

Terms of Reference for Key Expert on Effective Local Service Delivery within the Scope of Local Administration Reform Phase III Project (aka LAR III)

1 Background

IPA II Indicative Strategy Paper for Turkey (2014-2020) targets the improvement of Public Administration Reform (PAR) coordination, policy-making, civil service and public administration organization and governance and service delivery to citizens and businesses, including at local level.

The new legislation adopted in the past years in the field of local administration, has expanded the scope of the responsibilities of local administrations in the provision of public services, as well as in the promotion of the social and economic development of the relevant communities.

Relevant to the recent developments in the field, the 10th National Development Plan, put into effect in June 2013, underlines the negative effect of lack of technical and institutional capacities at the local level on quality and efficiency of local service delivery, while reiterating the importance of increasing institutional capacities of the new MMs established in accordance with the Law No. 6360. The Plan also highlights the importance of deploying participatory tools in local administrations in order to support further reforms on including non-governmental organizations, private sector and unorganized civil society to local decision-making processes. In this vein, the 10th National Development Plan focuses on identification of priorities at the local level and efficient use of local resources as it identifies the main beneficiaries of the Plan as local authorities, MMs, universities, professional organizations and NGOs. In specific terms, the following objectives for LAR under the Plan are entrusted to the coordination of MoI:

- Increased efficiency in local service delivery,
- Strengthened capacities of local administrations in terms of human resources, management and strategic planning,
- Strengthened capacities of local administrations in terms of project management,
- Enhanced inclusion of universities, NGOs and professional organizations in local decision-making processes.

In line with the objectives of the 10th National Development Plan, the Strategic Plan of the MoI for 2015-2019 identifies the priorities and the core values of the MoI as; the rule of law, respect for human rights, transparency, commitment to ethic values, participation and delivery of efficient and good- quality services. The Strategic Plan highlights the importance of ensuring efficiency, effectiveness, participation, openness and accountability at local administrations as one of its main goals. The Strategic Plan sets five thematic areas and results as i) Establishing a peaceful environment via strengthening internal security services and coordination in accordance with human rights norms, ii) Increasing pace and quality of services provided by local authorities including governorates and district governorates, iii) Promoting development of civil society, iv) Deployment of information technologies as a facilitator in efficient provision of services and v) Increasing the pace and quality of the services provided by the MoI.

The Government of Turkey adopted the Strategy for Increasing Transparency and Strengthening the Fight against Corruption in 2010 and updated the Strategy in 2016. One of the strategic objectives of the referred Strategy also focuses on increase of institutional capacities of local administrations, strengthening decentralization and democracy by ensuring attendance and transparency. Currently, the local authorities are obliged to develop their own websites and disclose the important decisions taken at the referred websites for a period of 15 days.

In the scope of the LAR-II, a white paper was developed for the MoI, which outlines the short, medium and long-term policy options to be pursued to have a full-fledged LAR in the scope of Turkey's EU Accession process. This Project addresses to the short-and medium-term policies those will form the basis of long-term policy options for the Government of Turkey. Besides, the Project at hand represents a continuum of the first and second phases of EU-funded LAR projects, in the scope of which required legislative framework were improved and put into place through phased approach. Besides, this Project, which is the third phase of LAR,

will also address the needs that will be explored for effective implementation of the metropolitan municipality model that was introduced after the completion of LAR-II.

With a view to further support implementation of Local Administration Reform in Turkey, MoI and UNDP collaborated on design and implementation of the third phase of the LAR Project. In this sense, Local Administration Reform Phase III Project is an EU-funded technical assistance project. The project is being implemented by UNDP and the Ministry of Interior within the scope of a Direct Grant Agreement, signed between Central Finance and Contracts Unit (CFCU) and UNDP. The implementing partners of the Project are Ministry of Finance, Union of Municipalities of Turkey and State Personnel Department.

The overall objective of the Project is to ensure effective, inclusive, accountable and participatory local governance in Turkey, in particular through support to further implementation of the LARs undertaken between 2003-2013, in line with international standards. The specific objective of the project is to develop and strengthen the administrative capacity and cooperation of Ministry of Interior (MoI) and Local Authorities themselves in the task of ensuring the effective implementation of the new local administration model in line with principles of democratic governance.

The Project aims to achieve the following results:

- Administrative and operational capacities for efficient provision of local services enhanced,
- Administrative and operational capacities of the local authorities for the implementation of new Metropolitan Municipality Model strengthened,
- Institutional capacity of the local authorities in terms of service delivery and adoption of the principles of democratic governance enhanced,
- Public awareness on urbanization enhanced through institutional and individual capacity enhancement programmes,
- Efficiency of the local services enhanced through online managements systems.

LAR Phase III is composed of three components:

Component 0: Inception Period (3 months):

The Inception Period aims establishment of a suitable and formalized working structure for the Action and fine-tuning the Project activities through an assessment of the current needs against the defined results of the Project. The Inception Period will also be needed for the UNDP to orient itself to the Project and reflect its collective experience and best judgement to the specifics of the Project. During the Inception Period, the UNDP will develop fine-tuned and presumably more detailed activity and resource schedule (Work Plan). Thus, the time plans and resources allocated to activity groups mentioned hereinafter are indicative and will be finalized during the Inception Period.

During the Inception Period, the UNDP will also determine the scope of the visibility services, required for successful implementation of the Project. These services will include designing, setting up and maintaining a bi-lingual (Turkish and English) Project website and designing project newsletters, business cards, banners, posters etc. for the Project.

Component 1- Effective Local Service Delivery:

The main objective of Component 1 is to support the MoI in developing draft legislations, which will enable the MoI and its staff as well as local administrators (mayors; deputy mayors; heads of the clerk's department, the financial services department and the planning departments of municipalities) to exercise effective local service delivery methods in the overall local administration scheme. The activities that are planned to be carried out will also contribute to the achievement of the relevant targets of the Strategic Plan of MoI (2015-2019). The relevant activities concerning legislation drafting on several areas of local service delivery are included as an action in Strategic Plan of MoI, which is committed for their endorsement by the MoI and consequently the Turkish Grand National Assembly (TGNA).

The results and specific activities to be achieved are explained below. Due to the nature of the Project, some of the activities will be carried out in a concurrent manner.

Component 2- Capacity Building for New Metropolitan Municipality Model and Inclusive Local Governance Processes

The main objective of Component 2 is to enhance the institutional capacity of the local authorities responding to the new responsibilities they are to undertake with the enforcement of new Metropolitan Municipality Model in 2014. In addition, the needs for transparent processes at local authorities will be addressed in the scope of Component 2. UMT will be the implementing partner of this Component.

Component 3- Online Management Information Systems Installed and Updated

The MoI initiated two important databases with YEREL BILGI and BEPER Projects. YEREL BILGI aims to provide information about MoI affiliated to local administrations, special provincial administrations, their corporations, municipalities and corporations belonging to municipalities, district governorates, villages, and associations through a single database. Whereas, BEPER Project is a performance measurement system to appraise performance of municipalities and make comparison among municipalities. Component 3 of LAR Phase III will aim at improving the capacities of MoI's online management systems already available.

With a view to implement the project activities in a effective and efficiency way and achieve the expected results of the Project, composed of a Chief Technical Advisor (CTA) and 2 (two) Key Experts; a Technical Assistance Team (TAT) will be established within the scope of the Project. The CTA will hold the overall responsibility for development of the project results whereas the key experts will mainly be responsible for component-based activities on capacity development for effective service delivery and local governance. A Project Manager, a Project Associate and a Project Assistant will also be mobilized within the scope of the Project for delivery of project outputs in a timely and effective manner.

2 Objectives

Overall objective of this assignment is to perform as the key expert of the Technical Assistance Team of the Local Administration Reform Phase III Project and contribute to the effective delivery of the project outputs at the highest potential quality in a timely manner.

3 Expected Outputs and Deliverables

The Key Expert will also provide technical inputs to the administrative reports such as inception report, progress reports, activity based technical reports and final report which will be defined in the specific service requests to be prepared by UNDP and submitted to the IC.

The Key Expert shall produce deliverables to be indicated in the Service Requests for the review and approval of the UNDP and project partners within the working/days limits set forth in the Service Request. In cases where the Expert may need to invest additional working/days to perform the tasks and produce the deliverables listed and defined in the mutually agreed (signed) Service Request, the IC shall do so without any additional payment.

4 Specific Service Requests

The framework contract will be executed based on assignments detailed in each specific service requests to be prepared by UNDP. Service requests will be developed by the relevant Portfolio Managers in consultation and agreement with the MoI and the time schedule for each assignment will be determined by UNDP in consultation with the consultant. Service request will be effective upon signing and return by the consultant.

5 Duties and Responsibilities

Within the scope of the Assignment; Individual Consultant (i.e. Key Expert) is expected to provide consultancy services for the below listed activities.

- Key Expert on Effective Service Delivery will be the member of the Technical Assistance Team and will be working under the coordination of Chief Technical Advisor (CTA)
- Key Expert will be providing technical expertise for the achievement of the results under Component 1 and Component 3 of the Project through (i) design, execution and monitoring of all project components and activities as well as (ii) development of technical project reports.
- Key expert will have close working relations with the Chief Technical Advisor and Project Manager to be contracted by the UNDP and the Focal Points designated by the MoI in design and implementation of the project activities.
- Key Expert shall be responsible for smooth implementation of the assigned Project components/activities through achieving all committed outputs defined within the scope of the Project Document.
- Key Expert will also provide technical inputs to the administrative reports such as inception report, progress reports and final report.
- In coordination with the CTA, key expert will be assuring the quality of all technical outputs of the assigned project components/activities developed within the scope of the Project.

The above listed activities are subject to further revision with the consent of UNDP and MoI in line with the emerging requirements of the Project. If required by UNDP, the IC may provide additional consultancy services related to her/his competencies and expertise.

6 Timing and Duration

Individual Consultant is expected to start in December 2018 and the assignment will be completed by November 2019 and Individual Consultant is expected to invest (at maximum) 258 working/days to fulfill the required tasks as per specific service requests to be made by UNDP throughout the contract duration.

The framework agreement is subject to a possible extension of additional one year based on satisfactory performance.

7 Institutional Arrangement

UNDP will provide all relevant background documents. As the member of the Technical Assistance Team of the LAR III Project, UNDP will provide physical facility for the work of the IC (e.g. working space, computer, printer, telephone lines, internet connection etc.).

The Individual Consultant will report to Inclusive Democratic Governance Portfolio Manager (IDG) and Public-Sector Policies and Services Portfolio Manager (ISG-PPS) in a matrix management modality.

All reports should be submitted in English and/or Turkish based on the requirements of the Project.

8 Place of Work

Place of work for the assignment is Ankara. It is expected that the Consultant will travel within the scope of the work. In cases where a travel is needed, the terms in Annex 2 of this Terms of Reference with regards to travel and accommodation will govern, and the consultant will be required to provide a medical clearance report before the travel. The costs of these missions may either be;

- Arranged and covered by UNDP Turkey CO from the respective project budget without making any reimbursements to the consultant (Any assignment-related travel (economy class), accommodation (bed

& breakfast) outside duty station will be arranged by the travel agency UNDP works with, when necessary, by receiving prior approval of UNDP) or

- Reimbursed to the consultant upon the submission of the receipts/invoices of the expenses by the consultant and approval of the UNDP. The reimbursement of each cost item is subject to the following constraints/conditions provided in below table;
- Covered by the combination of both options

The following guidance on travel compensation is provided per UNDP practice.

Cost item	Constraints	Conditions of Reimbursement
Travel (intercity transportation)	full-fare economy class tickets	1- Approval by UNDP of the cost items before the initiation of travel 2- Submission of the invoices/receipts, etc. by the consultant with the UNDP's F-10 Form 3- Acceptance and Approval by UNDP of the invoices and F-10 Form.
Accommodation	Up to 50% of the effective DSA rate of UNDP for the respective location	
Breakfast	Up to 6% of the effective DSA rate of UNDP for the respective location	
Lunch	Up to 12% of the effective DSA rate of UNDP for the respective location	
Dinner	Up to 12% of the effective DSA rate of UNDP for the respective location	
Other Expenses (intra city transportations, transfer cost from /to terminals, etc.)	Up to 20% of effective DSA rate of UNDP for the respective location	

9 Required Qualifications

The Consultant should have the following experience and qualifications:

Qualifications and Skills:

- University degree in international relations or public administration or urban and regional planning or business administration or economy;
- Advanced degree in related fields stated above will be an asset;
- Good command of spoken and written English.
- Good command of spoken and written Turkish will be an asset.

General Professional Experience:

- Minimum 8 years of professional experience;
- Professional experience in working for international institutions/organizations will be an asset.

Specific Professional Experience:

- Minimum 4 years of specific working experience in local service planning and/or delivery and adoption of democratic governance processes;

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- Experience in at least 2 projects/initiatives as a senior expert in the local administration reform and/or democratic governance processes.
- Experience in projects in Turkey on local administration and/or adoption of democratic processes will be asset.

Notes:

- *Internships (paid/unpaid) are not considered professional experience.*
- *Obligatory military service is not considered professional experience.*
- *Professional experience gained in an international setting is considered international experience.*
- *Experience gained prior to completion of undergraduate studies is not considered professional experience.*

10 Competencies

Individual Consultant need to have below competencies.

- Ability to design and develop time plans and resource schedules for complex tasks and task groups,
- Ability to work in multi-disciplinary and multi-cultural teams,
- Ability to work under pressure against strict deadlines,
- Ability to think out-of-the-box,
- Ability to present complex issues persuasively and simply,
- Ability to contextualize global trends in accordance with the dynamics of the operating (working) environment.

11 Payments

The contract to be signed between UNDP and successful candidates will not entail a financial commitment from UNDP. UNDP's financial commitment will be established on an ad-hoc basis every time as services are officially requested by UNDP through Service Requests that will be prepared by the UNDP and mutually signed by the UNDP and Consultant.

Payment terms and conditions will be specified in the specific service requests. The total amount of payment to be affected to the Consultant within a service request cannot exceed the number of working/days indicated in the specific service request and the total amount of payment to the consultant within scope of this contract cannot exceed equivalent of 258 days during the one-year contract duration.

Payments will be made within 30 days upon acceptance and approval of the corresponding deliverable by UNDP on the basis of actual number of days invested in that respective deliverable indicated in the Service Request and the pertaining Certification of Payment document signed by the experts and approved by the responsible Portfolio Manager.

If the deliverables are not produced and delivered by the consultants to the satisfaction of UNDP as approved by the responsible Portfolio Managers, no payment will be made even if the consultants has invested working/days to produce and deliver such deliverables.

The expert shall be paid in USD or Euro if they reside in a country different than Turkey. If he/she reside in Turkey, the payment shall be realized in TRY through conversion of the USD or Euro amount by the official UN exchange rate valid on the date of money transfer.

The amount paid to the consultant shall be gross and inclusive of all associated costs such as social security, pension and income tax etc.

Tax Obligations: *The IC is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the IC.*