts;
- Costs related to the project office including running costs and insurance; and also in some cases the renting of an office may be required, which may lead to the increasing of the indicative Fees provided in the template)
- Costs related to the project director and the project administrative and support staff including interpretation and translation costs related to experts;
- Costs related to office equipment and their maintenance;
- Financial charges related to the implementation of the contract.

NOTES: With regard to the budget estimation of the fee-based contracts, it is recommended to use the working tool (template for calculation of the budget of the service contracts), elaborated by the CA (electronic format), based on the standard PRAG Budget template, written below.

https://ec.europa.eu/europeaid/prag/document.do?nodeNumber=3.7

The estimated number of working days shall be inserted for each type and category of experts into the second column of the above mentioned table.

- Incidental expenditure

As a next step, the provision of incidental expenditure will have to be estimated.

Please see page 43-44 of the definition of incidental expenditure, as briefly specified as *"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."*

Under incidental expenditures, usually it is typically foreseen

- Travel costs and subsistence allowances for missions, outside the normal place of posting, undertaken as part of the contract.
- Travel and accommodation for contractor's staff, Beneficiary's staff, as well as target groups' experts taking part in activity at place, different to their normal place of posting / working.

- Per diem are daily subsistence allowances that may be reimbursed for missions foreseen in these terms of reference or approved by the Contracting Authority. The rates cannot exceed the actual per diem rates identified by the EC and published under the following link, as previously mentioned

https://ec.europa.eu/international-partnerships/system/files/per_diem_rates_20191218.pdf

The Per-diem for Turkey has two different rates, one for Istanbul and one for the other provinces,

The indicative prices of domestic and international flights are also specified in Working tool (Template for calculation of the Budget of the Service contracts), elaborated by the CA.

The other headings under the incidental expenditure have to be identified individually for each intervention, depending on their specific activities.

It is very important to carefully estimate the activities of the operation and list all necessary, direct and eligible expenses that will occur during the implementation of the contract. The headings under the incidental expenditure have to be identified individually for each operation, depending on their specific nature of activities.

Regarding other costs (for instance, publication of an advertisement, etc.), there is also need to carry out a preliminary market research along with asking for dummy offers, searching for prices on web sites or in catalogues and finalisation of a realistic and feasible estimation.

- Lump sum

Fee-based contracts may include activities paid under the basis of lump sums. i.e.

- design and production of promotion and visibility materials;
- organization and logistic of events (workshops, conferences etc.);
- training, seminars etc.

It is recommended to provide maximum details in order the service provider to be able correctly to estimate costs under the lump sum activity.

Please also note that some activities could be budgeted under different budget lines. Please carefully plan them depending on the specificity of the activity.

EXAMPLE: TRAINING

- Option 1 – trainings in Ankara with participants from Ankara:
  - o Fees of the expert (for preparation, delivery of training and reporting) plus lump sum that included logistic of the event, reproduction of training materials, etc.
- Option 2 – trainings out of Ankara with participants from Ankara or trainings in Ankara with participants out of Ankara:
  - o Fees of the expert (for preparation, delivery of training and reporting) plus incidental, that covers logistic of the event, reproduction of training materials, transport and accommodation for participants, translation

/ interpretation if needed etc. (in case you cannot specify in advance transport and accommodation needed for participants).

- Expenditure verification

As the final step, there is a need to make an estimation for provision for expenditure verification that is the cost of the auditor. It will depend on the contract amount to be verified. The provision for expenditure verification is fixed from 0,7 to 1% of the total contract amount.

1.3.2. Budget of the global price service contracts

In case of global price service contact, the specified outputs have to be clearly defined. The service will be paid on the basis of the delivery of the specified outputs. Thus, the global price may be composed of the prices of each specified output.

The budget template of the global price service contracts (Annex B8i1) Budget breakdown for a global price contract may be downloaded from:

https://ec.europa.eu/europeaid/prag/document.do?nodeNumber=3.7

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If a ToR of either fee-based or global price service contract will be prepared, a detailed budget planning is also required during the AD preparation process, in order to justify the cost of the service component.

2. Guidance and basic instructions for ToR template

The following issues will be taken into account while drafting the ToR;

- The content of the ToR (all titles of sections and sub-sections) must be kept. Neither title nor sections shall be removed. All paragraphs in white must be kept.
- All yellow parts in the standard template are written to support you in elaborating relevant section. In the final version of ToR, please remember to delete these yellow guidelines.
- All suggestions / options from the standard template (in grey) are to be used as relevant to the ToR.
- Special comments on global-price contracting are presented separately.
- Majority of the background information in the ToR is already elaborated in the AD. However, it is recommended that special care is taken over describing sections 1.3, 1.4 and 1.5 of the ToR since information from the AD could be modified in the time between the drafting of the AD and the launching of the tender / preparation of ToR. For this reason, it is important to update all background information when preparing the ToR.

3. Checklist for drafting the ToR

Terms of Reference Quality - CHECKLIST

Operation Code	…………………………	…………………………	Commenting Cycle by the CA	1
Operation Title	…………………………………………………..			

#	Items to be checked* If answer is no, please fill in the comment section.	Head of OB Yes	 No	 N/A
1.1.	The document is prepared in line with the format and instructions of the applicable template of PRAG (the most recent version)? *Comment:*	▯	▯	▯
1.2.	The content of the document is fully in line with the approved Strategic Response / AD? The overall objective and the specific objectives are the same with the AD. *Comment:*	▯	▯	▯
1.3.	A detailed description for the operation, list of tasks to be undertaken by the Contractor to provide services, and outputs to achieve the contract results provided? *Comment:*	▯	▯	▯
1.4.	The logistic details of the events are given at least indicatively in a clear manner including the following aspects; • Number of participants • Location • Venue • Duration • Number of participants requiring accommodation • Number of participants requiring international travel • Number of participants requiring intercity travel *Comment:*	▯	▯	▯
1.5.	The outputs are defined in a clear manner? *Comment:*	▯	▯	▯
1.6.	Description of any technical report requested within the frame of an activity or as an output should include such elements as the content, language, and submission time, comment/revision periods. *Comment:*	▯	▯	▯

1.7.	Indicators are provided as detailed to measure progress, outputs, outcomes and impacts during the operation implementation and to constitute a basis for future evaluation of the operation? *Comment:*	☐	☐	☐
1.8.	The information given in the ToR is up-to-date and involve the sources of the information provided? All information in the documents is coherent and consistent? *Comment:*	☐	☐	☐
1.9.	İhale Şartnamesinde verilen bilgi günceldir ve paylaşılan bilgilerin kaynaklarını da içermektedir. Belgede paylaşılan tüm bilgiler tutarlı ve uyumludur. *Comment:*	☐	☐	☐
1.10.	Description of the cost items in ToR are detailed to identify the relevant costs which should be considered within the financial offer of the Contractor and other sources? (Cost items are exclusively defined across the relevant sections such as • Facilities to be provided by the Contractor; • Incidental expenditure; • Lump sums; • Facilities to be provided by the other parties as appropriate.). *Comment:*	☐	☐	☐
#	Items to be checked* If answer is no, please fill in the comment section.	Yes	No	N/A
2.	**Cost Estimation (Budget)**			
2.1.	An activity based “Cost Estimation” is prepared in detail showing the calculations of cost elements for each activity? *Comment:*	☐	☐	☐
2.2.	The cost estimation include indicatively the following headings; • Item number of the activity • Name of the activity • Cost items (e.g., expert fee, rent of venue, accommodation, materials etc.) • Units (e.g., per day, per person, per travel etc.) • Quantities • Unit costs (EUR) • Total costs for each budgetary item • Explanation of each budget item *Comment:*	☐	☐	☐

2.3.	Total costs are automatically calculated via formula in an electronic spreadsheet (e.g., Excel worksheet) which is available upon request? *Comment:*	☐	☐	☐
2.4.	Cost items are consistent with the ToR? *Comment:*	☐	☐	☐
2.5.	Costs items are eligible according to the PRAG? *Comment:*	☐	☐	☐
2.6.	Costs are calculated according to real market prices and include all associated cost for realization of activities (e.g., hire/rent costs, insurance costs, reasonable profit margin of the Contractor etc.)? *Comment:*	☐	☐	☐
2.7.	Costs are calculated in accordance with tax exemption rules and in EURO? *Comment:*	☐	☐	☐
3.	**Other Requirements**			
3.1.	Any deviation/non-standard aspect clearly indicated and justified within a separate document? *Comment:*	☐	☐	☐
3.2.	All persons involved in preparation of technical documents signed a Declaration of Objectivity and Confidentiality. The list of persons and their declarations are submitted? *Comment:*	☐	☐	☐

4. Relevant links and documents

Please use the following inclusive but not an exhaustive list of documents in drafting the ToR;

Relevant Links

http://www.ikg.gov.tr/

http://www.ikg.gov.tr/ipa/e-sources/?lang=en

https://ec.europa.eu/neighbourhood-enlargement/countries/detailed-country-information/turkey_en

https://eeas.europa.eu/delegations/49962/about-eu-delegation-turkey_en

https://ab.gov.tr/_8.html

https://www.myk.gov.tr/index.php/tr/avrupa-yeterlilikler-cercevesi http://www.hayatboyuogrenme.gov.tr/

http://hayatboyu.meb.gov.tr/en/training-materials/

National Policy Papers and Documents

- 11th National Development Plan

  http://onbirinciplan.gov.tr/

- Country Strategy Paper

  https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180817-revised-indicative-strategy-paper-2014-2020-for-turkey.pdf

- Employment, Education and Social Policies Sectoral Operational Programme (EESP SOP) – http://www.ikg.gov.tr/wp-content/uploads/pdf/24032017_IESP_SOP.pdf (TR) / http://www.ikg.gov.tr/wp-content/uploads/pdf/24032017_EESP_SOP.pdf (EN) (under revision)

- National Action Plan on Combating Violence against Women 2016-2020

  https://rm.coe.int/annex-4-national-action-plan-vaw/16807bf41f

- National Employment Strategy, 2014 - 2023

  https://pdfslide.net/documents/national-employment-strategy-uis-the-national-employment-strategy-of-turkey.html

- Strategic Plans of the Ministries and Institutions

Global and EU Policy Papers and Documents

- Commission Staff Working Document Turkey 2019 Report

https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20190529-turkey-report.pdf

- Council of Europe Gender Equality Strategies

  https://www.coe.int/en/web/genderequality/gender-equality-strategy

- EC Key Competences for Life Long Learning

  https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52018SC0014&from=EN

- EU Enlargement Strategy – Enlargement Strategy and Main Challenges paper (2014-2015)

  https://ab.gov.tr/49348_en.html

- EU Framework for National Roma Integration Strategies

  https://ec.europa.eu/info/policies/justice-and-fundamental-rights/combatting-discrimination/roma-and-eu/roma-integration-eu_en

- EU Gender Equality Strategy 2020-2025

  https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en

- EU Gender Action Plan III, An Ambitious Agenda For Gender Equality and Women's Empowerment in EU External Action, November 2020

  https://ec.europa.eu/international-partnerships/system/files/join-2020-17-final_en.pdf

- EU Guidelines for the Promotion and Protection of the Rights of the Child (2017) Leave no child behind

  https://eeas.europa.eu/sites/eeas/files/eu_guidelines_rights_of_child.pdf

- Europe 2020 Strategy

  https://ec.europa.eu/eu2020/pdf/COMPLET%20EN%20BARROSO%20%20%20007%20-%20Europe%20 2020%20-%20EN%20version.pdf

- Europe 2020 Strategy and Flagship Initiative

  https://ec.europa.eu/social/main.jsp?langId=en&catId=750

- European Parliament resolution of 9 October 2008 on promoting social inclusion and combating poverty, including child poverty, in the EU (2008/2034(INI))

  csdle.lex.unict.it/docs/labourweb/2010C-9-E02-Resolution-of-9-October-2008-on-promoting-social-inclusion-and-combating-poverty-includi/2881.aspx

- European Social Charter

https://www.coe.int/en/web/european-social-charter

- International Covenant on Economic, Social and Cultural Rights

  https://www.ohchr.org/EN/ProfessionalInterest/Pages/CESCR.aspx

- Lisbon Strategy

  https://www.europarl.europa.eu/summits/lis1_en.htm

- Promoting Inclusion through Social Protection Report on the World Social Situation 2018

  https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2018/07/1-1.pdf

- UN Convention on the Rights of Persons with Disabilities

  https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html

- UN Declaration of the Rights of the Child (Universal Declaration of the Rights of the Child)

  http://www.cirp.org/library/ethics/UN-declaration/

- UNDP Gender Equality Strategy 2018-2021

  https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/undp-gender-equality-strategy-2018-2021.html

- UN Sustainable Development Goals

  https://www.un.org/sustainabledevelopment/sustainable-development-goals/

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