

CURRICULUM VITAE



1. **Family name:** Akkaya
2. **First names:** Murat
3. **Date of birth:** 26.July.1967
4. **Nationality:** TR
5. **Civil status:** Married with two children
6. **Education:**

<i>Institution:</i>	<u>Middle East Technical University</u> Ankara Turkey Faculty of Economics and Administrative Sciences <u>Department of Politics and Public Administration.</u>
<i>Date: from (month/year) to (month/year)</i>	From September 1984 to July 1989
<i>Degree(s) or Diploma(s) obtained:</i>	Bach. of Science Diploma

7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 – excellent; 5 – basic)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
English	1 (Excellent)	1	1
Turkish	Native Language	Native Language	Native Language

8. Membership of Professional Bodies:

- PERYÖN - Personal Management Association - Ankara
- METU Alumni Association – Ankara / Istanbul.
- International Mentoring Association

9. Other skills: (e.g. Computer literacy, etc.)

Excellent working knowledge of Office tools (Microsoft Office Excel, Word, Power Point, etc.)

10. **Present position:** Freelance Consultant & Owner - Gelişim Training & Consulting “Learning Partner”

11. **Years within the firm:** Gelişim Training & Consulting (13)

12. Key qualifications (relevant to the project):

- Excellent leadership and management skills, proven by a track record of leadership, change management agent roles in working with major change organisations.
- High order business consultancy skills developed in the Turkish Business environment.
- 26 years professional working experience in learning, training and the socio-economic field, of which 18 years management experience on national level.
- 10 years of experience as long & short term project consultant in international funded projects in ISKUR in the field of public employment services (7 years in World Bank projects and 36 months in EU funded projects) including designing, implementation and evaluation of trainings in the field of employment services in public sector.
- 12 years of experience in private sector as “training & communication manager“ and “change management agent“, conducting in-depth corporate training activities into enterprises.
- Expert in developing creative and innovative training programmes, social transformation and change management projects with special teams.
- Experienced training designer and developer with up to date knowledge of web based training tools, in the field of implementation and online instruction. Experienced online instructor in promoting web based and online training methods, analysing corporate needs and managing cultural change/ transition management.
- Has experience of working on international projects, including promotion and activation of project in the implementation fields, evaluating proposals, training and coordinating potential service providers and the end-user implementing bodies defined in the project.
- Proven capacity in design, development, introduction and implementation of redeployment services related to Active Labour Market Measures.
- Strong experience with international funded human resources development and capacity building programmes, including LM, as short term expert, long term expert and Key Expert
- Familiar with the development of social dialogue, social partnership and building service-based public-private

partnerships, including projects related to Corporate Social Responsibility.

- Sound knowledge and experience with Project Cycle Management, Logical Framework approach and project formulation and evaluation
- Strong team focus, excellent communication skills to ensure close cooperation with the beneficiary and all relevant stakeholders regarding training activities under projects.
- Management, leadership and coaching skills to guide and ensure coordination among and the regional short term experts at local level regarding planning and delivering of training, services and support.
- Strong understanding to provide support in policy-making process at central and local level particularly issues regarding training & learning activities.
- Experience in adult training, change management, institutional building fields both in the private and public services.
- Experience in development of training components of national and local employment strategies.
- Good speaker, facilitator and moderator in professional development seminars, conferences, workshops, learning and communication events.
- Has experience of designing integrated personal and corporate mentoring, coaching mechanisms functioning in coordination with in-company HR functions and performance systems.
- Experienced in planning & organizing the training plans and all training activities according to company training need analysis.
- Experienced in coordinating personal and corporate training, continuous learning activities and providing effective communication among all business units of enterprises, building “on the job training” and follow-up training process in company. Experience in designing and planning tailor-made module programmes.
- Experienced in design and coordination of corporate internal communication, knowledge management and Intranet projects.
- Has experience in development of special target project teams and providing guidance, training and mentoring to new beginning employees about “orientation and corporate culture”.
- Experience in designing training program, workshops, one to one guidance and integrated projects with NGO’s in the field of Career Development activities for university students, new graduates and experienced professionals about Self-Assessment, Career Planning, Personal Development & Learning Plans.
- Computer Literate and able to work both in English and in Turkish.

13. Specific experience in the region:

Country	Date: from	Name and brief description of the project
Turkey	2002 – 2009	1st & 2nd Privatization Social Support Project -World Bank Project – ISKUR Assisting the implementation agency (ISKUR) national and local office contracts with service providers to deliver labor redeployment services being administered by ISKUR for job counseling, retraining, temporary community employment services to unemployed workers following procedures in project field operational manual.
Turkey	2009 – 2010	ACTIVE EMPLOYMENT MEASURES PROJECT II – ISKUR Technical Assistance to Active Employment Measures and Support to Turkish Employment Organization at Local Level
Turkey	2016 – 2017	TECHNICAL ASSISTANCE FOR FACILITATING ACCESS OF DISADVANTAGED HIGHER EDUCATION STUDENTS TO LABOUR MARKET– DIRECTORATE GENERAL OF CREDIT AND HOSTEL INSTITUTION (DG CHI) Technical Assistance to analyse the needs of last year higher education students and those recently graduated with the aim to build up and improve the capacity of institutions such as KYK and ISKUR and organisations like KOSGEB, TOBB and TESK to deliver a well marketed service that help the last-year students and unemployed graduates into job/employment. Developing Career Focused Support Group Model and pilot program.
Turkey	2018 04-11	TOTAL FACTOR PRODUCTIVITY PROJECT – CAPACITY DEVELOPMENT COMPONENT OF MINISTRY OF DEVELOPMENT Technical Assistance to capacity building programme and Support to Ministry Of Development at central and Local Level
Turkey	2018-	PRODUCTIVITY ACADEMY MODEL DESIGN AND BUSINESS PLAN PREPARATION PROJECT– Technical Assistance to Min.of Industry and Technology- General Directorate of Industry and Productivity
Turkey	2019 03-	SOROPTİMİST ADVOCATE GENDER EQUALITY (SAGE) IN WORK PROJECT – Technical Assistance to developmental mentoring program and connected capacity building activities of SAGE project and support to Etiler Soroptimist Club

Turkey	2010 – 2015	LEADERSHIP AND MENTORING PROGRAMMES– <u>MENTOR LEADERSHIP DEVELOPMENT</u> – Training and Development Director Designing the systems/ required learning infra-structure for private sector/ NGO or public sector Leadership and Mentoring projects, delivering required trainings and providing consultancy & support for all stakeholders within the organization.
Turkey	2006 –	MENTORING PROGRAMMES– <u>LEARNING PARTNER</u> – Freelance Consultant and Owner Designing the systems/ required learning infra-structure for private sector/ NGO or public sector One To One, Group or E-Mentoring projects, delivering required trainings and providing consultancy & support for all stakeholders within the organization.

14. Professional experience:

In Company Mentoring & Coaching Programmes with MENTOR LEADERSHIP DEVELOPMENT

MENTORING PROGRAMMES	LEADERSHIP & COACHING PROGRAMMES
<ul style="list-style-type: none"> ▶ Turkcell, Turkcell Teknoloji, ▶ Turkcell Global Bilgi ▶ Migros ▶ DHL ▶ GSK GlaxoSmithKline ▶ Bilim İlaç ▶ Danone ▶ Akbank ▶ Turkish Airlines 	<ul style="list-style-type: none"> ▶ Yıldız Holding ▶ Unilever

Mentoring Projects & Programmes with LEARNING PARTNER (TRAINING & DEVELOPMENT)

- ▶ [May 2019-] **TMMOB Chamber of Civil Engineers Izmir Branch “Women with White Helmets” One to one Developmental Mentoring Program**– Programme consultant and trainer
- ▶ [March - November 2019] **“ETİLER SOROPTİMİST Club” “SAGE_Equaility in Work” One to one Developmental Mentoring Program**– Programme consultant and trainer
- ▶ [April 2016– July 2017] **KYK–Dezödes AB Project “Career Focused Group Support Program” Career Focused Group Mentoring Project – Project consultant and module trainer**
- ▶ [December 2016-] **HAYAT SENDE Association, “Running Toward The Future” One to One Mentoring, Career Focused Group Mentoring and Peer Mentoring Project** – Programme consultant and trainer
- ▶ [January 2016-2018] **“GOP SOROPTİMİST Club” One to one Developmental Mentoring Program**– Programme consultant and trainer
- ▶ [April 2015-] **ODTUMIST “Middle East Technical University İstanbul Alumni Association” E-Mentoring, Peer Mentoring and Graduate Career Mentoring**– Programme consultant and trainer
- ▶ [April 2015-2015] **İzmir Association For Supporting Contemporary Life (ÇYDD) Group Mentoring Project** – Programme consultant and trainer
- ▶ [April 2014–2015] **Pomegranate Grains (NT-II) Project TOT Trainings for Group Mentoring Programme** – Programme consultant and trainer
- ▶ [April 2014– 2015] **Association For Supporting Contemporary Life (ÇYDD) One To One Mentoring Project** – Mentee & Mentor TOT Trainings For One To One Mentoring Programme – Programme consultant and trainer
- ▶ [May 2013- 2015] **Pomegranate Grains “Nar Taneleri-II” Project - One To One Youth Mentoring Programme** – Ministry Of Family & Social Policies - Project Consultant and trainer
- ▶ [May 2013- 2015] **Pomegranate Grains “Nar Taneleri-II” Project - Group Mentoring Programme**- Project Ministry Of Family & Social Policies Child Care Staff Development and Institutional Capacity Building Project – Project Consultant and trainer
- ▶ [November 2013- June 2024] **“TİKAV“ – [Turkish Human Resources Foundation] _ E-mentoring Programme** – Project Consultant and trainer
- ▶ [March 2012 - 2015] **Association For Supporting Contemporary Life_(ÇYDD)-Scholarship” One To One NGO Developmental Mentoring Programme** – Project Consultant, Trainer
- ▶ [December 2010-February 2011] **“ÇATOM_ Multi-Purpose Community Centers“- Leadership Programme and Mentoring Skills** -Empowerment of women and women NGO’s in the least developed regions in Turkey- Project Consultant, Trainer
- ▶ [July 2009- 2012] **Pomegranate Grains “Nar Taneleri-I” Project - One To One Mentoring Project** – Social Service & Child Protection Institution – Project Consultant, Trainer
- ▶ [February–April 2006] **British Embassy - Chevening Ambassadors – One To One Mentoring Project** – Project Consultant, Trainer

Date from-Date to	Location	Company & reference person (name & contact details)	Position	Description
03-11 2019	İstanbul, Turkey	<p>Gül Üstün Project Director zgul.ustun@gmail.com</p> <p>Zehra Canfesci Project-Budget Control zehracanfesci@gmail.com</p> <p>Hüray Böke Mentoring Program Coordinator hurayboke@gmail.com</p> <p>Azize Namdar Project Coordinator azizenamdar@gmail.com</p>	<p>Mentoring Program & Capacity Development Consultant</p> <p>(Learning Partner)</p>	<p>SOROPTİMİST ADVOCATE GENDER EQUALITY (SAGE) IN WORK PROJECT Soroptimists Advocate Gender Equality in Work Grant Scheme for Grassroots Civil Society Organizations (GRS). Programme is co-funded by the European Union and Republic of Turkey</p> <p>General Objective; Overall objective of the SAGE in Work is having better understanding about gender equality concept in working life. Specific objectives of the project are raising awareness among young women by building better understanding about work, money, time and power domains of gender equality, training women about these 4 core gender equality domains; empowering young women by mentoring activities and turning at least 10 women into gender equality ambassadors</p> <p><u>Specific objectives:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Measuring gender equality awareness level among young women; <input type="checkbox"/> Raising awareness about gender equality in economic participation among young women; <input type="checkbox"/> Training women about core domains of gender equality issues; <input type="checkbox"/> Empowering young women by coaching and mentoring activities to cope with gender equality problems in working life; <input type="checkbox"/> Turning women into gender equality ambassadors <p><u>Target group(s):</u> Women studying in universities located in Istanbul, Gender Clubs of different universities located in Istanbul, Women in professional working life, Members of Soroptimist International Europe (SIE), Members of Turkish Soroptimist Clubs (TSKF), including Etiler Soroptimist Club, Relevant Turkish Civil Society Organizations, Scholars of Turkish Soroptimist Clubs.</p> <p><u>Main activities:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Field Research: Awareness level of gender equality concepts among university students. (Questionnaire) <input type="checkbox"/> PR campaign and social media campaign with web site, Facebook, Instagram, YouTube, etc. <input type="checkbox"/> Meetings with university students, <input type="checkbox"/> Trainings (gender equality, mentorship), <input type="checkbox"/> International Gender Equality in Professional Life Conference <p><u>Mentorship Program:</u> Mentorship will be a key driver in improving young professionals' ability to cope with gender equality problems that they may face in the workplaces and to resist against discriminating policies and/or behaviours Women from junior and senior classes and new recruits will benefit from menteeship trainings and mentor-mentee sessions that enable them handling gender problems easily in working life.</p> <p>The Program is expected to empower young women to cope with gender equality problems in working life. It will be limited to 16 pairs, our expectation is to have 10-16 mentors and 10-16 mentees. It will be open to all club members and other soroptimists and volunteers with at least 7 years work experience. Equal number of mentees will be selected among young working women or senior students. Candidates under age of 40 will be assigned to the mentee part of the program.</p> <p>Suitable candidates will get training for structured mentorship-menteeship, guides and kits will be prepared, mentees' resilience levels will be assessed, mentors and mentees will be matched through the help of the consultant.</p> <p>In total 6 training sessions and 6-8 mentor-mentee meeting sessions will be realized until the end of the project. Specially prepared resilience tests will be applied before and after the programs to measure the effect of program. In cases where coaching seems to be necessary, support of an accredited coaches will be asked for.</p>

Date from-Date to	Location	Company & reference person (name & contact details)	Position	Description
09/2018-	Ankara, Turkey	<p>Dr. Cüneyt Evirgen Project Sponsor cuneyt-edu@sabanciuniv.edu</p> <p>Dr. Oya Torum Project-Budget Control oya-edu@sabanciuniv.edu</p> <p>Asena Yalınız Design-Capacity Development Specialist asena-edu@sabanciuniv.edu</p> <p>Mehmet Peker Project Coordinator peker-edu@sabanciuniv.edu</p> <p>Nejat DOĞAN Team Leader Phase-2 nejat.dogan@undp.org</p>	<p>Training & Capacity Development Consultant</p> <p>(Sabancı EDU)</p>	<p>PRODUCTIVITY ACADEMY MODEL DESIGN AND BUSINESS PLAN PREPARATION PROJECT PROJECT TITLE; Productivity Academy Establishment Project_ PROJECT NO; 2017K110350 RESPONSIBLE ORGANIZATION; Min. of Industry and Technology- General Directorate of Industry and Productivity</p> <p>General Objective: Establishing an institutional structure to provide service at the national level in order to ensure the efficiency-based transformation of industry.</p> <p>Special Purpose: Especially in SMEs;</p> <ul style="list-style-type: none"> ▪ Institutionalization, manufacturing and value chain management of manufacturing industry enterprises, R & D ▪ Developing competencies in the fields of innovation, digital transformation and internationalization through training and consultancy; ▪ Conduct applied research to increase the productivity and innovation capacity of the industry; ▪ Accredited and certify trainers and consultants in order to improve the quality of training and consultancy services; ▪ Take part in the processes of formation of policies that direct the country's economy. <p>TARGET GROUP; Manufacturing industry enterprises with priority in SMEs and Persons and organizations operating in the Training and Consulting Sectors</p> <p>AFFECTED SIDES; Private organizations engaged in training and consultancy activities, Universities and scientific organizations as key actors in the process of knowledge generation related to productivity, Decision-making structures for policy-making</p> <p>Efficiency Academy will be established in a way that will enable;</p> <ul style="list-style-type: none"> ▪ Systematic monitoring and elimination of training and consultancy needs of industrial enterprises; ▪ Strengthening the scientific and technical capacity in the field of productivity through practical trainings and applications such as model factories; ▪ Increasing the quality of scientific publications and activities. <p>In order to carry out the necessary preliminary studies in the Productivity Academy Project/ Current Situation Analysis phase, a consultancy service contract was signed between the Ministry of Science, Industry and Technology and the Management Development Unit (EDU) of Sabancı University on 28 December 2018.</p> <p>* Phase-1 studies (Case Detection Phase-Current Situation Analysis, Market Research, Demand Analysis, Supply Analysis, Stakeholder Analysis, Ecosystem Analysis, Risk Analysis, Incentives and Supports, Benchmarking and Case Studies, Interviews with Experts, Productivity Academy Design Principles, Resource screening) completed in 6 months.</p> <p>* Phase-2 Model Design and Business Plan Preparation consists of the evaluation of the model alternatives of the Academy of Productivity (Scope, legislation, physical infrastructure, resources, budget, calendar), Model selection, Implementation plan and schedule, Budgeting and financial plan, Organization plan stages.</p> <p>The Productivity Academy will design training and consultancy services in five key areas: Institutionalization, Production and Value Chain Management, Innovation and R & D, Digital Conversion, Internationalization.</p>

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01-11 2018	Ankara, Turkey	<p>K. Deniz ÇİFTÇİ Deputy Team Leader UNDP deniz.ciftci@kalkinma.gov.tr</p> <p>Pınar YAPANOĞLU Project Coordinator UNDP pinar.yapanoglu@kalkinma.gov.tr</p> <p>Nejat DOĞAN Team Leader nejat.dogan@undp.org</p> <p>Mrs. Mine ERGUN BAKDUR Head Of Dept. EMSA-MOD mine.ergunbakdur@kalkinma.gov.tr</p> <p>Mr. Nuri Barış TARTICI Deputy Director Of Strategy & Policy Dept- MOD baris.tartici@kalkinma.gov.tr</p>	<p>Institutional Capacity Development Component Senior Training Expert</p>	<p>SUPPORT TO DEVELOPMENT OF A POLICY FRAMEWORK ON TOTAL FACTOR PRODUCTIVITY- UNDP Project – Beneficiary; Ministry Of Development</p> <p>Overall objective: To improve the contribution of total factor productivity to growth. Specific objective: To improve the institutional capacities to formulate and implement sector policies and strategies that contribute to national competitiveness.</p> <p>The Project will target to reach and interact with a wide range of stakeholders from public sector to private sector covering policy makers and business actors including think tanks, business service organisations, SMEs etc. Minimum 3000 companies will be reached through surveys and more than 40 institutional stakeholders will be reached through working groups, scientific committee etc. Ministry of Development will be the final beneficiary who will own the policy framework and manufacturing industry representatives and overall economic actors will be also among the final beneficiaries to be affected by the policy framework.</p> <p>Estimated Results; 1. Factors limiting Total Factor Productivity in Turkey identified. 2. A macro-level policy framework that would boost total factor productivity developed and operationalized.</p> <p>C.2.3.2: Improvement of Institutional Capacities Based on the institutional framework to be adopted, the PMU will perform a needs assessment to identify the overall capacity improvement needs of the relevant stakeholders, and produce a needs assessment report. The needs assessment report may require revision of the institutional framework in cases where the assumptions to be made while developing the framework do not hold true. For instance, the framework to be produced may be based on the assumption that some of the activities be performed by a certain stakeholder's prevailing human resources, whereas the needs assessment report might demonstrate that the skills required to perform those functions cannot be feasibly developed within that stakeholder. In such cases, the PMU will propose modifications to the institutional framework for MoD's consideration.</p> <p>Capacity Improvement Programme; The PMU will design and deliver a capacity improvement programme. TOR refers to activity which should lead to result increased institutional capacity of Ministry Of Development (MOD) staff of EMSA General Directorate and Development Agencies (DA). Responsible for ; Assist in the design organization and management of below mentioned module capacity building program for staff of MOD & DA</p> <ul style="list-style-type: none"> ▪ Capacity building Component- Model for staff of MOD & DA ▪ Capacity building Component- Value Chain Analysis Module _ 4 Phased (Ph) Modular Program Model ▪ Capacity building Component- Ecosystem Analysis Module _ 4 Phased (Ph) Modular Program Model [(Ph.1-Training), (Ph.2-Pilot Field Implementation Program), (Ph.3-Guides,Tool Kit Development), (Ph.4-Report &Workshop)] ▪ Capacity building Component- Data Analytic & Mining with “R” Training and Implementation Module for EMSA staff of MOD ▪ Capacity building Component- “Social Network Analysis” Training and Implementation Module for EMSA staff of MOD ▪ Capacity building Component- “BI Tool- Data Focused Thinking and Data Visualisation” Training and Implementation Module ▪ Capacity building Component- “BI Tool- Expert User” Training and Implementation Module

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04/2016-07/2017	Ankara, Turkey	<p>Mr. Onur KAYALAR Project Director NovusPM onur.kayalar@novuspm.com</p> <p>Mr. Carsten OLSEN Team Leader carsten.olsen@dezodes.org</p> <p>Mr. George KELLY Training Key Expert KE-2 george.kelly@dezodes.org</p> <p>Mr. Recep Ali ER KYK- GMA rer@kyk.gov.tr</p> <p>Mrs. İlkay ATLI KYK- Project SPO iatli@kyk.gov.tr</p>	Senior Short term Non-Key expert (SNK)	<p>TECHNICAL ASSISTANCE FOR FACILITATING ACCESS OF DISADVANTAGED HIGHER EDUCATION STUDENTS TO LABOUR MARKET–DIRECTORATE GENERAL OF CREDIT AND HOSTEL INSTITUTION (DG CHI)</p> <p>The overall objective of the project is to increase the employability of disadvantaged higher education students, facilitate their access to labour market and increase their access to public employment services especially in order to reduce the intergenerational transmission of poverty by supporting achievement of students coming from groups in poverty or at risk of poverty.</p> <p>The specific purposes are:</p> <ul style="list-style-type: none"> ▪ To increase the cooperation between DG CHI, universities and other institutions dealing with employment and social inclusion policies to be able to deliver better services to disadvantaged higher education students, ▪ To facilitate the access of disadvantaged students to labour market, ▪ To reinforce the capacity of DG CHI regarding the service provided to disadvantaged students, and ▪ To increase the awareness of university students on the opportunities provided by the EU and Turkish institutions regarding employment and transition from school to work <p>Technical Assistance to analyse the needs of last year higher education students and those recently graduated with the aim to build up and improve the capacity of institutions such as KYK and ISKUR and organisations like KOSGEB, TOBB and TESK to deliver a well marketed service that help the last-year students and unemployed graduates into job/employment.</p> <p>TOR refers to activity which should lead to result increased institutional capacity of ISKUR Provincial Directorates in those 25 provinces where the 28 model and pilot offices are situated. Responsible for ;</p> <ul style="list-style-type: none"> • The design and content and physically managing a Stakeholder Workshop for 30 persons, organizations and agencies concerned with the wellbeing and employment of disadvantaged HE students • Assist in categorizing and systematizing the training need analysis for each training module in related activities. • Assist in the design and implementation of a range of training and capacity building activities. Design and organize training courses and advise on matters related to the graduate job market in Turkey. • Assist in the design, organization and management of below mentioned module capacity building program for staff DG/CHI <ul style="list-style-type: none"> ▪ Assist and design special course in Personal Development for Head Office Credit Department candidates ▪ Developing communication skills with disadvantaged students ▪ Increasing the quality of financial aid and accommodation services ▪ Facilitating last year students’ access to employment services ▪ Project Management Principles and PCM Techniques ▪ Effective utilisation of IT tools ▪ For KYK General Directorate (and for the university staff) organizing a regional training program on the new version of SIS ▪ Trainings for Social Worker/Psychologists of DG CHI hostels and Vocational Counsellors from ISKUR. ▪ Assist in preparation of web based video/animation tool regarding A4.1-2 Module & produce 50 CDs.

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09/09 - 04/10	Ankara, Turkey	<p>Ecorys Mr. M Heathcote +90 (0)530 6659501 mike.heathcote@ecorys.com.tr</p> <p>ISKUR- Project SPO Mr. Mehmet Ali ÖZKAN mali.ozkan@iskur.gov.tr</p> <p>ISKUR- Employment Dept Mr. Faruk ŞAHİN faruk.sahin@iskur.gov.tr</p>	Short term expert (STE)	<p>ACTIVE EMPLOYMENT MEASURES PROJECT II – ISKUR– (ECORYS Nederland BV)- Technical Assistance to Active Employment Measures and Support to Turkish Employment Organization at Local Level The overall objective of the project is to improve the existing capacity to design, develop and implement policies and programmes in order to contribute to Human Resource Development aligned with European Employment Strategy in Turkey. The project purpose is to assist ISKUR to deliver more effective public Employment services, in particular at local level, and to assist ISKUR to implement active labour market measures.</p> <p>1st TOR refers to activity which should lead to result increased institutional capacity of ISKUR Provincial Directorates in those 25 provinces where the 28 model and pilot offices are situated. Responsible for ;</p> <ul style="list-style-type: none"> • Implementing the new plans and guidelines in the 28 pilot and model offices • Setting up a strategy for implementing action plan methodology in 25 provincial plus 3 branch offices • Developing seminar/workshop for provincial directors, branch managers/chiefs as well as for General Directorate of ISKUR on Action Plan methodology • Delivering seminar/workshops to Provincial Directors on setting up the action plan system and monitoring it, Branch managers, chiefs on day-to-day operations of action plan system, ISKUR General Directorate on monitoring how the action plans are working in 28 offices. • Assisting 25 provincial directorates in finishing drafting of action plan/guidelines • Monitoring the implementation of action plans/guidelines, Preparing Seminar reports and Monitoring report • Final seminar on anchoring action plan methodology in provinces (for directors/managers of 28 M/O offices) • Presenting the progress and the feedbacks of provinces & employer’s from workshops to Senior Management Board <p>2nd TOR refers to activity implementing the necessary training for ISKUR staff at Central and Provincial levels, specifically to the programme for Training of Trainers and the programme for Training of Trainers group and specifically to the programme for Facilitation Skills Workshop for General Directorate staff with the skills and techniques to organize, arrange, manage and report on effective meetings with various groups of stakeholders.</p> <ul style="list-style-type: none"> • Preparing materials for inputs on two events. • Designing and delivering 5 days “Train The Trainers-II” training to a group of up to 13 trained (TTT-I) trainers on the skills and techniques required to complete Training needs Analysis, design of appropriate training interventions to meet identified needs and conduct effective evaluation at the end of training and the impact of the training on service delivery. ▪ Trained and supported ISKUR Training Need Analysis (TNA) Team to provide TNA report for designing of Facilitator Training program. • Designing and deliveing a 5 days training event for 10 General Directorate staff on the skills required to perform as a moderator/facilitator at meetings arranged with various ISKUR stakeholders. • Contributing to the final report at the end off the process. <p>In addition to 2 TOR, supporting the design, coordination, development and testing stages of ISKUR Self-Assesment Tool.</p>

02/06 - 07/09	Ankara, Turkey	II. PRIVATIZATION SOCIAL SUPPORT PROJECT World Bank Projects _ Labor Redeployment Services – ISKUR- Labor Adjustment Dept Mr. Ferudun GİRESUN ferudun.giresun@iskur.gov.tr TC. Privatization Administration Mrs. Özge ALPAY Oalpay@oib.gov.tr	Team Leader/ Project Consultant/	<p>II. PRIVATIZATION SOCIAL SUPPORT PROJECT- ISKUR (Implementation Unit) World Bank–Social Support Project _Labor Redeployment Services–(Freelance Consultant/Gelişim Training & Consulting), Responsible for assisting the implementation agency (ISKUR) national and local office contracts with service providers to deliver labor redeployment services being administered by ISKUR for job counseling, retraining, temporary community employment services to unemployed workers. Managing the project team and coordination between units.</p> <p>During 2 phase of the project as Labor Redeployment Consultant,</p> <ul style="list-style-type: none"> ▪ provided support, training, coordination and communication of ISKUR local offices in 81 provinces, regarding all steps of the project implementation and contributed to activation of 73 provinces putting into practice 1.356 projects with 36,749 unemployed registered participants. ▪ designed and developed Lead Agency PSSP training plans, materials & programs, assisted in training organization & coordination process, trained and moderated about 1.250 ISKUR staff from 81 provinces, 25 ISKUR Auditors. Beside project promotion presentations delivered during field visits to provinces, gave a PSSP presentation to 55 potential consultancy service providers.
04/02 - 12/05	Ankara, Turkey	I. PRIVATIZATION SOCIAL SUPPORT PROJECT World Bank Projects _ Labor Redeployment Services – Vocational Standards Institution (Ex-ISKUR Head Of Labor Adjustment Dept Mr. Bayram AKBAŞ bayram.akbas@myk.gov.tr TC. Privatization Administration Mrs. Özge ALPAY Oalpay@oib.gov.tr	Project Consultant	<p>I. PRIVATIZATION SOCIAL SUPPORT PROJECT- ISKUR (Implementation Unit) World Bank – Social Support Projects _ Labor Redeployment Services – (IMC Consulting) Responsible for assisting the implementation agency (ISKUR) national and local office contracts with service providers to deliver labor redeployment services being administered by ISKUR for job counseling, retraining, temporary community employment services to unemployed workers following procedures in project field operational manual.</p> <ul style="list-style-type: none"> ▪ Providing training, coordination and communication of ISKUR Offices in 81 provinces regarding all steps of project implementation and project cycle management process. ▪ Making effective suggestions for developing the legislation related with all activities carried out within the scope of PSSP under the body of ISKUR. ▪ Promoting the implementation of the project and bidding process. ▪ Designing Project Implementation Circular, contracts and specifications for tender and revising and making necessary updates regarding feedbacks obtained from field applications, audit outcomes and service provider’s suggestions. ▪ Evaluating the proposals. Planning administration, implementation, monitoring and evaluation of projects. ▪ Developing training materials, planning and designing training programs. ▪ Providing training services & technical support to the commissions and coordinators in the provincial directorates, delivering “Train the trainer” program to the regional consultants. ▪ Creating and revising the checklists for bidding and evaluation process, sample proposal formats, promotion materials and other tools for the implementation of the project. ▪ Planning and undertaking ongoing field visits to provinces in coordination with administration and provincial management regarding project sites arrangements for the promotion or observation of project activities. Preparing reports on results of visits and project progress. ▪ Supporting local offices and potential service providers. Giving interpretations to the local offices on the implementation of the project. ▪ Ensuring that activities are in accordance with plans of action. Providing communication and coordination with counterparts in local authorities on project details. Recommending courses of action to the project manager and coordinator. ▪ Gathering data, report and background information with regard to programmes/projects and providing updated information on program/project financial and administrative status for analysis and report purposes by effective use of MIS system. Designing and updating (ISKUR) project web page and MIS Database. ▪ Analyzing program/project status and recommending appropriate adjustments.

08/ 91- 04/ 02	İstanbul, Turkey	<p>IKTISAT BANKASI T.A.Ş., Istanbul, TURKEY</p> <p>(Ex Head Of Audit Dept) Mr. Ali Kamil UZUN Deloitte auzun@deloitte.com (Ex Head Of HR Department) Mr. Beşir ÖZMEN besirozmen@sysdanismanlik.com</p>	<p>Training & Communica tion Manager</p> <p>Change Managemen t Agent</p>	<p>IKTISAT BANKASI T.A.Ş., Istanbul, TURKEY</p> <p>01/98 – 03/02 Training & Communication Dept. - Manager / Change Management Agent</p> <ul style="list-style-type: none"> • Designing and managing internal communication & motivation program for employees • Coordinating Training committee meetings and activities and providing effective communication among all business units represented, in order to get the overall expectation and measure the results periodically. • Taking part as Project Manager or Project Team Member in company-wide reorganization & development projects carried out with international consulting company, BOFA (Bank Of America) at design, coordination, communication and training phases. • Managing the project regarding the training and orientation needs for start-up of new branches in Retail Banking Program; managing the coordination plan, logistic arrangements and training phase successfully for recruited over 750 employee for more than 50 branches in only 8 months, also directing and accelerating the orientation to corporate culture. • Coordinating the project for implementation of Online Learning Platform and Computers Based Training Program Structure along with the intranet project. Managing the preparations, project coordination team, establishment and start-up of new operations, producing and providing courses and implementation, also developing policies, analyzing corporate needs managing cultural change/transition period. • Managing Psychological process of change and handling emotional reactions by means of Communication & Motivation Program in order to support, guide employees and increase the awareness level under Banking crisis, Take over period of Saving Deposit Insurance Fund and following second acquisition endeavour phase. • Designing and implementing Bank Employees Displacement & Redeployment Program for helping Bank Employees guide, motivate and take charge of their careers under liquidation period. <p>04/95 – 12/97 Training Division – Manager</p> <ul style="list-style-type: none"> • Developing an re-building “In Company Trainers & Training System”, “On the job training” and “Follow-up” systems involving more than 50 line managers as trainer. • Expanding the scope of original Management Skills Training Modules and developing Coaching dimension combined with 360’ feedback system and was integrated with HR perf. & career development functions. • Giving training to new beginning employees on “Orientation and corporate culture” <p>08/91 – 03/95 Training Division - Analyst / Supervisor</p> <ul style="list-style-type: none"> • Planning & organizing the training plan and all training activities acc. to company training need analysis. • Designing and planning special tailor module programs (Management Trainee, Internal Trainee Auditors, Retail Sales Officers & Managers Development, Tellers Group programs) • In keeping with corporate philosophy that line managers should be actively involved in recruiting and formal & on the job training process, starting, organizing and managing the “Train the Trainer” and the first nontraditional “In-Company Continuous Management and Skills Development Module Programs”. • Coordination and issuing in-company magazine and E-Bulletin regularly. • Organizing the in-company activities, confer., all social & comm. events, meetings and other organizations
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15. Other relevant information: (e.g. Publications, Conferences, **Other Projects, Social Works**)

a. Conferences & Training Programmes

- **"Mentoring Circles" TOT & Licence Training Programme** - Innova Consulting- Sheffield-England, 2014
- **Cognitive Behavioral Executive Coaching Programme** - Nadis Training & Consultancy- Istanbul, 2012
- **Student and Education Coaching Certification Programme** - Iz Coaching- Istanbul, 2011
- **"GCDF" "Making Career Decisions in the 21'st Century"** Dr Spencer G.NILES, 1st 2010.
- **"GCDF_Turkey Advanced Training Programs "Un-psychometric Self-Assessment Techniques"**, 1st 2010.
- **"GCDF_Turkey Global Career Development Facilitator"** NBCC (Nat.Board of Cert. Counselors) & CCE (Center for Credent.& Educ.Inc.) and Bahçeşehir Univ. **CPC - Accredited Certification Program**, 1st, 2008 - 2009.
- **"Using DISC Personality Assessment in Career Coaching"** Career Coach Institute, Online, 2008
- **"Corporate Social Responsibility Development & Management"** SuCSR TURKEY, Istanbul, 2008
- **"Advn.People Pattern Power_(The Nine Keys To Bus. Suc. in HR)"** Litera Training & Consulting, Istanbul, 2008
- **"People Pattern Power_(The Nine Keys To Bus. Suc. in HR)"** Litera Training & Consulting, Ankara, 2007
- **"In The Bones Module_Co-Active Coaching Certif. Program_CTI"** Navitas Training & Consulting, Istanbul, 2007
- **"Process Module_Co-Active Coaching Certif. Program_CTI"** Navitas Training & Consulting, Istanbul, 2007
- **"Balance Module_Co-Active Coaching Certif. Program_CTI"** Navitas Training & Consulting, Istanbul, 2007
- **"Fulfillment Module_Co-Active Coaching Certif. Program-CTI"** Navitas Training & Consulting, Istanbul, 2006
- **"Fundamentals Module_Co-Active Coaching Certif.Program-CTI"** Navitas Training & Consulting, Istanbul, 2006
- **"Interview Skills by using NLP Techniques"** NLP **Association**, Ankara, 2006
- **"Coaching & Mentoring in Organizations"** Navitas Training & Consulting, Istanbul, 2005
- **"Project Management Certification Program"** Ankara Project Managers Association, Ankara, 2005
- **"Outplacement-Career Counseling Program"** E&E Consulting, Istanbul, 2002
- **"3 Apples Fall Down"- Outplacement Career Counselling Program"** CDM Consulting, Istanbul, 2002
- **"Managing Your Life"- Outplacement Career Counselling Program"** Tack Training Int., Istanbul, 2002
- **"Helping People Take Charge Of Their Careers"-Outplacement Career Counseling Trainer Module Program**, Penna Sanders & Sidney Career Consulting, Istanbul, 2001-2002
- **"Web Based Trainer Certification Program"** Walden Institute, Online instructor certification program, 2001
- **"Project Management"** Makro Consulting, Istanbul, 2000
- **"Learning Organization / 5'th.Dicipline"**, Istanbul 1998
- **"Team Building"** Accord Management Systems, (IBTP), Istanbul, 1998
- **"Advanced Feedback Management Program"** Accord Management Systems, (IBTP), Istanbul, 1997
- **"Feedback Management Program"** Accord Management Systems, (IBTP), Istanbul, 1996
- **"Middle Management"** Accord Management Systems, (IBTP), Istanbul, 1995
- **"Negotiation Techniques"** TBA, Istanbul, 1995
- **"Introduction to Management Techniques"** Accord Management Systems, (IBTP), Istanbul, 1994
- **"Human Resources Selection & Recruitment"** Accord Management Systems, (IBTP), Istanbul, 1993
- **"Train The Trainer"** Accord Management Systems, Iktisat Bank Training Program (IBTP), Istanbul, 1992
- **"Training Needs Analyzing Techniques"** Rota Training & Consulting, Istanbul, 1991

b. Other Professional Projects & Social Works

- ▶ [May 2019-] **TMMOB Chamber of Civil Engineers Izmir Branch "Women with White Helmets" One to one Developmental Mentoring Program**– Programme consultant and trainer
By designing and establishing a one to one formal developmental mentoring learning relationship between TMMOB Chamber of Civil Engineers Izmir Branch members and scholars, it is aimed to provide scholars (mentees) to get personal, d career development and gender empowerment support by experiencing relationship management experiment in the role of learner, with volunteers (mentors) who apply and develop their leadership skills in the role of learning partner.
- ▶ [January 2016 – June 2019] **HAYAT SENDE Association, "Running Toward The Future" One to One Mentoring, Career Focused Group Mentoring and Peer Mentoring Project** – Developmental Mentoring Programmes consultant and trainer
By designing and establishing face to face "one to one", "career focused group" and "peer support" formal developmental mentoring learning program & mechanisms by means of relationships between Hayat sende Association members/ volunteers, ex-mentees as mentor and leaving care scholars & 15-18 aged youth who raised in institution under protection as mentee. it is aimed to provide scholars & youth living in institution (mentees) to get personal and career development support by experiencing relationship management experiment in the role of learner, with volunteers & ex-mentees of program (mentors) who apply and develop their leadership skills in the role of learning partner.
- ▶ [January 2016-2016] **"GOP SOROPTİMİST Club" Developmental Mentoring Program** – Programme consultant and trainer. By designing and establishing a one to one formal developmental mentoring learning relationship between GOP SOROPTİMİST Branch members and scholars, it is aimed to provide scholars (mentees) to get

personal and career development support by experiencing relationship management experiment in the role of learner, with volunteers (mentors) who apply and develop their leadership skills in the role of learning partner.

- ▶ [April 2015-] **ODTUMIST “Middle Esat Technical University İstanbul Alumni Association” Mentoring Model with 3 Different Mentoring Program- 1)E-Mentoring Program, 2)Peer Mentoring Program and 3) Face To face Graduate Career Mentoring Program** – Programme consultant and trainer
By designing and establishing a one to one formal developmental e-mentoring learning relationship between ODTUMIST volunteers and scholars, it is aimed to provide scholars (mentees) to get personal and career development support by experiencing relationship management experiment in the role of learner, with volunteers (mentors) who apply and develop their leadership skills in the role of learning partner. Beside e-mentoring program, in 2nd year, new peer mentoring program has been designed and implemented between 1st years mentees as peer mentor with prep-class scholarship students as mentee. As 3rd program, it is aimed to provide graduated, job seeking or new hired (mentees) to get personal and career development support in the role of learner, with experienced volunteers (mentors) in career & career support field who apply and develop their leadership skills in the role of learning partner.
- ▶ [April - October 2015] **İzmir Association For Supporting Contemporary Life (ÇYDD) Group Mentoring Project** – Programme consultant and trainer. By designing and establishing a group mentoring learning relationship between ÇYDD volunteers and scholars, it is aimed to provide scholars (mentees) to get personal and career development support by experiencing peer mentoring relationship management experiment in the role of learner, with volunteers (mentors/ facilitators) who apply and develop their leadership skills in the role of learning partner.
- ▶ [January-April 2015] **Pomegranate Grains NT-II Project TOT Trainings for Group Mentoring Programme** – Programme consultant and trainer. By designing and establishing a Group Mentoring Mentor TOT training programme and guide, it is aimed to provide experienced group mentors to train & develop new mentors who apply and develop their leadership skills in the role of learning partner, for group mentoring programmes in provinces.
- ▶ [April 2014-September 2015] **Association For Supporting Contemporary Life (ÇYDD) One To One Mentoring Project** - TOT Trainings For One To One Mentoring Programme – Programme consultant and trainer
By designing and establishing a one to one Mentoring Mentee and Mentor TOT training programme and guide, it is aimed to provide experienced mentor leaders to give trainings and train & develop new mentor leaders for ÇYDD one to one developmental mentoring programmes in İstanbul and provinces.
- ▶ [May 2013-May 2015] **Pomegranate Grains “Nar Taneleri-II” Project- One To One Youth Mentoring Programme** – Ministry Of Family & Social Policies - Project Consultant and trainer. By designing and establishing a one to one formal developmental youth mentoring learning relationship between 15-18 years old youth and volunteers outside of organization, it is aimed to provide disadvantaged youth (mentees) to get relationship, personal and career development support by experiencing relationship management experiment in the role of learner, with volunteers (mentors) who apply and develop their leadership skills in the role of learning partner in 4 provinces.
- ▶ [May 2013-May 2015] **Pomegranate Grains “Nar Taneleri-II” Project- Group Mentoring Programme**- Project Ministry Of Family & Social Politics Child Care Staff Development and Institutional Capacity Building Project – Ministry Of Family and Social Politics- Child Service Head Quarter- IŞKUR- UNFPA- BOYNER _Project Consultant and trainer Supporting training need analysis with child care staff and social workers in 7 provinces and designing the program model for pilot project. Preparing the training modules for the managers and child care staffs/ social workers – occupational experts and delivering training modules in 4 pilot provinces. Designing the mentoring module following the initial training programmes and providing all mentoring training programs of mentors & mentees regarding 6 months long group mentoring learning relations.
By designing and establishing a group mentoring learning relationship between Ministry Of Family & Social Policies Childcare Staff and social workers – occupational experts, it is aimed to provide care personels (mentees) to get vocational and career development support by experiencing peer mentoring relationship management experiment in the role of learner, with professional workers (mentors/ facilitators) who apply and develop their leadership skills in the role of learning partner in 4 provinces.
- ▶ [November 2013-2024] **“TİKAV”-[Turkish Human Resources Foundation]_ E-mentoring Programme** – Project Consultant and trainer. By designing and establishing a one to one formal developmental e-mentoring learning relationship between TİKAV volunteers (AKFEN managers) and scholars, it is aimed to provide scholars (mentees) to get personal and career development support by experiencing relationship management experiment in the role of learner, with volunteers (mentors) who apply and develop their leadership skills in the role of learning partner.
- ▶ [March 2012- 2016] **Association For Supporting Contemporary Life_(ÇYDD) -Scholarship One To One NGO Developmental Mentoring Programme** – Project Consultant, Trainer. By designing and establishing a one to one formal developmental mentoring learning relationship between scholars and experienced ex-scholars and volunteers outside the organization, it is aimed to provide scholars (mentees) to get relationship, personal and career development support by experiencing relationship management experiment in the role of learner, with volunteers & ex-scholars (mentors) who apply and develop their leadership skills in the role of learning partner in İstanbul & provinces.

- ▶ [September 2010- 2012] - “**Yıldız Holding Senior Management Strategic Leadership Development Programme**” Leadership Project – INSEAD The Business School Of World- Mentor Leadership Development _ Performing as coordinator of TR Leadership Development Module and group coaching sessions facilitator. Designing, coordinating the modules structure, organization, and evaluation process during 5 modules that spraed over 1 year period of time.
- ▶ [February 2011 - 2012] “**Technical Assistance for Empowerment of Women and Women NGOs in the Least Developed Regions of Turkey**” - Project Consultant, Trainer
The overall objective of the project is to improve the existing capacity to design, develop and implement policies and programmes in order to contribute to Human Resource Development aligned with European Employment Strategy in Turkey. Technical Assistance for Empowerment of Women and Women NGO’s in the least developed regions (South–eastern Anatolia, Eastern Anatolia and Eastern Black Sea Regions) of Turkey. The project purpose is; To improve the local capacity and empowerment of women NGO’s to increase and facilitate women’s Access to municipal, social and judicial services, To provide assistance to improve Grant scheme implementation capabilities of women NGO’s and related stakeholders, To improve the capacity and awareness of local authorities and municipalities for sensitive target base budget allocation especially on gender issue. To promote reciprocal collaboration between local NGOs and authorities.
- ▶ [December 2010-February 2011] “**ÇATOM_ Multi-Purpose Community Centers“- Leadership Development & Mentoring Skills Programme** -Empowerment of women and women NGO’s in the least developed regions in Turkey- Project Consultant (Short Term Expert-Ecorys), Trainer
By designing and establishing a Leadership & communication skills training programme and guide, it is aimed to provide experienced ÇATOM women leaders to support & develop their staff in provinces.
Preparation of workshop on leadership and participatory management techniques for CATOM Women Leaders in region. Facilitating the workshop. Providing guidance & coaching on team building & development for CATOM managers during the workshop. Help CATOM managers, develop action plans.
- ▶ [July 2009-2012] **Pomegranate Grains “Nar Taneleri-I” Project - One To One Mentoring Project** – Social Service & Child Protection Institution – Project Consultant, Trainer. By designing and establishing a one to one formal developmental youth mentoring learning relationship between 18-22 years old girls who lives in institution (Social Service & Child Protection İnstitution) and coming from different regions and volunteers from outside of the organization, it is aimed to provide disadvantaged girls (mentees) to get relationship, personal and career development support by experiencing relationship management experiment in the role of learner, with volunteers (mentors) who apply and develop their leadership skills in the role of learning partner.
- ▶ [February–April 2006] **British Embassy - Chevening Ambassadors – One To One Mentoring Project** – Project Consultant, Trainer. By designing and establishing a one to one formal developmental mentoring learning relationship between junior scholars and senior Chevening experienced ex-scholars, it is aimed to provide scholars (mentees) to get, personal and career development support and guidance regarding abroad education experience by enjoying a relationship management experiment in the role of learner, with experienced ex-scholars (mentors) who apply and develop their leadership skills in the role of learning partner.
- ▶ [Oct 2003 -2010] **Middle Esat Technical University METU Allumi Association– One To One Informal Mentoring Project** - Team member of committe which is designing and developing the implementation of Student Consultancy Program in Middle Esat Technical University METU Allumi Association. Providing support to set up a mentoring, coaching structure between bussines and life experienced graduates and university students in the field of personal career management, continous learning, change management.
- ▶ [Nov 2003-2009] **Beyaz Nokta Association–Personal Development/ Mentoring & Coaching Projects** -Project Consultant and trainer. Supporting and developing the implementation of Personal Development Platform (KİGEP) Project activities designed for university students to become self concious learning individual by using self- assesment, continous learning and personal development concepts. Providing support as mentor and take role in designing the structure of a blended program that contains self- awareness, personal development. personal career management, continous learning, change management concepts.

15. Address Details :

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