

CALL FOR CONSULTANCY CONTRACT

The project “Making Industrial Establishments Resilient to Disasters with a Business Continuity Management Approach: Marmara Region Application (RESMAR)” is jointly funded by the Ministry of Interior Disaster and Emergency Management Presidency (AFAD) and the European Union Civil Protection Mechanism (UCPM) Disaster Risk Reduction Single Country Grant Programme. The project will be implemented at the AFAD Headquarters in Ankara and in the provinces of the Marmara Region.

This call is for a consultancy contract for a Business Continuity Specialist. A fixed-term, globally priced service contract will be signed with the successful candidate. AFAD will provide an office space for the consultant to work in.

1. PROJECT INFORMATION

Title: Making Industrial Establishments Resilient to Disasters with a Business Continuity Management Approach: Application in the Marmara Region (RESMAR)

Grant Programme: European Union Civil Protection Mechanism (UCPM) / Technical Support for Disaster Risk Management (Track-1)

Project Due Date: 31 August 2026

Justification:

In the event of a disaster, economic life may be disrupted or even come to a standstill, depending on the magnitude of the disaster and the damage it causes. Therefore, it is important to increase the resilience of industrial establishments and ensure that they are prepared for a possible disaster. Industrial establishments can protect themselves from all kinds of threats and dangers by preparing business continuity plans in advance so that they can continue their activities.

Organised Industrial Zones (OIZs) play a crucial role in Türkiye’s economic independence, both in terms of their economic size and the jobs they create. Any disruption that prevents OIZs from providing their value-added products and services could have serious consequences not only for participating companies and their employees, but also at the regional and national levels. Therefore, it is essential to ensure the continuity of value-creating products and services provided by OIZs even after any disruption. This can be achieved by adopting, implementing, and maintaining business continuity management systems and plans in OIZs, as well as by each OIZ preparing its own business continuity plan and monitoring these plans as living documents. Before implementing business continuity management, the necessity of establishing a risk culture and increasing awareness in this regard must be embraced by both top management and employees. Roles and responsibilities must be defined to prepare for unexpected situations, and business continuity management must be carried out with contribution and participation.

AFAD experts and engineers have experience in disaster risk management, national, EU and international project management, and the preparation of business continuity plans. However, in order to manage the project in line with its objectives, achieve its specific goals, obtain the desired results from the project, and maintain the project and project partner relationships, there is a need for a Business Continuity Specialist who will perform the tasks listed under the heading “Job Description” in this consultancy contract and who possesses the characteristics listed under the heading “Requirements for Employment”.

Project Objective:

To increase the resilience of industrial establishments in the Marmara Region against potential disasters, as well as their technical, institutional and administrative capacity and awareness.

Project Specific Goals:

This project also envisages the following three specific objectives:

- To increase the resilience of industrial establishments in the Marmara Region against possible disasters through Business Continuity Management Systems and Business Continuity Plans,
- To increase technical and administrative capacities and awareness,
- To facilitate the sharing of good practices.

In order to achieve the above objectives and specific goals, the RESMAR project is structured around three components.

Component 1: Implementation Phase

Component 2: Training Phase

Component 3: Dissemination of Good Practices Phase

Project Components:

In Component 1, existing laws and practices will be reviewed, and practices (Business Continuity Plans, Business Impact Analysis of OIZs, etc.) will be implemented in selected OIZs. In Component 2, training will be provided to selected project participants. Workshops will also be organised. In Component 3, the visibility of project applications and best practices will be ensured on the web, social media and in the academic community.

Component 1: Implementation Phase

Activity 1.1 Kick-off Meeting

Activity 1.2 Determination of OIZs to be worked on with stakeholders

Activity 1.3 Review of National and International Legislation, Plans and Best Practices

Activity 1.4 Conducting Business Impact Analyses of OIZs

Activity 1.5 Testing of AFAD-EKA (AFAD Industrial Accident Impact Area Modelling Software) in OIZs and Comparison of Modelling Results with Other Software

Activity 1.6 Preparation of Business Continuity Plans for OIZs

Activity 1.7 Preparation of Project Results and Recommendations Report

Component 2: Training Phase

Activity 2.1 Issuing Business Continuity Institute (CBCI) Training Certificates to AFAD Personnel

Activity 2.2 Working Visit to an EU Member State

Activity 2.3 Preparation of Business Impact Analysis and Business Continuity Plans Training Document

Component 3: Dissemination of Good Practices Phase

Activity 3.1 Developing a Communication Strategy and Action Plan

Activity 3.2 Creating a Project Website and Social Media Accounts

Activity 3.3 Preparing a Short Video and Other Relevant Visibility Materials

Activity 3.4 Preparing an Academic Article for Publication in a Journal

Activity 3.5 Preparation of a New Project Proposal Document

Activity 3.6 Closing Meeting and International Panel to Share Project Outputs with Stakeholders

2. WHO CAN APPLY

Citizens of EU Member States and countries participating in the EU Civil Protection Mechanism (Albania, Bosnia and Herzegovina, Iceland, Moldova, Montenegro, North Macedonia, Norway, Serbia, Türkiye and Ukraine) are eligible to apply.

3. JOB DESCRIPTION FOR BUSINESS CONTINUITY SPECIALIST

- Within the scope of Activity No. 1.3, under the coordination and guidance of the Team Leader, carry out the process of reviewing business continuity legislation, plans and best practices and updating the guide,
- 2.1. Within the scope of Activity No. 2.1, support the Team Leader in the Business Continuity Training processes to be carried out,
- 2.2. Within the scope of Activity No. 2.2, support the Team Leader in the Working Visit to an EU Member State to be carried out,
- 2.3. Within the scope of Activity No. 2.3, under the coordination and guidance of the Team Leader, to carry out the process of preparing training documents on Business Impact Analysis, Preparation of the Business Continuity Plan and Establishment of the Business Continuity Management System,
- 3.4. Working in coordination and collaboration with the Team Leader and other experts in the preparation of the Academic Article within the scope of Activity No. 3.4, actively contributing to the preparation of the article (data collection, analysis, writing, etc.) and the execution of the processes,
- Work jointly and harmoniously with the Team Leader in the preparation of the New Project Document within the scope of Activity No. 3.5,
- Work jointly and harmoniously with the Communication Specialist and Team Leader in project communication activities,
- Work in coordination with the Team Leader to prepare necessary reports such as progress reports, quarterly reports, and final technical reports,
- Participate in Project Steering Committee (PSC) and Project Management Unit (PMU) meetings, as well as other relevant meetings, workshops, training sessions, etc.,
- Contribute to the provision and collection of necessary information, feedback, and documentation related to the project,
- Perform other tasks requested by project managers that are appropriate to the nature of the work and job description.

The Business Continuity Specialist will work for approximately 175 working days during the project period. It is expected that 40% of the work will be carried out at the AFAD headquarters or in the actual implementation of activities.

4. REQUIREMENTS FOR APPLICATION AND EMPLOYMENT

- Good command of spoken and written English (B2 level or above),
- Preferably a graduate of a university's Industrial Engineering Department with at least 3 years of work experience,
- Possession of a training certificate in disaster management, risk management, process analysis and business continuity management, or formal education in related subjects ,
- Strong presentation, documentation, and reporting skills,



- Able to travel domestically and internationally,
- Knowledge of current developments, regulations, and best practices in Business Continuity and Business Impact Analysis,
- Critical Infrastructure Analysis: Ability to assess the resilience of critical infrastructure against risks and identify critical points in accordance with EU Directives,
- Knowledge of ISO 22301, ISO 31000, and national and international regulations,
- Knowledge of internationally recognised business continuity training programmes,
- Ability to create disaster scenarios, simulate them, and predict possible outcomes,
- Ability to interpret and analyse statistical data.

APPLICATION METHOD AND DEADLINE

The application is not a subcontractor service purchase application. Applications will be made by real persons via email to resmar@afad.gov.tr. The documents requested in the application will be named in a way that describes the content of the document and attached to the email. The email address used by the applicants will be accepted as the official communication address.

AFAD may request physical copies of application documents from applicants if deemed necessary. Applicants are responsible for providing physical copies of the documents. AFAD accepts no responsibility for documents or emails that are not received.

Applications will be accepted until 6 p.m. on Wednesday, 9 July 2025, Türkiye time. Applications (and/or incomplete application documents) that are not received by resmar@afad.gov.tr by this time will not be considered.

REQUIRED APPLICATION DOCUMENTS

1. Application form attached to the call (original signed and scanned)

(The form includes personal information, application statement, CV, references and letter of intent)

EVALUATION OF APPLICANTS

A shortlist will be created based on the preliminary evaluation. The preliminary evaluation will be conducted by the selection committee based on the application forms.

Online or face-to-face interviews will be conducted with the applicants on the shortlist.

The final evaluation will be based on 80% technical and 20% financial evaluations.

DANIŞMANLIK SÖZLEŞMESİ İPTALİ ÇAĞRI VE HİZMET SÖZLEŞMESİ

The Ministry of Interior, Disaster and Emergency Management Presidency may withdraw the service contract call at any stage it deems necessary, make changes, or cancel the call and the service contract without any conditions. This situation does not entail any rights or consequences for the applicants.

NATURE OF THE AGREEMENT

Global price. Consultancy Agreement for a specific period.

The applicant will sign a service agreement and must be self-employed.

It will be entirely their responsibility to comply with all legal requirements for self-employment and to pay all relevant taxes and fees.

Payments will be made in 5 instalments upon acceptance of the specified reports/completion of activities.

In the event of a project extension, the terms of the contract shall continue in accordance with the



provisions of this contract.

APPENDIX: SUMMARY OF PROJECT AND ACTIVITIES

In addition to loss of life, economic activity is also disrupted on a local or national scale in the aftermath of disasters and emergencies. Depending on the magnitude and duration of the disruption, economic activity may face irreversible or difficult economic consequences in service and product provider organisations. The inability of Organised Industrial Zones (OIZs), which play a significant role in our country's economy, to provide their value-creating products and services following any disruption could have serious consequences at the regional and national levels. Therefore, it is essential to ensure the continuity of the products and services provided by OIZs even after any disruption. This can be achieved through the implementation of business continuity management systems and plans in OIZs. The **"RESMAR - Making Industrial Establishments Resilient to Disasters through a Business Continuity Management Approach: Marmara Region Application (Resilient Marmara)"** project, which was awarded a grant by the European Union Civil Protection Mechanism (UCPM), will prepare Business Continuity Plans for selected OIZs in the Marmara Region, thereby enhancing the resilience of these industrial organisations against potential disasters and increasing their technical, institutional, and administrative capacity and awareness.

The project is structured around 3 components (Implementation, Training and Dissemination of Good Practices) and 16 actions.

Title: Making Industrial Establishments Resilient to Disasters with a Business Continuity Management Approach: Application in the Marmara Region (RESMAR)

Grant Programme: European Union Civil Protection Mechanism (UCPM) / Technical Support for Disaster Risk Management (Track-1)

Project Objective: To increase the resilience, technical/institutional/administrative capacity and awareness of industrial establishments in the Marmara Region against potential disasters.

Project Goals: This project also envisages the following three specific goals:

- Increasing the resilience of industrial establishments in the Marmara Region against potential disasters through Business Continuity Management Systems and Business Continuity Plans,
- Increasing technical and administrative capacities and awareness,
- Facilitating the sharing of good practices.

In order to achieve the above objectives and specific goals, the RESMAR project is structured around three components.

Component 1: Implementation Phase

Component 2: Training Phase

Component 3: Dissemination of Good Practices Phase

Component 1: Implementation Phase

Activity 1.1 Kick-off Meeting

Activity 1.2 Determination of OIZs to be worked on with stakeholders



Activity 1.3 Review of National and International Legislation, Plans and Best Practices

Activity 1.4 Conducting Business Impact Analyses of OIZs

Activity 1.5 Testing of AFAD-EKA (AFAD Industrial Accident Impact Area Modelling Software) in OIZs and Comparison of Modelling Results with Other Software

Activity 1.6 Preparation of Business Continuity Plans for OIZs

Activity 1.7 Preparation of Project Results and Recommendations Report

Component 2: Training Phase

Activity 2.1 Issuing Business Continuity Institute (CBCI) Training Certificates to AFAD Personnel

Activity 2.2 Working Visit to an EU Member State

Activity 2.3 Preparation of Business Impact Analysis and Business Continuity Plans Training Document

Component 3: Dissemination of Good Practices Phase

Activity 3.1 Developing a Communication Strategy and Action Plan

Activity 3.2 Creating a Project Website and Social Media Accounts

Activity 3.3 Preparing a Short Video and Other Relevant Visibility Materials

Activity 3.4 Preparing an Academic Article for Publication in a Journal

Activity 3.5 Preparation of a New Project Proposal Document

Activity 3.6 Closing Meeting and International Panel to Share Project Outputs with Stakeholders

COMPONENT 1: IMPLEMENTATION PHASE

Activity 1.1 Kick-off Meeting

A one-day kick-off meeting will be held in Ankara to present the project, its activities, objectives and results to AFAD, relevant stakeholders and institutions, OIZs, the EU Delegation to Türkiye and the ECHO Directorate-General. At least 70 people from relevant institutions and stakeholder organisations will attend the meeting.

Outputs:

- One-day kick-off meeting for 70-150 participants
- Press release note (English and Turkish)

Activity 1.2 Determining the OIZs to be worked with stakeholders

There are 75 OIZs in the Marmara Region (Bursa: 16, İstanbul: 8, Edirne: 1, Kırklareli: 3, Tekirdağ: 13, Yalova: 2, Çanakkale: 2, Kocaeli: 13, Bilecik: 6, Balıkesir: 5, and Sakarya: 6). The OIZs to be included in the project will be selected in collaboration with stakeholders, including the Ministry of Industry and Technology and OSBÜK (Organised Industrial Zones Supreme Council). Face-to-face and online meetings will be held with stakeholders to determine the OIZs to be included in the project. Visits will also be made to the Marmara Region to determine the OIZs.

Outputs:

- List of selected OIZs to be worked on within the scope of the project (English and Turkish)
- Activity report (English and Turkish)

Activity 1.3 Review of National and International Legislation, Plans and Good Practices

A “BCP Preparation and Implementation Guide” was prepared in 2020 for use in Organised Industrial Zones as part of the Business Continuity Plan Pilot Study (BCP Project). This guide, prepared by the Disaster and Emergency Management Presidency, serves as a groundbreaking document aimed at ensuring the resilience of our country's economy against disasters, enabling it to recover quickly after potential destructive effects, and safeguarding the sustainability of economic life.

Within the scope of this activity, national and international legislation, plans, and best practices will be reviewed alongside this guide. Where necessary, corrections and changes will be made to this guide. Where necessary, face-to-face and online meetings and workshops deemed may be held with stakeholders as part of this activity.

Outputs:

- Revised “BCP Preparation and Implementation Guide” (English and Turkish)
- An Activity Report (English and Turkish)

Activity 1.4 Conducting Business Impact Analyses of OIZs

A business impact analysis is conducted to determine how long and to what extent a business will be affected by potential disasters and emergencies. This also applies to OIZs. Therefore, the duration and extent of the impact of natural disasters, technological disasters (industrial accidents only) and Natech on each OIZ will be calculated. In this assessment, national and international disaster databases, disaster hazard and risk maps, disaster information systems, and industrial accident impact modelling software such as ALOHA (US EPA software) and TNO-Effects (Dutch software) will be used. Workshops will be organised with the managers, engineers, technicians, other responsible personnel of the businesses in the OIZs, and representatives of the infrastructure services provided to the OIZs. Representatives from the Ministry of Industry and Technology and OSBÜK will also be invited to the workshops. At least one in-person workshop will be held for 1 or 2 days in each OIZ. Online meetings may also be held if deemed necessary.

Outputs:

- Business Impact Analysis Report for OIZs (one report per OIZ)
- Activity Report (in English and Turkish)

Activity 1.5 Testing of AFAD-EKA (AFAD Industrial Accident Impact Area Modelling Software) in OIZs and Comparison of Modelling Results with Other Software

The literature provides us with some quantitative accident models for calculating the potential fire, explosion and toxic dispersion areas of industrial accidents. A number of internationally recognised software programmes based on these accident models and designed to facilitate user convenience are currently available. The “National Industrial Accident Impact Area Modelling Software (AFAD-EKA)” was developed by the Disaster and Emergency Management Presidency.

AFAD-EKA enables the modelling of chemical substances in gas, liquid, and liquefied gas phases using twenty different models, along with release, explosion, fire, and atmospheric dispersion scenarios, and determines the potential physical effects and consequences of industrial accidents through its window-based user-friendly interface. AFAD-EKA is currently in the testing



phase.

With this activity, the AFAD EKA software will be tested in businesses located in OIZs, and the modelling results will be compared with the results of other software such as Aloha and TNO Effects.

Outputs:

- Activity Report (in English and Turkish)

Activity 1.6 Preparation of Business Continuity Plans for OIZs

Once the business impact analysis reports have been prepared for each OIZ, the next step is to prepare a business continuity plan for each OIZ. Business Continuity Plans shall include at least the following:

- Laws and Standards
- General information about the OIZ
- Geological, geomorphological, hydraulic characteristics and climate information of the OIZ
- Natural and technological (human-induced) disaster risk information in the OIZ environment
- Past disasters and emergencies in the OIZ environment
- Information about disaster/emergency response organisations in the OIZ environment
- Information about the infrastructure serving the OIZ (sewage, water, electricity, natural gas, health, security, etc.)
- Information about the participating companies in the OIZ and their general characteristics
- Roles and responsibilities within the OIZ
- Determination of the business continuity team and its responsibilities / team contact information / business continuity team organisational chart
- Determination of business continuity strategies
- Creation of risk scenarios (using information and data obtained from Business Impact Analysis)
- Determination of business recovery strategies
- Material and equipment information
- Determination of communication strategies and procedures
- Information on vital records / backups / information technology management

Workshops will be held with managers, engineers, technicians, other responsible personnel of the businesses in the OIZs, and representatives of the infrastructure services provided to the OIZs. Representatives of the Ministry of Industry and Technology and OSBÜK will also be invited to the workshops. At least one in-person workshop will be held in each OIZ for a duration of 1 or 2 days. Online meetings may also be conducted if deemed necessary.

Outputs:

- Business Continuity Plans for OIZs (one report per OIZ)
- An Activity Report (in English and Turkish)

Activity 1.7 Preparation of the Project Results and Recommendations Report

At the end of the project, a report will be prepared containing the activities carried out in the project, the gains achieved and recommendations. While preparing the report, the opinions of all stakeholders who have benefited/will benefit from the project will be given the utmost consideration.

Outputs:

- Project Results and Recommendations Report (English and Turkish)

COMPONENT 2: TRAINING PHASE

Activity 2.1 Issuing Business Continuity Institute (BCI) Training Certificates to AFAD personnel

Activity 2.2 Working Visit to an EU Member State

Activity 2.3 Preparation of Business Impact Analysis and Business Continuity Plans Training Document

There are 379 Organised Industrial Zones in Türkiye. Preparing business impact analysis reports and business continuity plans for such a large number of OIZs requires a significant amount of experienced personnel expertise and knowledge. Following this project, we aim to enable other OIZs in Türkiye to conduct their own business impact analyses and prepare business continuity plans using their own human, knowledge and technical capacities. To this end, this activity will involve the preparation of written and visual training materials necessary for an OIZ to conduct a business impact analysis and prepare a business continuity plan using its own human, knowledge, and technical capacities. The training modules will be designed based on the findings of Activities 1.3 and 2.1.

Outputs:

- Business Impact Analysis and Business Continuity Plans Training Document (English and Turkish)
- Business Impact Analysis and Business Continuity Plans Training Presentations (English and Turkish)
- Business Impact Analysis and Business Continuity Plans Training Videos (English and Turkish)

COMPONENT 3: DISSEMINATION OF GOOD PRACTICES PHASE

Activity 3.1 Preparation of Communication Strategy and Action Plan

The communication strategy and action plan will enable the project to communicate effectively with AFAD, relevant stakeholders and other target groups, as well as a wider audience. The communication strategy and action plan will address both national and regional/local levels. All communication and visibility activities will be in line with the latest versions of the Communication and Visibility Handbook for Civil Protection Activities funded by the European Union, the Communication and Visibility Handbook for EU External Actions, and the Visibility Guide for European Commission Projects in Türkiye.

Outputs:

- Communication strategy and action plan (Turkish)
- Agreed and prepared communication actions

Activity 3.2 Creation of Project Website and Social Media Accounts

A project website will be designed and made accessible via AFAD's server. The website will provide an overview of all project activities and will be updated regularly. The website will also include an education module. This education module will feature educational documents, presentations, and videos produced under Activity 2.3. Additionally, social media accounts (Instagram, Twitter, etc.) will be created to increase the project's visibility and promotion.

Outputs:

- Project website
- Social media accounts

Activity 3.3 Preparation of a Short Video and Other Related Visibility Materials

A three-minute animated film about the project and its results will be developed with the help of a production company.

Outputs:

- Three-minute animated film with English subtitles and Turkish dialogue
- Visibility elements

Activity 3.4 Preparation of an Academic Article for Publication in a Journal

An article will be prepared for publication in a national or international peer-reviewed journal in order to share the experience and gains obtained in the project with the academic community and make them visible.

Outputs:

- Academic article to be published in an international journal

Activity 3.5 Preparation of a New Project Proposal Document

Based on the experience gained from this project, a new project document will be prepared. In other words, the project will serve as a basis for new projects. The new project document will be preferred for UCPM, ECHO, and IPA.

Outputs:

- New project proposal document (English and Turkish)

Activity 3.6 Closing Meeting and National Panel to share project outputs with stakeholders

A two-day closing meeting/national panel will be held in a selected city with approximately 150 participants. At this closing meeting and national panel, the project's outputs and results, good practices and lessons learned will be presented and distributed to AFAD, relevant stakeholders and institutions, the EU Delegation to Türkiye and the ECHO Directorate-General. A report will also be prepared.

Outputs:

- Closing meeting/national panel for 150 participants in a selected city
- Press release note (English and Turkish)
- National panel report (English and Turkish)