

**AGRICULTURAL CREDIT COOPERATIVES OF TURKEY**

**FORMAL AGRICULTURAL EMPLOYMENT SUPPORT FOR REFUGEES AND TURKISH CITIZENS  
THROUGH ENHANCED MARKET LINKAGES  
(PROJECT No: P171543)**

**PROCUREMENT OF CONSULTING SERVICES FOR NEEDS ANALYSIS**

**24.07.2020**

**TERMS OF REFERENCE**

<b>Project Component/Section:</b>	Component 1: Enhancing employment opportunities through contract farming
<b>Project Sub-Component/section:</b>	Sub-Component 3.1: Improving the skills and employability of agricultural workers
<b>Procurement Plan No:</b>	CS1.1-02
<b>Name of Assignment/Task:</b>	Procurement of Consulting Services for Needs Analysis
<b>Objective of Assignment/Task:</b>	Identification of the crops to be produced through contract farming under the project in consultation with the Central Union Marketing Department, and determining the training needs of the farmers to produce their crops as well as the workers to be employed by these farmers (technical, language, social skills) through rigorous research methods
<b>Duration Assignment/Task:</b>	90 Days
<b>Type of Procurement /Consultancy:</b>	Consulting Services – Consulting Firm
<b>Procurement/Selection Method:</b>	Consultant's Qualification-Based Selection (CQS)
<b>Ex-Ante Review:</b>	No

## A. BACKGROUND

The civil war which broke out in Syria in 2011, as a result of the fierce response of Syrian regime to the civil uprising, has resulted in the emigration of civilians. The first group of Syrians arrived in Turkey on April 29, 2011. Since then, the number of Syrian refugees in Turkey has grown increasingly. None of the Syrians who arrived in Turkey has been sent back, but “temporary protection status” has been granted to them. This prolonged stay of Syrian refugees in Turkey has evolved into a migration crisis with multi-dimensional economic, social, cultural and security implications. Turkey has managed the refugee crisis by taking initiative throughout the Syrian refugee crisis.

One reason for the increased tendency of Syrian refugees to stay in Turkey has been the aggravation of the civil war in their country, keeping them in Turkey for approximately nine years now. However, the different language, culture and living styles of Syrian refugees make it difficult for them to integrate with Turkey. Ensuring the integration of Syrian refugees requires certain legal arrangements in addition to development social cohesion policies targeting refugees. In this scope, the EU has provided funds, in two tranches, within the framework of the Facility for Refugees in Turkey (FRiT) to help Turkey’s response to the refugee crisis.

Based on the Request for Proposal issued by the EU within the framework of FRiT II on March 1, 2019<sup>1</sup>, Agricultural Credit Cooperatives (ACC), in cooperation with the World Bank, submitted a proposal for a project planned to take 4 years, and the project proposal has been accepted. The proposed project aims at;

- (a) improving the employability of Turkish citizens in rural host communities in addition to refugees in selected provinces and facilitating their access to employment opportunities,
- (b) strengthening the value chain for contract farming and boosting employment, and
- (c) providing implementation support and capacity development for ACC.

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<sup>1</sup> [https://ec.europa.eu/neighbourhood-enlargement/news\\_corner/migration\\_en](https://ec.europa.eu/neighbourhood-enlargement/news_corner/migration_en)

The project will be implemented in 6 provinces. These provinces are:

- Adana
- Adiyaman
- Bursa
- İzmir
- Gaziantep
- Mersin

Agricultural Credit Cooperatives of Turkey are subject to Agricultural Cooperatives General Law No. 1163 and Law No. 1581. ACC has a holding structure consisting of a Central Union, 17 Regional Unions, 1625 Primary Cooperatives and 13 subsidiaries. The Central Union is responsible for maintaining the necessary relations to support ACC and providing the Cooperatives and Regional Unions with financial resources, goods, instruments, and basic production-consumption materials, in line with the principles of cooperatives. Central Union of ACC is Project is the implementing agency together with the Agricultural Credit Cooperatives in selected provinces and the Regional Unions to which these Cooperatives are members.

The World Bank has an experience of 70 years in providing governments with multi-sector solutions in coping with various socioeconomic challenges. The World Bank is providing funds and technical assistance to help reduce poverty and contribute to the welfare of communities/countries hosting refugees and displaced people. Under the project, the World Bank will be responsible for management of the grant provided under FRIT on behalf of the European Commission and will act as technical assistance provider for the design and implementation of the project.

The overall objective of this consultancy assignment is to improve crop yield and quality and eventually enhance crop marketability; identify the technical skills to raise labor productivity based on farmer requirements of agricultural workers as well as farming techniques to achieve the aforementioned objectives, and identify the crops to be produced

through contract farming under the project, the farmers who will produce the these crops and the training needs of workers to be employed by farmers (technical, language, social skills) aimed at raising farmer awareness, technical knowledge and skill levels, through an academic method such that they will form the basis for preparation of technical training curriculum.

## **B. DEFINITIONS**

EU	European Union
CFC	Contract Farming Contract
ACC	Agricultural Credit Cooperatives of Turkey
Contracting Authority	Central Union of Agricultural Credit Cooperatives of Turkey
PIU	Project Implementation Unit
FriT	The EU Facility for Refugees in Turkey
SuTP	Syrians under Temporary Protection

## **C. OBJECTIVE**

The basic objective of the service planned to be provided is to identify the technical, social skills and language needs in order to have the qualified labor equipped with the required skills needed by member farmers who own farmlands and manage agricultural workers within the framework of contract farming operations implemented by ACC in the project area.

## **D. SCOPE OF ASSIGNMENT**

In order to identify the technical training needs within the framework of the requested consulting services, crop patterns will be identified primarily in the project provinces (6 provinces), and will be used to create a long list of crops subject to the contract farming operations of ACC. This list will cover the crops subject to the current contract farming practices of ACC, crops covered by contract farming in past years and potential crops to be subject to contract farming in the

future. This latter information will be provided by ACC.

After defining the long list of crops, the crops involving similar labor activities will be grouped together. The final list of potential crops and crop groups will be confirmed by the Marketing Department of the ACC Central Union. Thereafter, training needs will be identified for different agricultural works involved in the production of these crops and requiring different skills, taking into consideration the expectations of farmers as well, such as irrigation labor, cultivation and maintenance labor, harvest labor.

The theoretical and practical training methods for the production of these crops available in the literature will be identified and then the most suitable ones will be proposed considering the training needs of the workers. While identifying the training methods, special attention should be paid to the issues such as (a) considering the regional and climatic differences within the country, (b) minimizing the yield and quality differences by using good maintenance techniques that may arise according to the seed variety used between the regions, and (c) adopting successful agricultural production techniques in different regions.

The theoretical and practical training of farmers and agricultural workers and their implementation schedule will be determined based on, but not limited to the demands of farmers in the project provinces to improve the productivity of agricultural workers, but it should also be supported by the literature review and field studies as well as the project objectives, timeline and annual contract farming planning of the Marketing Department. In this process, meetings will be organized with the farmer organizations (Agricultural Chambers, Cooperatives, Unions) in the project provinces and the Provincial and District Directorates of the Ministry of Agriculture and Forestry to determine the technical training needs of agricultural workers.

In addition, the content and implementation success of agricultural worker training programs which were organized by both international (FAO, UNDP) and national resources (Ministry, Agencies) in the project provinces in previous years will be analyzed in order to identify

the lessons learned. Based on this information and the findings of the current study, the consultancy is expected to include information on potential risks and mitigation measures for the successful implementation of the training programs as well.

In view of the general framework outlined above, the assignment covers;

- identifying which technical skills will be needed by farmers and agricultural workers to improve the productivity of crops subject to contract farming,
- identifying the social skills and living skills expected from agricultural workers to be employed under the project in order to raise their productivity,
- identifying the current satisfaction level of Syrian and refugee agricultural workers with their level of Turkish, as well as farmers' opinions on whether and how refugee workers should be trained to improve their language skills,
- setting out the needs of farmers who will employ refugees in particular for communication with workers and management skills by considering the provinces covered by the project and the production process of crops,
- identifying which of these training programs can be implemented using existing capacity (ACC or other existing institutions) or by transforming existing training modules, and which require creation of new modules
- identifying whether farmers and workers have previously attended any training programs offered by ACC and other institutions, and their satisfaction levels with these programs.

Resulting studies will map which types of training farmers and workers would need by different crop types, in a very detailed manner. Scope of these details should be identified in proposal. As part of this study, questions including but not limited to the following will be answered for individual project provinces and crops to be included in this study in each province.

For farmers:

- On what technical subjects should technical and practical training be provided to farmers for the production of crops subject to contract farming? The consultancy is expected to include guidance on methods that should be employed to maximize learning in these training programs.
- Which social and technical skills of farmers should be developed in relation to the management and formal employment of Turkish, SuTP and other agricultural workers? Which subjects and teaching methodologies should an efficient training design should include in order to develop these skills?

For workers:

- On what technical subjects should technical and practical training be provided to workers for the production of crops subject to contract farming, given the skills expected by farmers from workers? The consultancy is expected to include guidance on methods that should be employed to maximize learning in these training programs.
- What are the specifications (such as certificates) which farmers require from workers with regard to these crops?
- Which social skills and living skills of Turkish workers should be developed in order to boost their productivity in agricultural production and respond to the skills needs of

farmers? Which subjects and teaching methodologies should an efficient training design should include in order to develop these skills?

- Which social skills and life skills of SuTP and other refugee workers should be developed in order to boost their productivity in agricultural production and respond to the skills needs of farmers as well as to facilitate their integration into the community they live in? Which subjects and teaching methodologies should an efficient training design should include in order to develop these skills?
- Do SuTPs and other refugees need language training on the ground? If yes, what level would be sufficient for them to reach or would only technical language training be sufficient? What should the optimum duration of training be? (A1 level is enough or Agricultural Technical Language Training is enough or ..)
- Which of the training programs available to workers are currently offered by different institutions? Are farmers and workers satisfied by the trainings offered by these institutions?

In addition, for both workers and farmers, the consultancy is expected to provide suggestions and guidance for the training providers about:

- approximate dates that training programs can be provided through the harvest year, considering the production season of crop and the activity plan of the Marketing Department of the Central Union
- the suggested total duration and daily hourly duration of each training

## **E. METHODOLOGY TO BE APPLIED**

Qualitative and quantitative research methodologies to be applied in the study will be determined by the consulting firm, but attention will be paid to the following issues.

- Locations: Adana, Mersin, Gaziantep, Bursa, İzmir, Adıyaman.
- Any qualitative, quantitative or mixed methods methodology implemented should include a thorough literature review, desk studies. It should also aim to obtain information (through surveys, FGDs, or interviews) from both farmers and Turkish and refugee, male and female workers, as well as institutions including but not limited to local and central ACC, chambers of agriculture, provincial agricultural directorates in all provinces of the project.
- Any qualitative, quantitative or mixed methodology proposed for this assignment must be of high academic standards, including the consideration of an appropriate sample size to be able to provide results for each province and crop, and academically sound field implementation methodologies.
- Proposals of methodology should also include a timeline of implementation.
- Two core studies are expected from the consultant, covering the answers to questions provided in the section on the Scope of Assignment.

### 1) Analysis of the Current State

A current state analysis including the crop patterns in the 6 provinces where the project will be implemented, existing and potential crops subject to contract farming, training programs offered by ACC for these crops, training programs offered by provincial agricultural directorates, chambers of agriculture, farmer organizations, etc. for these crops in the region, training programs that offered for these crops at the international level if it is possible to reach and other matters worth noting with regard to the current state as relevant for the scope of assignment.

## 2) Needs Analysis

The needs analysis will identify the training needs of farmers and workers and respond to all research questions posed in this Terms of Reference document.

- The Consultant must submit a study methodology and Gantt chart including the following elements, within the framework of the requirements of service. The study methodology must specify, in detail, the desk review, primary data collection, survey, etc.
- Discussions are expected to be held with the following institutions as part of the study.
  - ACC Unit Cooperatives
  - ACC Regional Unions
  - ACC Central Union DG, Marketing Department and Training Directorate
- In addition, discussions are expected to be held also with the following institutions in provinces where possible.
  - Provincial Agriculture Directorates
  - Chambers of Agriculture
  - Farmer Organizations

Discussions are expected to be held with ACC member farmers, agricultural workers from host communities, refugee agricultural workers, SuTP and other refugees.

### **E. RESPONSIBILITIES AND QUALIFICATIONS OF KEY STAFF**

Position	Number
E.1 Project Manager	1
E.2 Agricultural Engineer or Agricultural Economist or Agricultural Specialist – Chief Researcher	1
E.3 Agricultural Engineer or Agricultural Economist or Agricultural Specialist	1

E.4 Statistician	1
E.5 Sociologist / Psychologist	1
E.6 Translator	1

### **E.1 Project Manager (Coordinator)**

#### Qualifications:

- have minimum master degree in one of the fields of Social Sciences / Agricultural Field / Natural Science.
- Have a minimum 3 years experience in qualitative and quantitative research methods.
- Have a minimum 3 years experience in management position in terms of managing teams and projects.
- have experience in implementing a project with International Financial Institutions, European Union, Universities, Development Agencies, TÜBİTAK, and similar organizations
- not have any health problem for field surveys.

#### Responsibilities:

- ensure coordination between ACC and service provider,
- communicate with internal and external stakeholders,
- regularly exchange information with the ACC project coordinator about the execution of service,
- manage the execution of field surveys/field visits in coordination with ACC Central Union
- ensure that reports are submitted to the Contracting Authority in a timely manner
- ensure that reports meet the requirements in terms of both contents and format, within the framework of the criteria established under the assignment
- design the processes required for the needs analysis study,

- ensure that teams work in harmony,
- ensure the determination of appropriate research method and supervise the process.

## **E.2 Agricultural Engineer or Agricultural Economist or Agricultural Specialist – Chief Researcher**

### **(1 person)**

#### 1. Qualifications of Agricultural Engineer:

- have a minimum doctorate degree in a discipline that could be linked with agriculture.
- have a minimum 3 years research experience relating to agricultural sector
- Experience in agricultural extension services, dissemination and adaptation of innovations, and training of agricultural workers is preferable
- not have any health problem for field surveys/visits.

#### Responsibilities:

- carry out the discussions with ACC Central Union, regional unions, primary cooperatives, Provincial Agricultural Directorates, Chambers of Agriculture, Farmer Organizations, and similar organizations,
- report the results of discussions to the ACC Central Union,
- prepare an analysis of current state,
- identify the trainings to be provided for crops subject to contract farming,
- identify whether the trainings to be provided are currently provided by ACC,
- identify the trainings already provided at the international level,
- identify the optimum duration and schedule of trainings to be provided,
- report the aforementioned activities to the ACC,
- conduct the studies using the methodology to be determined through needs analysis,

### **E.3 Agricultural Engineer or Agricultural Economist or Agricultural Specialist (1 person)**

#### 1. Qualifications of Agricultural Engineer;

- have a minimum master degree in a discipline related to agriculture.
- have studies conducted in the field of agricultural production.
- have minimum 3 years research experience relating to agricultural sector
- not have any health problem for field surveys.

#### Responsibilities;

- to support Chief Researcher carrying out the discussions with ACC Central Union, regional unions, primary cooperatives, Provincial Agricultural Directorates, Chambers of Agriculture, Farmer Organizations, and similar organizations, preparing reports and researching training methods and all other responsibilities mentioned above.

### **E.4 Statistician**

#### Qualifications:

- Undergraduate degree in statistics, economics or finance.
- have min 3 years experience in qualitative and quantitative analysis and research methods.

#### Responsibilities:

- ensure the collection of data in a manner suitable for analysis
- analyze the data collected

### **E.5. Sociologist or Psychologist**

#### Qualifications:

- have undergraduate degree in sociology or psychology.

- have experience in interviewing vulnerable groups
- have experience in research methods.

Responsibilities:

- support the preparation of question sets to be used in interviews with Turkish and refugee workers and with farmers as part of the needs analysis studies, in a manner that is suitable for vulnerable groups
- ensure that the interviews are held in a manner that is suitable for vulnerable groups.
- identify and report soft skill needs of farmers and agricultural workers.

**E.6 Translator**

Qualifications;

- Bachelor degree in social sciences
- excellent command of spoken and written Turkish and Arabic
- at good command of at least one of the languages of Kurdish, Persian or Pashto languages would be preferable.
- Have an experience to identify language needs of vulnerable groups would be preferable.
- not have any health problem for field surveys.
- Have 3 years an employment experience involving active use of Arabic language.

Responsibilities;

- provide translation services in ensuring communication with refugees, farmers and local people in the target population as part of the field studies.

## **F. REPORTING OBLIGATIONS OF THE CONSULTANT**

All reports will be submitted to the [frit@tarimkredi.org.tr](mailto:frit@tarimkredi.org.tr) for approval. ACC should approve or give feedback on reports in 15 days. If any feedbacks are given to the supplier, supplier should submit the final document in 15 days with revisions or approved explanations. Approval process and timeline will be detailed in contract.

After approval process, supplier should submit reports with methods mentioned below:

- 3 Hard Copies in Turkish and English for each language with approved design by ACC.
- 3 Flash disk will be submitted to the ACC with all other documents for every report.

### **a) Inception Report and Needs Analysis Protocol (15 days)**

ACC PIU will deliver the documents to be needed by the Contractor under the project and explain their contents through a presentation. Following the presentation, the Consultant will prepare and deliver to the Contracting Authority the Inception Report and Needs Analysis Protocol within 15 working days. The Inception Report will share a detailed work plan of the tasks specified in section "C. Objective" of the Terms of Reference, and will elaborate on how each of the activities will be carried out.

The second section of Inception Report will consist of Needs Analysis Protocol. The protocol will set out in detail the methodology by which the needs analysis will be conducted and the business plan, taking into consideration the data provided. Field activities (survey, etc.) must be planned in detail, and any questionnaires or list of questions used must be provided.

### **b) Analysis of Current State of training to workers and farmers (30 Days)**

A current state analysis including the crop patterns in the 6 provinces where the project will be implemented, existing and potential crops subject to contract farming in coordination with ACC, training programs offered by ACC for these crops, training programs offered by provincial agricultural directorates, chambers of agriculture,

farmer organizations, etc. for these crops in the region, training programs that may be offered for these crops at the international level and other matters worth noting with regard to the current state as relevant for the scope of assignment. The aforementioned contents are minimum requirements and the service provider is expected to enrich the contents.

**c) Draft Needs Analysis Report (30 Days)**

**d) Final Report (15 Days)**

All reports referred to in (b), (c), (d) and (e) above will be prepared in a manner that serves the Overall Objective of Services as specified in these Terms of Reference, covering all tasks, and in compliance with the proposed research methodology.

The Consultant will deliver all studies, raw and processed data to the Contracting Authority.

**G. SERVICES and FACILITIES TO BE PROVIDED BY THE CONTRACTING AUTHORITY**

- List of crops in 6 provinces,
- Cooperative information (addresses, contact details),
- Contract farming details per cooperative,
- Information about farmers, Turkish workers and refugee workers to be interviewed for the sample,
- Province-level information requested in relation to contract farming.
- Organization of interviews (It includes only contact information and place for interview)

**H. SUPERVISION OF THE STUDY BY THE CONTRACTING AUTHORITY**

The Contracting Authority will approve all reports delivered. The Contracting Authority may

request revisions to unacceptable reports, by providing justifications thereof.

The Contracting Authority may participate in field activities through its appointed staff.

Interviewed individuals will be contacted.

**I. DURATION, LOCATION, TIMING OF ASSIGNMENT:**

It is anticipated that services will begin on August 2020 and will be completed by October 2020. This service will be implemented in 7 provinces. These provinces are:

- Adana
- Adiyaman
- Bursa
- İzmir
- Gaziantep
- Mersin
- Ankara

**J. QUALIFICATION CRITERIA REQUIRED FOR THE CONSULTING FIRM**

1. Have 3 years experience in the field of research
2. Having experience in agricultural research or training needs analysis studies and determination of training needs determination
3. researches conducted in the field of agriculture are preferable.
4. experience in working with International Financial Institutions, European Union and/or international organizations is preferable.
5. Joint Ventures (JV) must comply with the following requirements:

All JV Partners must meet the requirements in (1) above.

**K. PAYMENT PLAN**

a) 25 percent of Contract Value will be paid on acceptance of Inception Report and Needs Analysis Protocol by the Contracting Authority.

b) 25 percent of Contract Value will be paid on acceptance of Current State Analysis by the Contracting Authority.

c) 25 percent of Contract Value will be paid on acceptance of Draft Needs Analysis Report by the Contracting Authority.

d) 25 percent of Contract Value will be paid on acceptance of Final Report by the Contracting Authority.