**İSTANBUL KODLUYOR**

**Supporting Youth Employment in the ICT Sector in Türkiye**

**Delivery Partner selection process for Phase 1**

**Please submit by 23 December 2022**

**Applicant Name: \_\_\_\_\_\_\_\_\_\_\_\_**

**Email address: \_\_\_\_\_\_\_\_\_\_\_\_**

*Questions about this questionnaire can be directed to*

[turkiye.youth.outcomes@bridgesoutcomespartnerships.org](mailto:turkiye.youth.outcomes@bridgesoutcomespartnerships.org)

**Table of Contents**

[**Introduction** 3](#_Toc120525964)

[**1. Background** 4](#_Toc120525965)

[**The target cohort for the intervention** 5](#_Toc120525966)

[**2. Turkey Employment Outcomes Partnership** 6](#_Toc120525967)

[**3. The role of Delivery Partners (what we need from you)** 7](#_Toc120525968)

[**4. The Procurement Process** 8](#_Toc120525969)

[**5. Phase 1 Questionnaire** 9](#_Toc120525970)

[**Section A: Grounds for Exclusion** 9](#_Toc120525971)

[**Section B: Quality assessment questions (70%)** 11](#_Toc120525972)

[**Section C: Value for money assessment questions (30%)** 12](#_Toc120525973)

[**Appendix 1: Key stakeholders** 13](#_Toc120525974)

## **Introduction**

İSTANBUL KODLUYOR is an exciting new partnership between The Ministry of Industry and Technology (MoIT), Istanbul Development Agency (ISTKA) and Bridges Outcomes Partnerships to tackle the challenge of youth unemployment in Türkiye, starting with Istanbul.

İSTANBUL KODLUYOR will achieve this aim by training young people in skills demanded by the Turkish ICT sector to create sustained, high-quality employment for people who are currently not employed. İSTANBUL KODLUYOR will begin mobilisation in **early 2023** and work to support one cohort of young people into employment by the end of 2023. If this work is successful, there will be a significant scale up the project beginning in 2024, building on the successes and lessons from the first delivery.

**İSTANBUL KODLUYOR seeks a partnership with one (or, if needed two) brilliant Delivery Partners who will lead the day-to-day delivery of a service to upskill unemployed young people to be able to take on a career in ICT sector across the Istanbul region.**

**If you are interested in joining İSTANBUL KODLUYOR as a Delivery Partner, this document is for you!**

In it we outline

1. Further details on the programme and the structure of the İSTANBUL KODLUYOR partnership.
2. What İSTANBUL KODLUYOR is looking for from our Delivery Partners.
3. The process of becoming a İSTANBUL KODLUYOR Delivery Partner;
4. Some questions about things that İSTANBUL KODLUYOR needs to understand about your organisation in order to help us assess if you might be a suitable partner for this programme

The deadline for completing Phase 1 of the Selection Process is **23rd of December 2022**, and we are looking forward to hearing from you.

If you have any questions, please contact us at [turkiye.youth.outcomes@bridgesoutcomespartnerships.org](mailto:turkiye.youth.outcomes@bridgesoutcomespartnerships.org)

## **1. Background**

Training young people in skills demanded by the Turkish ICT sector presents an opportunity to create sustained, high quality youth employment.

Youth unemployment rates in Türkiye are high, with the rate of 15-24 year-olds not in education, employment, or training (NEET) at 24.7 per cent[[1]](#footnote-1). There is also a significant gender gap in the unemployment rates, with young women having significantly higher non-participation rates than men at all education levels.[[2]](#footnote-2)

These high rates of youth unemployment in Türkiye are driven in part by skills mismatches. This is pronounced within the ICT sector, where there are considerable open vacancies. 73% of ICT employers reported that they were struggling to recruit in 2020 and 97% said that this was due to lacking candidates with the relevant skills.[[3]](#footnote-3) This creates disadvantages for both the competitiveness of the Turkish ICT sector, as well as for other sectors which require ICT professionals. The Turkish ICT sector also has a significant gender gap to correct, with only one in ten Turkish software developers being female.

This is caused by a lack of technical skills / capabilities across a wide range of software types, with the largest gaps are in

1. mobile app development,
2. quality assurance,
3. UX / UI design,
4. front and back-end web development,
5. to a lesser extent, a range of mid and back-office software solutions (e.g. ERP, CRM systems).[[4]](#footnote-4)

The lack of technical skills is primarily due to a lack of ICT graduates in Tükiye, at current levels of ICT university grads it would take c.40 years to fill estimated vacant positions, combined with the quality of ICT-grads being inconsistent and not often having the relevant software experience employers are looking for.

The ICT sector, as a growing sector with a young workforce (70% of ICT sector workers in Türkiye are under 35),[[5]](#footnote-5) presents a promising opportunity to increase youth employment. ICT sector roles are typically high quality, offering entry level salaries significantly above the minimum wage.

The Ministry of Industry and Technology are committed to improving youth employment outcomes in the ICT sector, at scale, and are exploring innovative financing mechanisms to achieve this.

The Republic of Türkiye has made important commitments to both its ICT sector development, and to improving youth employment outcomes. In 2019, the Ministry of Industry and Technology of the Republic of Türkiye (MoIT) announced in its 2023 Industry and Technology Strategy6 the ambition to increase the number of software developers in Türkiye from 140,000 in 2018 to 500,000 in 2023 (based on forecasted needs in the sector). Compounding on this, in 2021, the National Government released a National Youth Employment Strategy Plan for 2021-2023 named “Jobs of the Future” (i.e., “skilled labour promoting the digital transformation of the economy”) as a key foundation of their policy strategy. Finally, the General Directorate for Development Agencies has been determined the theme of "Youth Employment" as the focus of all development agencies in 2022-2023.

As part of this ambition, MoIT and ISTKA have agreed to support young people into employment in the ICT sector by paying for employment outcomes. This programme will be funded by the Türkiye Employment Outcomes Partnership, who is looking for 1-2 high quality delivery partners who can deliver on these outcomes.

### **The target cohort for the intervention**

We are aiming to achieve ICT employment outcomes for unemployed young people in the region of Istanbul.

To ensure sufficient diversity in the target population and reach those who are most in need, the following target population requirements will be applied:

* Young people aged 18-35 (age as of the start of the intervention)
* Currently registered as unemployed (registration with ISKUR)
* Unemployed in the last one year at least
* Priority to female applicants in selecting process
* At least high school graduate

## **2.** **Turkey Employment Outcomes Partnership**

Türkiye Employment Outcomes Partnership is a partnership coordinator which will sit at the centre of a partnership that will deliver high quality employment outcomes for people across Türkiye, starting with the Istanbul region, by supporting organisations that provide the best training, placement, and other employment support across the country.

Türkiye Employment Outcomes Partnership will:

* Create an environment so that the partnership delivers on outcomes and exists to support the people as intended
* Hold a 12-24 month contract (with potential extensions and/or follow-on contracts) with the identified outcomes funder, Istanbul Development Agency. This contract will be paid for based on meaningful milestones - funders will only pay Türkiye Employment Outcomes Partnership for performance – i.e. if we can show that young people who participated in this program have secured jobs in the ICT sector.
* Raise funding from social investors to pay for the cost of the service ahead of the performance measures being achieved – this funding has been secured via the SDG Outcomes Fund, which is managed by Bridges Outcomes Partnerships
* Find, contract with, and partner with local Delivery Partners (you) who will lead the day-to-day service delivery, with costs covered by Türkiye Employment Outcomes Partnership as agreed
* Coordinate all parties within this delivery, maintaining oversight of the project implementation, and support its success
* Work with the selected Delivery Partner(s) to ensure data-driven decision making and adaptive management is in place to enhance performance and course correct as needed
* Convening and leading ongoing project governance.
* Leading internal and external reporting (financial and programmatic), based on input from you, for the project.
* Preparing the evidence base and groundwork for a scaled phase 2

[Appendix 1](#_Appendix_1:_THRIVE) contains a diagram of how the partnership fits together.

## **3. The role of Delivery Partners (what we need from you)**

Türkiye Employment Outcomes Partnership will partner with 1-2 Delivery Partners in this initial phase. The key responsibilities of each Delivery Partner will include:

* Enter into a service delivery contract
* Serving as a Delivery Partner to deliver interventions
* Managing the implementation of the project, including project budget and performance
* Reporting results and/or performance on outcome payment metrics in the service delivery contract.

A Delivery Partner will hold an initial 12-24 month contract with Türkiye Employment Outcomes Partnership to deliver better employment outcomes for people across the Istanbul region who match the cohort description.

The interventions to be funded by the project support unemployed young people to access mid-skilled, entry-level roles in the ICT sector. Delivery Partners will design their programs in line with employers’ needs and will be tailored to their target populations. Delivery Partners will develop interventions which could include some, or all, of the following:

* **Selection and preparation:** Conduct a selection process which enables young people from a mix of backgrounds to enrol in the intervention and help those that need it to prepare them for success during the intervention.
* **Training:** Provide intensive (likely 3 months+) training courses led by industry experts in areas which have been identified as skills gaps by employers. These courses can train people with or without a prior background in ICT or coding to the necessary professional foundation level of ability in a certain area (e.g., web design, front-end development, web development, UX design, data science, data management, etc.,). Delivery Partners are free to experiment with the modality of the training courses, to tailor the program to their students’ needs and abilities, and to equip them in the areas demanded by employers.
* **Building relationships with employers:** Work closely with local ICT employers in Türkiye to (i) inform their curriculum design around the most highly- demanded skillsets, (ii) create networking and real-world learning opportunities for students, and (iii) support the matching process between graduates and employers.
* **Job placement support:** In the lead up to and after graduating from training, Delivery Partners can offer a range of support to youth in their job search. This could include a mix of mentoring, career days, networking opportunities, CV training, job portals, internships, and more.
* **On-going monitoring and career support:** During the job-search process, and once a graduate of the intervention is in their first role, Delivery Partners will continue to monitor and check-in with graduates, providing support (e.g., mentoring, coaching, networking) as needed, with the aim of ensuring graduates have the best chances of sustained, long-term employment.
* **Working with Türkiye Employment Outcomes Partnership (and the other Delivery Partners):** Ensure that someone within your organisation is assigned management of this contract, and that person has sufficient decision-making power and understanding of how your programme is performing on the ground; Work collaboratively with other Delivery Partners (if more than one Delivery Partner) and other organisations within the partnership; Support and develop opportunities for knowledge sharing and collaboration that can help improve service delivery for young people across the county

## **4. The Procurement Process**

Türkiye Employment Outcomes Partnership intends to begin the procurement process in November 2022, with a view to the service starting in March 2023. The process will be in two parts – the first part will consist of a standard form for all providers, which will allow us to shortlist providers. The second part will consist of specific follow up questions for each provider followed by a dialogue process.

Details of the process and the indicative timetable are set out below.

| **Stage** | **Date/time** |
| --- | --- |
| Deadline for submission of requests for clarification in Part 1 | 09 Dec 2022 – 11pm TRT |
| Zoom call to meet İSTANBUL KODLUYOR and MOIT / ISTKA | 13 Dec 2022 |
| Deadline for submission of completed Part 1 | 23 Dec 2022, 12pm TRT |
| Notification of results and issue of Part 2 | 09 Jan 2023 |
| Deadline for submission of requests for clarification in Part 2 | 13 Jan 2023, 11pm TRT |
| Deadline for submission of completed Part 2 | 27 Jan 2023, 12pm TRT |
| Bidder dialogue round 1 | 31 Jan and 01 Feb 2023 |
| Bidder dialogue round 2 | 14 and 15 Feb 2023 |
| Preferred Bidders announced | 20 Feb 2023 |

We appreciate that this is a tight turnaround, and we thank you for your efforts in advance. Note that this timetable is indicative only. Whilst we do not intend to depart from the timetable, we reserve the right to do so as required.

## **5. Phase 1 Questionnaire**

### **Section A: Grounds for Exclusion**

Please answer all questions in this section. If you need to answer “Yes” to any questions then please contact us immediately on [turkiye.youth.outcomes@bridgesoutcomespartnerships.org](mailto:turkiye.youth.outcomes@bridgesoutcomespartnerships.org) to discuss, as you will likely be excluded from the process.

1. Within the past five years, has your organisation (or any member of your proposed consortium, if applicable), Directors or any other person who has powers of representation, decision or control been convicted of any offences relating to specific criminal offences including, but not limited to, bribery, corruption, conspiracy, terrorism, fraud and money laundering?

☐ Yes

☐ No

2. Have you been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security obligations?

☐ Yes

☐ No

3. Is your organisation bankrupt?

☐ Yes

☐ No

4. Is your organisation the subject of insolvency or winding-up proceedings, where your assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended

☐ Yes

☐ No

5. Is your organisation guilty of grave professional misconduct, which renders its integrity questionable?

☐ Yes

☐ No

6. Does your organisation have any conflicts of interest it needs to declare, or any involvement in activity that would exclude it from being a bidder in this contract?

☐ Yes

☐ No

7. Is there any reason why your organisation is unable to sign and agree a legal contract?

☐ Yes

☐ No

8. Does your organisation agree, if selected, to abide by required policies and procedures concerning area such as (but not limited to) safeguarding, anti-money laundering, ESG etc?

☐ Yes

☐ No

### **Section B: Quality assessment questions (70%)**

Please answer the questions below (please feel free to include diagrams, and attachments if needed).

**1. Your services (up to 1,000 words)**

Please provide a detailed description of your proposed delivery approach / intervention

**2. Theory of change (up to 500 words)**

Please describe how your delivery approach leads to employment outcomes being delivered for young people in the ICT sector

**3. Relationships with potential ICT employers (up to 500 words)**

Please provide details about the existing relationships you have with a range of potential ICT employers in the Istanbul region and how you plan to develop further relationships during the programme.

**4. Previous experience of working with the cohort and delivering employment outcomes (up to 1,000 words)**

Please provide details of where you have been successful in delivering support for young people looking to achieve a career in ICT, and especially your track record in delivering employment outcomes

**5. Working in partnership (up to 300 words)**

Please describe your experience of working in complex partnerships to deliver a contract. What made the partnership successful? What could the partnership have done better?

**6. Innovation and service improvement** **(up to 300 words)**

Please explain your process of evolving and improving service delivery to react to evidence you see once delivery had begun. Please describe 2-3 specific instances when you have acted on evidence to systematically improve the delivery of a service after it was launched.

### **Section C: Value for money assessment questions (30%)**

**1. Number of outcomes delivered**

How many individuals do you believe you could support into employment with a budget of up to USD 750,000?

|  |  |
| --- | --- |
| Number of people who... | Your number |
| ... start the training |  |
| ... complete the training |  |
| ... find a job within [3] months of completing the training |  |
| ... hold on to a job for at least 6 months |  |

For each number in the above table, please provide your justification of why this can be achieved based on your previous experience, budgets etc.

**2. Detailed budget (excel sheet)**

Please provide a separate Excel spreadsheet that details how the USD 750,000 would be spent, with a monthly breakdown, including all activities including bringing people onto the programme, training and other support, support to access jobs and supporting people once in employment

**3. Detailed timeline**

Please provide your overall project timeline (assuming a start date in March 2023, including time to mobilise, find the right people for the programme, supporting them whilst training, supporting them into employment and supporting them as needed to hold employment for at least six months

## **Appendix 1: Key stakeholders**

ISTKA

Türkiye Employment Outcomes Partnership

Delivery Partner

MoIT

Support, monitoring and oversight

Support and payment for outcomes achieved

Contract and funding for delivery

1. TURKSTAT 2021 [↑](#footnote-ref-1)
2. EuroStat,2021 [↑](#footnote-ref-2)
3. Employers with over 20 staff, ISKUR ICT Sector Report, 2020 [↑](#footnote-ref-3)
4. Türkiye Investment Office ICT report [↑](#footnote-ref-4)
5. Strategy available here: https://www.sanayi.gov.tr/strateji2023/2023-STS-1.pdf [↑](#footnote-ref-5)