

Country: Turkey  
Project Document

Project Title

IBM Corporate Service Corps (CSC) Program In Turkey

UNDAF Outcome(s):

Outcome 1: By 2010 Strengthened individual and institutional capacity for both democratic and environmental governance at local and central levels.

Expected CP Outcome(s):

(Those linked to the project and extracted from the CPAP)

1.1 Increased individual, collective and institutional capacity for participation at all levels of decision-making.

Expected Output(s):

(Those that will result from the project and extracted from the CPAP)

1.1.3 Mentioning the achievement target of enhancement of access to information and participation through effective utilization and diffusion of ICT technologies for both men and women.

Implementing Partner:

Private Sector Volunteers Association (PSVA)

Responsible Parties:

Private Sector Volunteers Association (PSVA)

UNDP, DOT

**Brief Description**

IBM has developed a new employee leadership initiative called the Corporate Service Corps (CSC). The CSC initiative will gather teams of IBM volunteer executives, drawn from different countries and business units and place them in six priority emerging markets to tackle important social and economic issues in collaboration with NGO partners around the world.

Digital Opportunity Trust (DOT) has been selected to implement the CSC program in Turkey which will consist of four deployments of CSC executives (32 in total) in the first phase. Working in partnership with the UNDP, DOT will select cities and host partner organizations from the public, private, academe and NGO sectors and develop assignments for the CSC leaders that contribute to economic and social development in Turkey.

Programme Period: 2008-2009  
Key Result Area (Strategic Plan): Citizens' participation, especially of vulnerable groups, in policy dialogue increased through enhanced access to information

Atlas Award ID: \_\_\_\_\_

Start date: August 1st, 2008  
End Date: June 30, 2009  
LPAC Meeting Date: 23 July 2008

Management Arrangements

2008 AWP budget: USD 265,013

Total resources required: USD 265,013

Total allocated resources: USD 265,013

• IBM/DOT: USD 220,553  
Government (SPO): USD 44,460

Unfunded budget:

In-kind Contributions  
GMS 5%: USD 11,028

Agreed by Government of Turkey:

H. Avni AKSOY  
Head of Department  
Multilateral Economic Affairs

Ankara  
05 Ocak 2009

Agreed by UNDP:

Wluka Richardson, Grolinski RR 91. 14/01/2009

Agreed by (Implementing Partner):

## I. Annual Work Plan

<b>Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target: Citizens' participation, especially of vulnerable groups, in policy dialogue increased through enhanced access to information</b> <b>Applicable MYFF Service Line: 2.5. E-governance and access to information</b>			
<b>Project title and ID: IBM Corporate Service Corps (CSC) Program In Turkey</b>			
Intended Outputs	Output Targets	Indicative Activities	Inputs & Costs (USD)
To empower disadvantaged community members and small businesses by facilitating access to ICT services and providing ICT-enabled 21 <sup>st</sup> century business and management training in Turkey	Improved local competence and systems on 1) local governance and community economic development; 2) private-public-NGO collaborations to support economic and social development; 3) entrepreneurship and small business support and training; 4) micro-finance; 5) assignments that involve some aspect of digital development; 6) gender mainstreaming into programming	1) Assignment of IBM Service Corps 2) Monitoring 3) Translation/Interpretation 4) Project Personnel	Round trip, airline tickets & visas: 24,000
			In-country ground transportation 28,100
			Accommodation & Food 138,885
			Translation/Interpreters 12,500
			Project Manager 45,000
			Audit 5,500
			GMS Fee over DOT/IBM's contribution 11,028
		TOTAL	265,013

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## II. Management Arrangements

### A. Stakeholders/ Institutional Framework:

DOT and UNDP have selected Mersin as the location for the first two deployments of the CSC Program in Turkey based on progressive local leadership of the Chamber of Commerce (MTSO) and Industry and 1) Mersin's new Regional Innovation Strategy; 2) Mersin Technopark; 3) Regional (Cukurova Development Agency)

CSC program assignments will be directly linked to the Regional Innovation Strategy (RIS) and mission and objectives of MTSO and Technopark in order to support the current and future development plans of Mersin and the region.

IBM CSC Program Leaders will work on assignments that focus on:

- development of high-level strategic action plans (and associated technology platforms) for priority sectors identified by Mersin (I.e. Logistics, Tourism, Agri-Food)
- development of academia-business-community networks (including development of an innovative Business Angel Network and commercially viable Consulting and Business Service Unit within the Office of Innovation and Technology Transfer at Mersin University) to promote economic development in the region and attract foreign investment
- delivery of training to potential entrepreneurs/small business active in the Technopark and priority sectors

Locations and scope of work for the subsequent two deployments of IBM CSC Leaders will be determined jointly by DOT and UNDP in the last quarter of 2008.

#### a) Mersin Chamber of Commerce and Mersin Technopark

**Mersin Chamber of Commerce and Industry (MTSO)** founded in 1886, is one of the Turkey's oldest chambers. The Chamber has almost 17.600 registered members by the year 2005. [www.mtso.org.tr](http://www.mtso.org.tr)

In addition to the routine functions that are required by law Mersin Chamber of Commerce and Industry carries out activities in order to;

- achieve industrial and commercial development of the province by integration of its members to the world economy,
- develop projects in co-ordination with public organisations and NGOs.

Mersin Chamber of Commerce and Industry has been involving in various EU Projects such as;

- Mosaic project about cultural heritage,
- MEGEP project for developing vocational training in Tourism,
- ISKUR Project for developing vocational training for Roman citizens,
- Regional Innovation Strategies Project under 6th Framework Programme [www.ris-mersin.info](http://www.ris-mersin.info)
- Entrepreneur33 Project for supporting the young innovative entrepreneurs with a special training programme [www.qirisimci33.info](http://www.qirisimci33.info)

**Mersin Technology Development Zone (Technoscope)** was established in 2005 and is a member of the International Association of Science Parks (IASP). The mission of Technoscope is to support innovative ideas and technology development on a regional and national scale and to position Mersin (and region) to compete in the global arena.

The goal of Technoscope is to stimulate and manage the flow of knowledge and technology amongst universities, R&D institutions, companies and markets in Mersin (and the region). The

objective it is to attract large-scale companies using technology and companies in the agriculture, food, chemistry, electronics, ICT, nanotechnology, energy and environmental sectors.

Technoscope has been set up as a business centre providing infrastructure for various R&D practices and is located in two different campuses: 1) Mersin-Tarsus Organized Industrial Zone; 2) Mersin University. Technoscope works in close collaboration with MTSO and both organizations will be working together and acting as key host organizations for the first and second deployments of IBM CSC program leaders in Mersin.

Specifically, MTSO and TechnoPark will be responsible for: 1) developing detailed Statements of Work (SOW) for the IBM CSC Program Leaders; 2) providing workspace and hosting the IBM leaders during their 4 week assignment in Mersin; 3) developing a socio-cultural program for IBM Leaders; 4) arranging program logistics in Mersin (including interpreters as required and; 5) arranging opportunities for IBM leaders to make presentations to local schools, community groups, business associations and to participate in PR/media events related to the CSC program.

### **b) Mersin Regional Innovation Strategy**

As indicated above, the CSC program assignments will be developed within the context of the Regional Innovation Strategy (RIS) of Mersin ([www.ris-mersin.info](http://www.ris-mersin.info)), thus ensuring that the CSC program operates in a sustainable framework and contributes to regional priorities and plans.

The RIS is the first and only Regional Innovation Strategy in Turkey and is co-financed by the European Commission under the Sixth Framework Programme. With the RIS project, Mersin has become a member of the Innovating Regions in Europe (IRE) network. The IRE network was created by the European Commission in the mid-1990s. Its aim is to facilitate exchange of experience and good practice among European regions that are enhancing their capacity to support innovation and competitiveness among regional firms through the development and implementation of regional innovation strategies and schemes. RIS projects provide IRE regions with a unique, tried-and-tested approach to the promotion of innovation.

The Mersin RIS initiative is being implemented with the leadership of the Governorship of Mersin and by a consortium formed by METUTECH, the Mersin Chamber of Commerce and Industry, the Mersin University, the Mersin-Tarsus Organized Industry Zone and BIC of EPIRUS-Greece. The project was developed and managed by the Steering Committee chaired by the Governor, and formed by the all partners and other key actors of the region.

### **c) Cukurova Development Agency (CKA)**

The area of CKA comprises Adana and Mersin, the two provinces of the Eastern Mediterranean with a total population of approximately 3.5 million inhabitants. The Cukurova region is strategically positioned between Europe and the Middle East and possesses key development assets such as: climate, developed infrastructure, three universities, research institutes, modern ports, free trade zones, technology development zones and organized industrial zones.

Cukurova Development Agency (CKA) is one of the first two pilot agencies for regional development in Turkey. The agency has adopted the vision that **Cukurova will be the heart of the Eastern Mediterranean**- an entirely developed region with its urban and rural areas; competitive in fields of agriculture, industry, tourism, logistics and energy; the gateway of Turkey to the world with its harbour and its free trade zones.

The mission of CKA is to stimulate local/regional development by maximizing current and planned development potential. The Agency will provide assistance to the entrepreneurs and investors in Cukurova region and promote the business and investment opportunities of the region. The Agency comprises membership from private, public sectors and civil society sectors and aims to foster the cooperation among them. CKA will promote business and investment opportunities in the region and follow up and finalize permits and licensing for investment purposes in addition to coordinating the assessment of EU and international funds, establishing a database.

It is anticipated that CKA will work in cooperation with MTSO and Technopark on relevant IBM CSC program assignments in Mersin that have a regional scope.

#### d) Digital Opportunity Trust (DOT)

DOT is an international NGO (Canadian-based) with a mission to connect people with technology; to build human capacity and provide the tools to promote community-led economic and social development. Combining the power of people, technology and innovative community solutions, DOT programs stimulate economic opportunity and 21st century workforce development. Our pioneering ICT-for-Development (ICT4D) capacity building program harnesses the energy and dynamism of youth as a channel to catalyze change and deliver 21st century ICT, business and management skills in their local communities.

DOT's founding sponsors are the Canadian International Development Agency (CIDA) and the Cisco Systems Foundation. DOT was initially launched in the Middle East in 2002 with UNESCO, USAID, Microsoft, and the Governments of Jordan, Egypt and Lebanon joining our global partnership. Working with small-to-medium enterprises, DOT interns have helped local entrepreneurs in Jordan, Egypt and Lebanon to integrate ICT into their business processes. In 2005, DOT was awarded a grant from CIDA to launch a major expansion of its program into Africa to help disadvantaged community members to improve their work skills, develop entrepreneurial businesses and increase their access to economic opportunity. DOT programs have now been launched in Kenya, Ethiopia and planning is underway in Rwanda. DOT is also actively engaged in the Katrina renewal program in Mississippi and Louisiana as a lead partner in the 21<sup>st</sup> Century Education Initiative.

Over the past five years, DOT has achieved proof-of-concept in its ICT4D locally driven methodology and has become recognized as an international best practice example. DOT has trained more than 415 young ICT leaders, who in turn have facilitated ICT and economic and education capacity building skills in more than 7,000 community participants around the world. DOT's experience in Lebanon, Egypt, Jordan, Ethiopia and Kenya, demonstrate that our approach is robust, valued, scalable, and effective across cultures.

As part of its 2010 Scale Strategy, DOT is expanding its operations to focus on Southern and Eastern Europe and the Caucasus region. Acknowledging Turkey's regional prominence, top-tier emerging market economy status and dynamic young population, DOT established a satellite office in Istanbul in 2005. Turkey will be the hub for expansion of DOT's operations in the region.

Building on DOT's experience in the Middle East, and acknowledging Turkey's emerging role as a regional centre for business and investment, ***DOT Turkey will use a Connected Communities and Business model*** to develop an innovative, performance-driven approach to 21st century community economic development.

#### e) UNDP Turkey:

*UNDP Country Cooperation Framework (CCF):* CCF (2006-2010) identifies Governance and Decentralization as one of the two main cooperation areas of UNDP in Turkey with particular focus on promoting transparency, efficiency and effectiveness of public sector services and underlines the importance of ICT as a major tool to foster good governance.

The 2006-2010 country programme aims to support the multiple social and economic reforms and national development priorities in line with EU accession and in support of UNDAF outcomes, specifically, focusing on "capacity development for democratic governance" as one of the three key issues.

*The UN Development Assistant Framework (UNDAF) Turkey (2006-2010):* also highlights the importance of ICT for development in the country program output 1.1.3 mentioning the achievement target of the enhancement of access to information and participation through effective utilization and diffusion of ICT technologies for both men and women.

In addition, due to high importance of the matter, the theme for the National Human Development Report (NHDR) of Turkey for 2004 was chosen as "ICT and Human Development." The NHDR highlights the key role that ICT can play as an effective tool in helping to achieve Turkey's development goals, and to help inform the process of strengthening the role of ICT in a manner that fosters an open information society. The analysis in the report identifies entry points for ICT to bridge the digital divide in Turkey and opportunities that ICT can bring to Turkey's advancement of democratic governance, poverty reduction, and a strengthened education system.

UNDP Turkey has assumed a leading role in the implementation of several ICT for development initiatives in Turkey, in partnership with various Turkish NGOs, the Turkish government and international IT companies.

In addition, UNDP is implementing the Local Agenda 21 Program in Turkey, launched in 1997. Mersin is an early member of the Local Agenda 21 Program and has also joined the nation-wide campaign, "Our City Supports the Millennium Development Goals", with the following objectives:

- Launch a specific and focused campaign to raise the awareness on the MDGs and to promote their increased visibility and coverage in national and local TVs & media,
- Increase the general awareness of the MDGs by local authorities, and ensure their pertinent commitment (including the allocation of appropriate budgetary funds and the integration of MDGs in their strategic plans and programs).

In this context, UNDP has targeted the formal endorsement of the MDGs by the decision-making organs of at least 200 local authorities by the end of the year 2008 in order to:

- integrate and internalize the MDGs within the broad spectrum of participatory mechanisms and processes developed within the context of the Turkey Local Agenda 21 Program,
- enlarge the campaign as to promote increased ownership of, and support to the MDGs by the Grand National Assembly of Turkey and the central government organizations,
- establish concrete and mutually-supportive linkages between the processes of localizing the MDGs with Turkey's accession to the European Union.

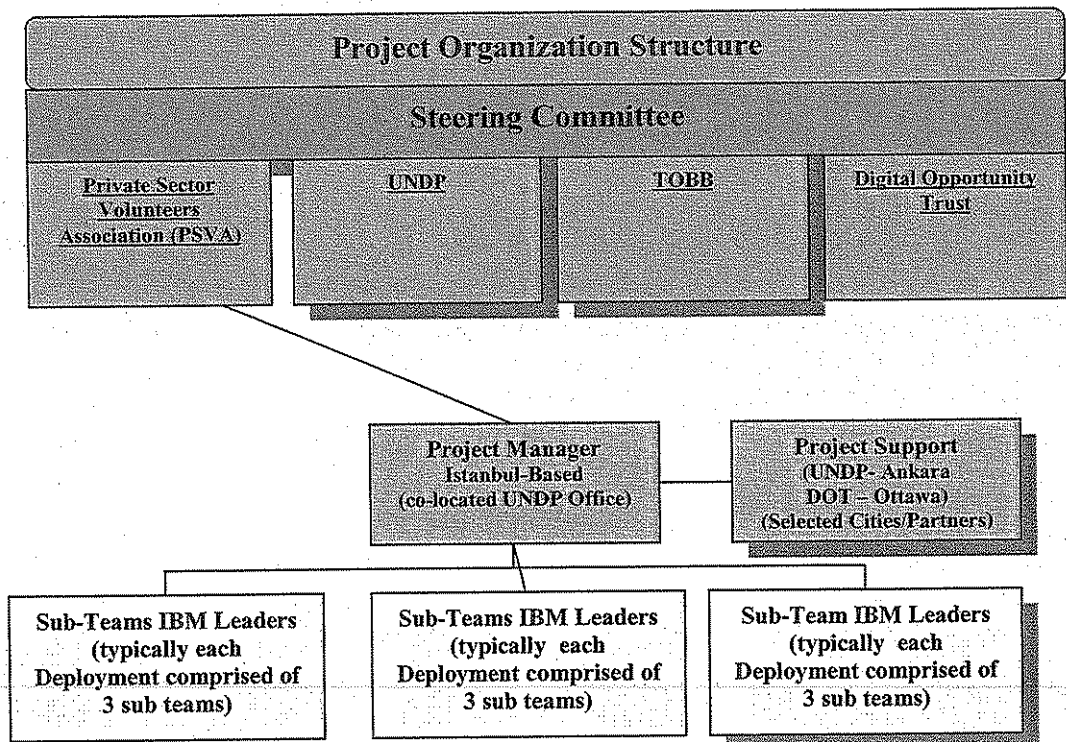
Furthermore, the Mersin Chamber of Commerce and Industry (MTSO) is one of 10 local chambers that were awarded funds by the TOBB-UNDP MDG Fund for the Mersin "Yenilikçi ve Üretken Kadınlar olmak" project within the framework of the 4th phase of the LA 21 program, "Localising the MDGs through the LA 21 Governance Network in Turkey"

This fund is unique and represents an important step by TOBB who has joined the UNDP and the Local Agenda 21 family in support of Turkey's Millennium Development Goals. The objective is to engage the private sector – through the leadership of TOBB- in making the Millennium Development Goals a reality in the lives of all of Turkey's citizens. In particular, it aims to demonstrate that partnerships between local authorities, businesses and civil society can and will result in sustainable developmental gains for people and the private sector, mutually beneficial to consumers and enterprises alike.

#### **f) Other Turkish Local Partners and Organizations**

As indicated above, Locations and scope of work for the subsequent two deployments of IBM CSC Leaders in 2009 will be determined jointly by DOT and UNDP in the last quarter of 2008. It is expected that UNDP and DOT will select the subsequent locations/partner organizations from within the LA 21 framework (and specifically TOBB-UNDP MDG initiative).

## g) Project Organisation Structure and Roles and Responsibilities



### Executing Agency

The project will be executed by Private Sector Volunteers Association (PSVA), in partnership with DOT (Digital Opportunity Trust) and UNDP Turkey CO. PSVA will carry out administrative, technical, financial and secretarial functions in partnership with UNDP. The State Planning Organization, PSVA, DOT (through the Regional Executive) and UNDP Turkey CO (through Private Sector Programme Manager) will serve as the Steering Committee for the project.

PSVA and UNDP will jointly recruit a local Project Manager who will be responsible for day-to-day management and implementation of project activities. The Project Manager will also be responsible for the provision of technical and administrative services and will manage project support provided by a UNDP CO (in Ankara and Private Sector Project Office in Istanbul) and DOT's Executive Assistant (Ottawa-based). Please see Annex II for the Terms of Reference (TORs) for the Project Manager.

A general overview of project management responsibilities is outlined below. As indicated above, the Project Manager will lead the implementation of the program, guided by the Executive Committee and supported by UNDP and DOT personnel in Ankara and Ottawa.

### Program Identification and Team Placement (DOT, UNDP, PSVA, Project Manager)

This Project will provide opportunities for 4 teams of approximately 8 IBM Leaders (32 in total) to undertake specific 4 week assignments in Turkey over a 12 month period (July 2008 – June 30, 2009). Assignments will occur during a mutually agreed upon timeline commencing with an October 2008 deployment of the first group of IBM volunteers and three subsequent deployments between January and July 2009.



PSVA/DOT/UNDP will identify opportunities for IBM Leaders in priority program areas identified in Section III. For each assignment, a Statement of Work will be developed for the team that will detail:

- Overview of the assignment and rationale for request
- Duration and timeline for key activities of the assignment
- Qualifications of requested consultants, and composition of the team
- Project logistics including overseas and in-country travel and accommodation
- Deliverables—services and outputs needed.

The Statement(s) of Work will include information on the suggested pre and post service experience, security plan (as required) and reporting plan.

Once an opportunity for assistance has been identified, IBM Foundation or designated individual will identify the most suited Corporate Service Corps volunteers for the team based on functional skills, language, past experience and ensuring equal balanced participation of men and women volunteers. Statements of work will seek gender equality improvement.

### **Supporting the Service Experience (Project Manager, DOT, UNDP, PSVA)**

Once a team has been recruited and placed at the project site, PSVA/DOT/UNDP will provide ongoing support for logistics as may be agreed upon, including arrangements for adequate housing, in-country transport, and availability of local internet communications.

PSVA/DOT/UNDP will also develop team building and social/cultural activities to take place upon the volunteer arrival at their project site. These activities will incorporate local partner staff so as to foster a productive working relationship for the duration of the assignment.

PSVA/DOT/UNDP will communicate regularly with IBM Foundation and the Corporate Service Corps in-country team during the term of this Agreement. PSVA/DOT/UNDP will also collect information from all parties for reporting and impact evaluation. Where appropriate, PSVA/DOT/UNDP will work with IBM Turkey to integrate programs and design potential follow-on activities. Where appropriate, PSVA/DOT/UNDP will, where feasible, organize speaking engagements with SMEs, associations, local NGOs, local schools and government.

An integral component of the PSVA/DOT/UNDPs' overall project responsibilities will include the innovative use of technology to further the project goals and objectives and to create a virtual space for volunteers and project personnel to interact and share experiences.

### **Post-Service Experience Follow Up (Project Manager, DOT, UNDP, SPO)**

PSVA/DOT/UNDP will provide each IBM Leader with an evaluation survey to help IBM Foundation determine the success of the assignment, areas for improvement, and possible follow-on activities. PSVA/DOT/UNDP will also provide IBM Foundation with a quarterly report detailing best practices, lessons learned and impacts of the four (4) groups and outline areas for group/volunteer follow-up that could include virtual consulting, case studies, and developing articles for host country and US media outlets.

DOT shall contribute a designated amount of funds raised for the project to UNDP, on a cost-sharing basis, towards the implementation of the project. UNDP will administer the contribution for the joint implementation of the project with DOT. UNDP will contribute a designated amount of matching funding toward implementation of the project. This funding will be channeled from funding earmarked for the Private Sector Fund with the State Planning Organization (SPO). UNDP will provide in kind office space and support for monitoring the project's activities on daily basis, services for contracting and maintaining the financial transactions, and joint reporting to Steering Committee Members, as needed.

The Project Steering Committee (PSC) will provide guidance and support to project management and counterparts during the implementation process of all project activities. It will also oversee



monitoring and evaluation of the project and required reporting to the IBM Foundation. The PSC will be comprised of representatives from the State Planning Organization, UNDP Turkey and DOT. Please see Annex III for Terms of Reference (TORs) for the PSC.

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### III. Monitoring Framework and Evaluation

The project will be monitored jointly by the Project Steering Committee (PSC). PSC will meet 4 times during the lifetime of the project to examine the implementation of the project and to provide guidance and support to the project management. PSC will consist of the State Planning Organization, UNDP Turkey, TOBB and DOT. (See Annex III)

The project will be audited, in line with the UNDP audit requirements, once in its lifetime at a minimum. Adequate financial provisions for the audit are included in the project budget.

DOT has established robust tools for monitoring and evaluation of program results. These tools capture both quantitative and qualitative data, and provide important lessons learned.

DOT will also work closely with the UNDP to ensure that monitoring and the evaluation is carried out in accordance with the programming policies and procedures outlined in the UNDP User Guide. The project monitoring plan includes:

#### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Data, resources, monitoring reports, success stories, lessons learned and best practices gathered as a result of this program will also be accessible on DOT's knowledge management platform (KMP) and will be shared with UNDP and other program stakeholders.

A communication plan will be developed by project manager in consultation with project partners and the executing agency.

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## IV. Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

## Annex II

### IBM CORPORATE SERVICE CORPS PROGRAM TERMS OF REFERENCE PROJECT MANAGER

#### Statement of Work

The **Project Manager** will assume a **key role within the management team** for IBM CSC programme.

The Project Manager will provide leadership and assume responsibility in the following areas:

- 1) Leading the existing implementation of IBM's new Corporate Service Corps (CSC) Program in Turkey
- 2) Leading the planned expansion of IBM's new CSC (senior executive level) Program in Turkey
- 3) Ensuring Operational Impact of projects and Monitoring and Evaluation
- 4) Facilitating knowledge sharing and coordination within the IBM, UNDP and DOT international networks and regional/international program networks (i.e. CSC program, PCCB program)

#### Duty Station & Reporting

- *Duty Station:* UNDP/Turkey Private Sector Project Office in Istanbul
- *Reporting:* The Project Manager will have a reporting relationship with SPO, PSVA, DOT, UNDP Turkey.

#### Duties and Responsibilities

The key responsibilities of the Project Manager will include:

##### 1. IBM's new Corporate Service Corps (CSC) Program in Turkey:

- a. Manages overall operations and in-country implementation of IBM Corporate Service Corps (CSC) Program in Turkey. Specific responsibilities include: selection of cities for program deployments, management of relationships with host partner organizations in selected cities, development of detailed Statements of Work for IBM assignments, management of briefing, logistics and socio-cultural program and overall promotion and execution in-country CSC program experience in Turkey.
- b. Active team member in DOT's liaison with senior IBM CSC executive managers in London (UK) and Washington (USA) re planning and contribution to the CSC Program Pre-Service and Post-Service work experiences for each of the CSC team deployments.
- c. Active team member in planning and coordinating PSVA/DOT/UNDP input into IBM communications, knowledge sharing and security strategies for the IBM CSC program.

- d. Builds and manages relationships with key IBM CSC program stakeholders (both at regional/national level)
- e. Develops a Communications and Public Relations strategy for PSVA/DOT/UNDP (in consultation with IBM) to raise awareness of the program in Turkey

*2. Planned IBM CSC Program Expansion (Senior Executive Level) in Turkey:*

- a. Provides guidance on the design and potential implementation models for the planned IBM CSC Program Expansion in Turkey
- b. Similar responsibilities (1a-e)

*3. Operational Impact and Monitoring & Evaluation*

- a. Responsible for operational impact of projects (i.e. CSC program, Identifies budget, personnel and risk issues as they arise and provides recommendations to Regional Executive/UNDP Programme Manager to address operational issues
- b. Ensure project plans and targets are met (CSC Program,) ensures successful delivery of projects; reviews progress frequently and prepares required progress reports for DOT and UNDP
- c. Regularly communicates to DOT Regional Executive and UNDP Programme Manager to provide program updates, as well as act as a point of contact for project partners.

*5. Knowledge Sharing and Coordination*

- a. Participate in monthly DOT international management team knowledge sharing and coordination meetings (as Turkey country lead)
- b. Participate in DOT/UNDP regional or international knowledge sharing events and workshops (contingent on available funding)
- c. Develop options for deepening and expanding the project partnership in Turkey and potentially globally

**Preferred skills, qualifications, experience, and language requirements**

- Degree in business, economics, international development, international relations or another relevant field, with strong academic performance.
- Preferably Master's degree in business, social sciences and/or computer science or related field
- At least five successful years experience formally managing projects or programs
- Trained in project management methodologies
- Has managed teams of ten or larger on projects longer than one year
- Background includes detailed budget management & measurement reporting
- Ability to broker and convene productive coalitions between business, government and development partners, experience in building strategic relationships and networks (in Turkey and internationally)
- Excellent relationship management, communication and analytic skills,

- Experience with ICT for development projects
- Sound understanding of economic and business development situation in Turkey
- Strong commitment to community development, youth, disadvantaged groups and micro-enterprise development
- Interest in understanding the roles and values of the United Nations System
- Fluent in both English and Turkish
- The following would be strong assets:
  - on-the-ground experience related to issues of economic development and entrepreneurship
  - highly motivated, strong work ethic and desire/ability to develop new programs
  - good coach, skills transfer, detailed, dedicated, problem solver, risk manager, prioritization, interested in Flexible work arrangements
  - interest/desire to collaborate with other countries/programs internationally

#### **Duration of Contract**

- 12 months
- Start: immediate
- Remuneration will depend on the experience and previous salary history of the candidate. Salary expectations to be preferably indicated in the application.

### Annex III

#### TERMS OF REFERENCE FOR THE PROJECT STEERING COMMITTEE

The duties and operating rules of the above PSC are as following:

- PSC provides guidance and support to the project management and counterparts during the implementation process of all project activities.
  - PSC will oversee monitoring and evaluation of the project, and make necessary comments on the curriculum developed by the UNDP, DOT and PSVA;
  - PSC regularly receives information on the status of the implementation of the project activities and problems encountered;
  - PSC meets three times during the project lifetime. In special cases the PSC shall meet upon the initiative of the Project Manager;
  - PSC will operate on the basis of consensus in accordance with its Rules of Procedure agreed on its first session.
-