

STRENGTHENING ECONOMIC OPPORTUNITIES FOR SYRIANS UNDER TEMPORARY PROTECTION (SUTP) AND TURKISH CITIZENS IN SELECTED LOCALITIES (P 165687)

TERMS OF REFERENCE FOR SHORT TERM CONSULTANT, SOCIAL ENTREPRENEURSHIP PROFILE

BACKGROUND

In Turkey the presence of more than 3,5 million Syrians under Temporary Protection (SuTP) has created massive socio-economic needs and demands. The Government of Turkey (GoT) has made significant efforts to cater to the needs of SuTP and alleviate the strain on social services, increase employment opportunities, support living conditions, and prevent negative effects on human development of refugees and Turkish citizens. As such, the GoT has facilitated access to critical public services such as education and health, particularly in the urban centers where most refugees are living.

Increasing skills and competences of refugees through education/training; supporting income-generating activities, facilitating formal employment, and incentivizing self-employment and various forms of entrepreneurship are important for the self-sufficiency and sustainable life-prospects for refugees and their social cohesion with Turkish citizens. To such aims, the GoT and its national and international partners are developing vocational training, skills-upgrading, job-placement, and business creation programs for refugees and under-served Turkish citizens who can benefit from similar interventions.

The World Bank (Bank) and the European Union (EU) are supporting the GoT's wide-ranging response to humanitarian and developmental dimensions of the Syrian refugee crisis. Measures to improve economic welfare and greater labor market integration of SuTP and Turkish citizens affected from the Syrian influx are at the core of policy interventions. Under the project *Strengthening Economic Opportunities for Syrians under Temporary Protection (SuTP) and Turkish Citizens in Selected Localities* (No: IPA/2017/394-635 - P165687), the World Bank provides assistance to Turkey to strengthen its capacity to assess demand for skills, support job creation and entrepreneurship in selected provinces with high incidence of SuTP.

Within the scope of support towards job creation and entrepreneurship, four pilot women-led social cooperatives in Ankara, Istanbul, Izmir and Mersin are established and legally certified providing over 120 job opportunities for SuTP and Turkish women. To support and inform the GoT in its policy on social entrepreneurship, the Bank will document the experiences of these four pilot cooperatives, underlying the factors behind achievements and challenges, and highlighting the main lessons learned and their implications for scaling up similar initiatives. To contribute to maximizing the potential of social enterprises in Turkey, as well as to strengthen support and ensure sustainability of the four pilot cooperatives, the Bank has established a community of practice around social enterprises and entrepreneurship - the Social Entrepreneurship Community of Practice (SECoP).

SECoP has a twofold objective: (1) it aims to bring together the four social cooperatives and enterprises (which form the Core Group) set up under the World Bank project *Strengthening Economic Opportunities for Syrians under Temporary Protection and Turkish Citizens in Selected Localities* in order to share operational knowledge, practical experience and good practices in addressing implementation challenges; as well as (2) it aims to create a structure for dialogue and knowledge exchange with Government counterparts, key stakeholders - local and international organizations - in Turkey to contribute to the social enterprise sector and support its development potential and growth. SECoP has been defined by its members as 'a community of experts and entrepreneurs who research, design and implement innovative social enterprise models.'

SECoP functions under overarching goals such as the provision of inspiring examples to shape the future of social enterprises and social entrepreneurship in Turkey; raising awareness of the range of support available for social enterprises/entrepreneurs; maximizing opportunities to enhance sustainability including funding, and promoting innovative approaches; a platform/space to develop formal and informal collaborative arrangements (i.e. mentoring arrangements, sharing premises, etc.), supporting and encouraging the development of partnerships; and raising awareness on policies and practices that support the social entrepreneurship sector. Its significant contribution will be towards the sustainability of the four future social enterprises and towards the knowledge to be captured under the report on a model for social enterprises in Turkey. Since its inception in November 2019, six national meetings have been organized reuniting a wide range of organizations and experts on social entrepreneurship.

The World Bank seeks to recruit a Short Term Consultant (STC) with work allocation of SECoP Community Manager (70% of work time) to contribute to the operationalization of SECoP, to strengthen knowledge sharing on social entrepreneurship among members, to ensure SECoP is using the tools to service its membership and engage with stakeholders. In broad lines, the activity of the community manager will cover the eight areas of a community manager's scope of work: strategy, growth, moderation, content, relationships, events and activities, business integration, and user experience. The remaining 30% of work time will be dedicated to work related to the development of the Activity Report on SECoP and the Report on Model of Social Entrepreneurship.

CONSULTANT RESPONSIBILITIES

The consultant will carry out the following tasks under the guidance of the SECoP Leader (World Bank TTL):

Strategy

- Work closely with the community leader and core group to keep the community strategy and concept of operations updated and relevant, informed by member feedback and program goals. Collaborate in setting and implementing annual priorities.
- Collaborate with the development of the community Theory of Change clarifying how the community of practice (CoP) will provide value to members and generate positive impact on the Social Enterprise sector in Turkey. Identify key performance indicators and track progress.
- Keep abreast of the Social Enterprise sector domain both nationally and internationally to contribute with innovative ideas for content, programing and partnerships.
 - Identify and follow closely similar initiatives and examples (challenges and opportunities of female-led social enterprises) in Turkey and around the globe related to the topics discussed in the SECoP group and ensure sharing of best practices.
- Contribute with mapping the SE ecosystem in Turkey to identify key partners, create linkages with key initiatives, position the CoP strategically and expand reach.
- Contribute with technical inputs on social entrepreneurship to the supervision work of the Report on Model of Social Entrepreneurship

Membership

- Cultivate a sense of community culture in the SECoP Turkey modeling a collaborative mindset, empathy, autonomy, creativity, trust, respect, listening and open and honest discussions.
- Get to know community members, their needs, and challenges, and help them connect with one another to develop valuable relationships based on trust and mutual respect. Maintain an updated list of community members.
- Recruit, welcome and onboard new community members helping them learn how to use the online collaboration platform and actively engage in CoP activities

- Identify and cultivate community champions to encourage them to take on responsibilities and co-leadership roles within the community.
- Act as project manager for the core group. Activities include support the design, organization and facilitation of meetings and knowledge exchange activities, maintain regular communications, organize knowledge and resources, and steer the development of proposed activities.

Programming

- Develop a calendar of activities to share with CoP members based on the CoP strategy and annual priorities co-developed with the core group.
- Organize in-person and online events such as meetings, panel discussions, workshops, conferences, webinars, and e-discussions, identifying topics, speakers and participants in collaboration with the Core Group.
- Develop and distribute a monthly newsletter.
- Optimize user experience on online collaboration platforms ensuring a welcoming environment, a clean design and straightforward organization of content, knowledge and resources, and regular opportunities for online collaboration.
- Work closely with the Core Group in populating the online venue with content and moderate streams of topics to be discussed (focus on: social entrepreneurship ecosystem, female-led social enterprises, refugee women as entrepreneurs, disadvantaged and vulnerable communities engaging in social entrepreneurship, the social and solidarity economy, impact investment) and other topics to be further determined
- Develop a Monitoring, Evaluation and Reporting mechanism applicable to SECoP. Activities include: key performance indicators and metrics, tracking and measurement dashboard, document community engagement and other outputs and outcomes, prepare regular reports of CoP progress to update members, partners and sponsor.
- Lead the drafting of imitations, summary notes, briefs, presentations/slides, other communication materials as required and cooperate/coordinate work with the Communication Expert.
- Perform other tasks as required.

TERMS OF CONTRACT

The consultant will be contracted for 150 days until end of June 2022. The consultant will report to Alina-Nona Petric, Social Protection Specialist, HECSF (TTL) and Mattia Makovec, Economist, HECSF (co-TTL).

QUALIFICATION AND EXPERIENCE

The consultant is expected to have:

- Degree in law, economics, social science, business administration, public administration, international relations or related field;
- At least 5-10 years of professional experience related to knowledge management, project management, business administration with work experience in support of a professional network;
- Experience working in and leading teams or practices, contributing to build agile mindsets, methods and service capabilities within digital product teams and individuals;
- Excellent computer literacy skills and strong inclination to use technology to collaborate in a community, collect feedback, analyse data and automate data management steps. User of tools to manage metrics, reports, research and and business analytics;
- Expertise on Turkish public policy on entrepreneurship, social entrepreneurship, social protection, employment, education, health and social assistance;

- Expertise on partnership management within the context of improving livelihoods for refugees in Turkey is a plus;
- Familiarity with a working environment that encompasses a wide range of organizations and stakeholders;
- Team player and team builder with the ability to problem-solve, show initiative and influence others;
- Excellent written and communications skills, strong negotiation skills are a must;
- Flexibility and a positive, 'can-do' approach;
- Excellent command of Turkish and English.

To apply please send your CV and Cover Letter (maximum 2 pages) to dbarlak@worldbank.org until August 6th, 2021. Only short-listed candidates will be contacted. The interview process for short listed candidates will take place in August/September.