

ATTACHMENT 2: LIST OF REQUIRED FIELDS OF CONSULTANCY

Component	Relevant Activity	Description of Activities (Detailed ToRs for each activity will be provided at the time of deployment)	Type of Expertise	Minimum Qualification Requirements (Details of qualifications will be provided at the time of deployment)	Estimated Number of Person/days (Duty station for the assignments will be a combination of homebased and Ankara, details which will be specified in the specific Terms of References)				Estimated Timing
					Int. Senior	Int. Junior	Local Senior	Local Junior	
Component 1 Effective Local Service Delivery	REF: 2019/LARIII/EOI/01 A.1.1.2. Develop recommendations for the development of draft legislation for strengthening the loan system of local authorities through assessment of country experiences	<ul style="list-style-type: none"> ▪ Conduct a desk review on functioning of the loan system in local authorities of at least 5 EU member states with good practices, ▪ Develop a comparative assessment and recommendations report on the functioning of the loan system comparing the experiences in EU member states, ▪ Provide recommendations for drafting a legislation for the improvement of the loan system in Turkish municipalities, ▪ Participate two 2-days consultative meetings with the related stakeholders and municipalities in Ankara ▪ Finalize comparative assessment and recommendation report 	Consultancy on <i>Municipal Finance</i> with focus on loan management systems in municipalities	<ul style="list-style-type: none"> ▪ University degree in public administration, economics, public finance, international relations, political science, law or other relevant fields of administrative & social sciences ▪ Experience in projects/assignments in the context of local administration and/or local financial management and/or central and municipal loan management systems and/or regulations ▪ Proven experience on Turkish local administration system is an asset 	30		20		May 2019 – Jul 2019
	REF: 2019/LARIII/EOI/02 A.1.1.3. Develop recommendations for the development of a draft legislation for increasing the income of local authorities in line with other country experiences	<ul style="list-style-type: none"> ▪ Conduct a desk review on the management of income of local authorities in approximately 10 EU member states with good practices, ▪ Develop a comparative assessment and recommendations report on the functioning of the revenue enhancement system comparing the experiences in EU member states (including review of intergovernmental fiscal transfer systems), ▪ Provide recommendations for drafting a legislation for the improvement of the income management and intergovernmental fiscal system in Turkish municipalities, financial management system ▪ Participate two 2-days consultative meetings with the related stakeholders and municipalities in Ankara ▪ Finalize comparative assessment and recommendation report 	Consultancy on <i>Municipal Finance</i> with focus on own revenue enhancement in municipalities	<ul style="list-style-type: none"> ▪ University degree in public administration, economics, public finance, international relations, political science, law or other relevant fields of administrative & social sciences ▪ Experience in projects/assignments in the context of local administration and/or local financial management and/or municipal revenue management and revenue sharing systems and/or regulations ▪ Proven experience on Turkish local administration system is an asset 	35		25	10	Aug 2019 – Nov 2019
	REF: 2019/LARIII/EOI/03 A.1.1.4. Develop recommendations for amendment of the relevant provisions of the Law No: 3572 and	<ul style="list-style-type: none"> ▪ Conduct a desk review on the practices of provision of business licenses by local authorities in approximately 10 EU member states with good practices with focus on local economic development and entrepreneurship, ▪ Develop a comparative assessment report on the functioning of the business license 	Consultancy on <i>Municipal Finance</i> with focus business license management in municipalities	<ul style="list-style-type: none"> ▪ University degree in public administration, economics, public finance, political science, law or other relevant fields of administrative & social sciences ▪ Experience in projects/assignments in the context of local administration and/or local financial 	20		15		Jul 2019 – Oct 2019

Regulation for Business License	provision and management system comparing the experiences in EU member states, <ul style="list-style-type: none"> ▪ Provide recommendations for drafting a legislation for the improvement of the business license system in Turkish municipalities, ▪ Participate two 2-days consultative meetings with the related stakeholders and municipalities in Ankara ▪ Finalize comparative assessment and recommendation report 		management and/or municipal business license provision and management systems and/or regulations <ul style="list-style-type: none"> ▪ Proven experience on Turkish local administration system is an asset 					
REF: 2019/LARIII/EOI/04 A.1.1.5 Develop the standards and principles for the establishment of an effective human resources management system in local administrations	<ul style="list-style-type: none"> ▪ Conduct a desk review on standards and principles of human resources management in approximately 5 EU member states with good practices, ▪ Develop a principal and standards report on the functioning of the human resource management system comparing the experiences in EU member states, ▪ Provide recommendations for drafting a legislation for the improvement of the human resource management system in Turkish municipalities, ▪ Participate two 2-days consultative meetings with the related stakeholders and municipalities in Ankara ▪ Finalize standards and principle report 	Consultancy on Municipal Human Resource Management with focus on building effective human resource capacities in municipalities	<ul style="list-style-type: none"> ▪ University degree in public administration, human resource, political science, law or other relevant fields of administrative & social sciences ▪ Experience in projects/assignments in the context of local administration and/or local human resource management and/or regulations ▪ Proven experience on Turkish local administration system is an asset 	25		30	10	Nov 2019-Mar 2020
REF: 2019/LARIII/EOI/05 A.1.1.6. Develop the service standards ensuring the MMs and its District Municipalities to use 10% of their budgets for the infrastructure works in rural areas (as defined in the Law No: 6360)	<ul style="list-style-type: none"> ▪ Conduct a desk review on service standards to be introduced to 30 metropolitan municipalities with good practices, ▪ Develop a service standard report on the functioning of ensuring to use 10% of their budgets for the infrastructure works, ▪ Review the strategic plan and performance program of 3 selected metropolitan municipalities and prepare recommendation report. ▪ Finalize review and recommendation report 	Consultancy on Municipal Finance with focus on investment in rural infrastructure in municipalities	<ul style="list-style-type: none"> ▪ University degree in public administration, economics, public finance, law or other relevant fields of administrative & social sciences, agricultural engineer, other relevant fields of engineering sciences ▪ Experience in projects/assignments in the context of local administration and/or local financial management and/or municipal infrastructure programing and/or regulations, ▪ Experience in investment planning and prioritization ▪ Proven experience on Turkish local administration system is an asset 	25		30		Mar 2020-May 2020
REF: 2019/LARIII/EOI/06 A.1.1.7. Develop a comparative assessment on effective collection of	<ul style="list-style-type: none"> ▪ Conduct a desk review on the collection of municipal accounts receivable in 10 EU member states with good practices, ▪ Develop a collection of municipal accounts receivable report specifically targeting small-scale municipalities on the functioning of 	Consultancy on Municipal Finance and Accounting with focus on effective collection of municipal	<ul style="list-style-type: none"> ▪ University degree in public administration, economics, public finance, government accounting, finance, law or other relevant fields of administrative & social sciences ▪ Experience in projects/ assignments in the context of local 	20		20		Mar 2020-May 2020

municipal accounts receivable	<p>effective collection system through improving efficiency,</p> <ul style="list-style-type: none"> Finalize comparative assessment and recommendation report 	<p>receivables in municipalities</p>	<p>administration and/or local financial management and/or municipal accounting programing and/or regulations</p> <ul style="list-style-type: none"> Proven experience on Turkish local administration system is an asset 					
<p>REF: 2019/LARIII/EOI/07</p> <p>A.1.1.8. Develop a performance management system to be adopted in MMs and District Municipalities</p>	<ul style="list-style-type: none"> Review of the practices and lessons learned in approximately 7 EU members states concerning the performance management tools in local authorities. Conduct comparative analysis on the performance management tools including policy recommendations for improving the system in Turkey. Select pilot municipalities (2 MMs and 2 district municipalities), where the performance management system will be developed and adopted. Organize interviews and focus group discussions with selected central and local government officials. Organize four 1-day regional consultation events As a result, prepare a draft policy paper, develop a training module on the implementation of the guidelines for preparation of local performance programs. Implement training module in pilot municipalities Task will also cover a review of financial management system of Turkish municipalities in the context of strategic management framework and its linkages with the performance management for effective service delivery. 	<p>Consultancy on Municipal Finance with expertise on municipal performance management and effective service delivery and expenditure management</p>	<ul style="list-style-type: none"> University degree in public administration, economics, public finance, accounting, finance, law or other relevant fields of administrative & social sciences Experience in projects/assignments in the context of local administration and/or local financial management and/or strategic and performance management in local governments Proven work experience in EU local governments regarding performance management and financial management is an asset Proven experience on Turkish local administration system is an asset 	75		50	30	Aug 2019- Jun 2020
<p>REF: 2019/LARIII/EOI/08</p> <p>A.1.1.9. Develop recommendations for the development of a draft legislation on the functioning of municipality-led enterprises in line with EU Member States experiences</p>	<ul style="list-style-type: none"> Conduct a desk review on the functioning of municipal led enterprises and utility companies in local authorities in approximately 10 EU member states with good practices, Develop a comparative assessment and recommendations report on the functioning of municipal led enterprises and utility companies comparing the experiences in EU member states, Provide recommendations for drafting a legislation for regulating the municipality-led enterprises in Turkey, 	<p>Consultancy on Municipal Finance with focus on municipality led companies and utility companies.</p>	<ul style="list-style-type: none"> University degree in public administration, economics, public finance, business management, finance, political science, law or other relevant fields of administrative & social sciences, civil and industry engineer and relevant fields of engineering sciences Experience in projects/assignments in the context of local administration and/or local financial management and/or municipal enterprise management and/or regulations 	20		20		Sep 2019- Nov 2019

		<ul style="list-style-type: none"> ▪ Participate two 2-days consultative meetings with the related stakeholders and municipalities in Ankara ▪ Finalize comparative assessment and recommendation report 		<ul style="list-style-type: none"> ▪ Proven experience on Turkish local administration system is an asset 					
	<p>REF: 2019/LARIII/EOI/09</p> <p>A.1.1.10. Develop recommendations for the development of a draft legislation regulating the legal and institutional infrastructure of Water and Sewerage Administrations</p>	<ul style="list-style-type: none"> ▪ Conduct a desk review on the legal and institutional infrastructure of Water and Sewerage Administrations in local authorities of at least 5 EU member states with good practices, ▪ Develop a comparative assessment report on the functioning of the Water and Sewerage Administrations comparing the experiences in EU member states, ▪ Provide recommendations for drafting a legislation for the improvement of the Water and Sewerage Administration system in Turkish municipalities, ▪ Participate two 2-days consultative meetings with the related stakeholders and municipalities in Ankara ▪ Finalize comparative assessment and recommendation report 	<p>Consultancy on <i>Water and Sewerage</i> with focus Water and Sewerage Administration in municipalities</p>	<ul style="list-style-type: none"> ▪ University degree in public administration, business management, finance, civil engineering, environmental engineering, other relevant fields of engineering sciences ▪ Experience in projects/assignments in the context of water and sewerage administration and/or regulations ▪ Proven experience on Turkish local administration system is an asset 	25		30		Dec 2019-Mar 2020
	<p>REF: 2019/LARIII/EOI/10</p> <p>A.1.1.12. Develop recommendations for the development of a secondary legislation (regulation) for honours and ceremonies arranged by local authorities</p>	<ul style="list-style-type: none"> ▪ This task is related to draw a strategic road map for Turkish municipalities to effectively respond to the needs and requests of other countries, to benefit Turkey's accumulated knowledge and expertise in local government reforms by; <ul style="list-style-type: none"> ▪ Reviewing and mapping the areas where there is high demand for exchange of knowledge and experience. ▪ Developing a strategy for the MoEU to effectively respond to the knowledge & experience sharing demands of other countries on local administration reform processes. ▪ Conducting a desk review on legislative frameworks regulating honours and ceremonies in EU members states ▪ Developing a recommendation report on draft regulation of MoEU regulating honours and ceremonies in Turkey in line with the findings of the review of other practices in EU member states. 	<p>Consultancy on <i>Local Government</i> with experience and knowledge about planning and hosting of foreign municipalities and organizing events</p>	<ul style="list-style-type: none"> ▪ University degree in public administration, international relations, economics, public finance, law or other relevant fields of administrative & social sciences ▪ Experience in projects/assignments in the context of planning and organizing local administrations 'hosting of foreign municipalities ▪ Proven work experience in EU local governments regarding international knowledge exchanges, knowledge about legal framework of protocol rules and hosting foreign municipalities and organizing events is an asset ▪ Proven experience on Turkish local administration system is an asset 	10		10		Apr 2020-May 2020

<p>REF: 2019/LARIII/EOI/11</p> <p>A.1.1.13. Assess the impact born by localizing EU acquis on the work and responsibilities of local authorities in Turkey</p>	<ul style="list-style-type: none"> ▪ Analyse the current situation on implementation of the EU acquis at the local level and map the fundamental roles and responsibilities of the local authorities as per the relevant EU acquis Chapters by conducting face to face interviews with relevant authorities ▪ Participate two 2-days workshops with the related stakeholders and municipalities in Ankara, ▪ Conduct a comparative analysis and produce a report about EU experiences and best practices on implementation of EU acquis at the local and regional level. ▪ Develop a user-friendly manual including the practical information for the adoption of the EU acquis in strategic, integrated, action-oriented plans and programs. 	<p>Consultancy on <i>Municipal Administration</i> with focus on EU acquis and impact on municipalities</p>	<ul style="list-style-type: none"> ▪ University degree in public administration, economics, public finance, political science, law or other relevant fields of administrative & social and sciences ▪ Experience in projects/assignments/research in the context of local administration, EU acquis concerning municipal services and/or regulations ▪ Proven experience on Turkish local administration system is an asset 	25		50	30	Apr 2019- Jul 2019
<p>REF: 2019/LARIII/EOI/12</p> <p>A.1.1.14. Develop and publish a full comparative assessment study on functioning of the local authorities</p>	<ul style="list-style-type: none"> ▪ Conduct a desk review on selected areas of service delivery in local authorities (approximately 5 areas) in selected 6 EU member states with good practices, ▪ Develop a comparative assessment report on the functioning of effective implementation of selected municipal services comparing the experiences in EU member states, ▪ Carry out a similar assessment in Turkish municipalities. ▪ Finalize comparative assessment and recommendation report 	<p>Consultancy on <i>Municipal Service Delivery</i> with focus on functioning of various municipal services in EU countries and Turkey</p>	<ul style="list-style-type: none"> ▪ University degree in public administration, economics, public finance, political science, law or other relevant fields of administrative & social sciences ▪ Experience in projects/assignments/research in the context of local administration service delivery ▪ Proven experience on Turkish local administration system is an asset 	25		40		Apr 2019- Jun 2019

Component	Relevant Activity	Description of Activities (Detailed ToRs for each activity will be provided at the time of deployment)	Type of Expertise	Minimum Qualification Requirements (Details of qualifications will be provided at the time of deployment)	Estimated Number of Person/days (Duty station for the assignments will be a combination of homebased and Ankara, details which will be specified in the specific Terms of References)				Estimated Timing
					Int. Senior	Int. Junior	Local Senior	Local Junior	
Component 2. Capacity Building for New Metropolitan Municipality Model and Inclusive Local Governance Processes	REF: 2019/LARIII/EOI/13 A.2.1.1 Assess the impact of implementation of legislation on local authorities	Preparation 1. Preparation of base documents (literature review on legislative changes and impacts, and preparations to undertake the succeeding tasks) Designing Questionnaire and Methodology, and Verification of Survey Results 2. Targeted Survey of local authorities (600 questionnaires) Designing, Conducting and Reporting Interviews and Meetings: 3. 50 interviews with the staff of local authorities, mainly MMs and at the policy/decision making levels (National and Local). 4. FG Meetings in Ankara (4 FG x 2 days x 50 participants=400 participants of which 100 is local) 5. FG with former mayors, counselors and bureaucrats- 1 FG x 1 day 6. WSs to discuss the findings of the impact assessment report in Ankara (3 WSs x 2 days = 6 days; 75 participants per WS x 6 = 450 participants) 7. National Conference to discuss the findings of the Impact Assessment report in Ankara (250 participants) OUTPUTS- Writing the draft and final versions of the following reports: a) Impact Assessment Report b) Policy Recommendations Report c) Benchmarks for Success to Monitor Existing and Future Reports	Consultancy on Local governance with focus on impact assessment and benchmarking	<ul style="list-style-type: none"> University degree in Public Administration, Public Finance, Economics, Political Science, Law, Urban and Regional Planning or other relevant fields of administrative & social sciences Experience on Turkish local administration system and local government legislation Experience on impact assessment of legislative measures Experience in benchmarking related to local governments in at least one project funded by international donors Minimum one of the following experience is preferred: <ul style="list-style-type: none"> Experience in the supervision of large-scale social surveys Experience in moderating participatory meetings 			107	157	May '19-Jun '20

	<p>REF: 2019/LARIII/EOI/14</p> <p>A.2.1.2. Develop a software system for monitoring of the progress against the implementation of reforms in local administration</p>	<p>1. Monitoring Progress</p> <ul style="list-style-type: none"> • Review available information and documents on indicators • Prepare list of indicators (in coordination with Activity 1.1.8 and benchmarks for success under Activity 2.1.1.) • Prepare model for stakeholder roles and responsibilities for strategic management, performance monitoring incl. activity reporting <p>2. Improve Activity Reports</p> <ul style="list-style-type: none"> • Analyse questions associated with activity reports of MoEU • Design new format of activity report <p>OUTPUTS:</p> <ol style="list-style-type: none"> a) System Design Report-software to be provided under YEREBİLGİ/BEPER b) Report on the Improvement of General Activity Report on Local Administrations 	<p>Consultancy on Local governance with focus on developing indicators and monitoring</p>	<ul style="list-style-type: none"> • University degree in Public Administration, Public Finance, Economics, Political Science, Law, Urban and Regional Planning or other relevant fields of administrative & social sciences • Experience on Turkish local administration system • Experience in the design of software systems to monitor the implementation of legislation <p>Minimum one of the following experience is preferred:</p> <ul style="list-style-type: none"> • Experience in the supervision of in large-scale social surveys • Experience on indicators and service delivery standards related to local governments in at least one project funded by international donors 		26	36	Oct '19 Dec '19
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<p>REF: 2019/LARIII/EOI/15</p> <p>A.2.1.3. Develop modelling for the implementation of new Metropolitan Municipality Model in different contexts and enhance cooperation and collaboration among the MM based on the modelling developed</p>	<p>Preparation of Questionnaire and Methodology, and Verification of Survey Results</p> <ol style="list-style-type: none"> Questionnaire survey (staff all of 30 MMs at all levels) No. of questionnaires 900 <p>Designing, Conducting and Reporting Meetings:</p> <ol style="list-style-type: none"> WS's with MMs to determine areas of need and support/info. exchange in Ankara (3 WSs x 2 days=6 days) x 50= 300 participants (of which 125 outside of Ankara) Experience Sharing Meetings at 5 MMs (3 meetings x 1 day x 5 MMs = 15 days) <p>OUTPUTS:</p> <ol style="list-style-type: none"> Needs Assessment Report Strategies Report-New MM Models (for matched MMs) Report on Results of the Experience Sharing and Know-how Activities at Matched MMs 	<p>Consultancy on Local Governance with focus on modelling local government types and enhancing cooperation in different contexts</p>	<ul style="list-style-type: none"> University degree in Public Administration, Public Finance, Economics, Political Science, Law, Urban and Regional Planning or other relevant fields of administrative & social sciences Experience on Turkish local administration system Experience on international models of legislation and practice at varying levels local administrations <p>Minimum of the following experience is preferred:</p> <ul style="list-style-type: none"> Experience in the identifying and resolving problems in different local government contexts Experience in benchmarking and service delivery standards related to local governments in at least one project funded by international donors 		65	103	Jan '20- Jun '20
<p>REF: 2019/LARIII/EOI/16</p> <p>A.2.1.4. Develop and Deliver Customized General Management and Job Skills Training Modules for the Use of the GDLA/MoEU and GDPA/MoI to be delivered to new MM</p>	<p>Preparation of Questionnaire and Methodology, and Verification of Survey Results</p> <ol style="list-style-type: none"> Training Needs Assessment questionnaires with targeted managers and staff (900 persons) <p>Designing, Conducting, Reporting Meetings and Training</p> <ol style="list-style-type: none"> A one-day training needs assessment workshop in Ankara with the participation of the training staff of UMT, MoI, MoEU and the relevant staff of MMs. (75 participants) ToTs for local administration staff (2 days ToT x 15 select locations = 30 days) x 60 trainees = 1800 trainees <p>OUTPUTS</p> <ol style="list-style-type: none"> Training Needs Assessment Report 	<p>Consultancy on General Management and Job Skills with focus on the management of urban planning, project development and implementation, expropriation, municipal police law and social security, budget</p>	<ul style="list-style-type: none"> University degree in Public Administration, Management Sciences, Economics, Law, Financial Management, Urban and Regional Planning or other relevant fields of administrative & social sciences Expertise in the specified areas of management Experience on Turkish local administration system Experience on training needs assessment studies and related surveys regarding management capacity and skills of managers in local administrations. Training of experience on general management and job skills 		103	104	Feb '20 - Jun '20

		b) Training Modules							
<p>REF: 2019/LARIII/EOI/17</p> <p>A.2.1.5. Conduct a study on the projection of new local administration system, which will be introduced with the abolishment of special provincial</p>	<p>Designing, Conducting and Reporting Interviews</p> <p>1) 30 FF interviews for evaluation of the nature of inter-municipal relationships, SPAs and Central Govt</p> <p>OUTPUTS</p> <p>a) Comparative Assessment Report</p> <p>b) A draft action plan to incorporate SPAs</p> <p>c) Prioritization Report</p>	<p>Consultancy on Local Governance with focus on modelling local government types and enhancing cooperation in different contexts</p>	<ul style="list-style-type: none"> • University degree in Public Administration, Public Finance, Economics, Political Science, Law, Urban and Regional Planning or other relevant fields of administrative & social sciences • Experience on Turkish local administration system • Experience on international models of legislation and practice at varying levels of local administration • Experience in the identifying and resolving problems in different local government contexts • Experience on the legislation and practice of Special Provincial Administrations 			26	32	Apr '20- June '20	
<p>REF: 2019/LARIII/EOI/18</p> <p>A.2.1.6. Conduct a current situation analysis concerning the evolving role of neighbourhood management and road map for its improvement in light with the new local administration system, mainly the introduction of new MMs administrations in accordance with the Law No: 6360</p>	<p>Designing, Conducting and Reporting Interviews and Meetings</p> <p>1) Face-to-face structured interviews with central and local government officials including neighbourhood heads/mukhtars in Ankara (minimum no. of interviews 20)</p> <p>2) Consultation Meetings with 14 MMs and Mukhtars in Ankara (3 meetings x 2 days) 300 participants (of which 100 from outside of Ankara)</p> <p>OUTPUTS</p> <p>a) Draft Policy Paper</p> <p>b) Final Policy Paper and Road Map</p>	<p>Consultancy on Local Governance with focus on Neighbourhood Management</p>	<ul style="list-style-type: none"> • University degree in Public Administration, Finance, Economics, Political Science, Law, Urban and Regional Planning or other relevant fields of administrative & social sciences • Experience on Turkish local administration system • Experience on international models of legislation and practice at varying levels local administrations • Experience in the identifying and resolving problems in different local government contexts • Experience in the changing role of neighbourhood management and possible improvements in at least one project funded by international donors 	18		33	43	Feb '20 - June '20	
<p>REF: 2019/LARIII/EOI/19</p> <p>A.2.2.1. Develop and implement local service delivery standards to simplify</p>	<p>Designing, Conducting and Reporting Interviews and Meetings</p> <p>1) Face-to-face interviews with the representative staff in 10 selected MM (est. 50 interviews)</p>	<p>Consultancy on Local Service Delivery Standards in different service areas of local administrations (such as</p>	<ul style="list-style-type: none"> • University degree in Public Administration, Engineering, Economics, Environmental Sciences, Urban and Regional Planning or other relevant fields 			101	121	Oct '19 - May '20	

the processes for service provision		<p>2) Focus group discussions in 10 selected MMs (2 FC x 1 day) = 2 meeting days x 50= 100 participants</p> <p>OUTPUTS</p> <p>a) Current Situation Assessment Report</p> <p>b) Service delivery need standards Implementation Guidelines</p>	Reconstruction Permits, Transportation, Water and Sewage, Environment, Workplace permits, parks etc.)	<ul style="list-style-type: none"> • Experience on Turkish local administration system related to local service provision <p>Minimum two of the following experience is preferred:</p> <ul style="list-style-type: none"> • Experience in the identifying and resolving problems related to the processes of service provision • Experience in the preparation and monitoring of local government service delivery standards in at least one project funded by international donors • Experience in at least one project involving comparison with EU legislation and practice about the subject of service delivery standards 					
<p>REF: 2019/LARIII/EOI/20</p> <p>A.2.2.2. Develop and Implement Participatory Local Governance Model for 14 new MMs</p>	Designing, Conducting and Reporting Interviews, Meetings, Trainings and Events	<p>1) Structured face-to-face interviews with the local participatory mechanisms and the local stakeholders in new 14 MMs (minimum 100 interviews)</p> <p>2) Three two-day workshops with the participation of the local stakeholders and participatory mechanisms in 14 MMs (3 x 2 x 50= 300 participants (75 from outside Ankara)</p> <p>3) Two 1-day workshops will be conducted to discuss the Guidelines with 14 MMs (2 days X 50=100 participants)</p> <p>4) Targeted 2-day trainings will be organized in 4 pilot provinces on practical tools of citizen engagement in local decision-making (2 days x 50 x 4MMs=400 participants)</p> <p>5) Two awareness raising events will be organised in each of 4 pilot provinces (8 in total) for the organized and unorganized civil society in pilot provinces (400 participants)</p>	Consultancy on Local Governance with focus on participatory tools and awareness raising	<ul style="list-style-type: none"> • University degree in Public Administration, International relations, Economics, Political Science, Law, Urban and Regional Planning or other relevant fields of administrative & social sciences • Experience on Turkish local administration system regarding participatory mechanisms • Experience on awareness raising to increase citizen participation at the local level • Experience in training local populations on practical tools of citizen engagement to enhance decision making • 		162	244	Dec '19 Jun '20	

		<p>OUTPUTS</p> <p>a) Current Situation Assessment Report</p> <p>b) Implementation Guidelines</p> <p>c) Report results of awareness raising events</p>							
	<p>REF: 2019/LARIII/EOI/21 A.2.2.3. Assess EU experiences with good practices and lessons learned for enhancing transparency and accountability in local authorities and develop recommendations to a draft secondary legislation for enhancing transparency and accountability in local authorities</p>	<p>Desk Review</p> <p>1) Research best practices</p> <p>Recommendations</p> <p>2) A technical visit to a selected EU Member States with the aim of reviewing the systems, experiences and lessons learned will be organised. (12 participants + 2 PT) x 6 days)</p> <p>Design, conduct and report workshop</p> <p>3) A 2-day workshop in Ankara with the participation of the group of experts from GDLA/ MoEU, GDPA/ MoI, PSB and selected local authorities (75 participants, of which 7 from beneficiaries, 68 out of town MMs)</p> <p>OUTPUTS</p> <p>a) Comparative Assessment Report</p> <p>b) Technical Visit Report</p> <p>c) Recommendations Report</p>	<p>Consultancy on Transparency and Accountability</p>	<ul style="list-style-type: none"> University degree in Public Administration, International Relations, Economics, Political Science, Law, Urban and Regional Planning or other relevant fields of administrative & social sciences Experience on Turkish local administration system Experience in analysing and developing measures for transparency and accountability at local and central levels Experience in moderating participatory meetings at central and local level 	30		26	30	Apr '20 - Jun '20
	<p>REF: 2019/LARIII/EOI/22 A.2.2.4. Develop a policy paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils</p>	<p>Designing, Conducting and Reporting Interviews and Consultation Events</p> <p>1. Structured face-to-face interviews with central and local government officials to obtain their views and comments on the need to make changes to the local electoral system (min 50 interviews)</p> <p>2. Six one-day regional consultation events will be organized with the participation of central and local government officials to discuss the report and generate further ideas regarding the future responsibilities of mukhtars. (6 x 1 x 50 = 300 participants)</p>	<p>Consultancy on Local Governance with focus on local election systems and strengthening the Municipal Councils</p>	<ul style="list-style-type: none"> University degree in Public Administration, Economics, Political Science, Law, Urban and Regional Planning or other relevant fields of administrative & social sciences Experience on Turkish local administration system Experience on international models of legislation and practice at varying levels local administrations Experience on local government election systems in Turkey and EU Experience on the roles, responsibilities and strengthening of municipal councils 	13		38	57	Apr '20 - Jun '20

		<p>OUTPUTS</p> <p>a) Policy Paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils</p>							
	<p>REF: 2019/LARIII/EOI/23</p> <p>A.2.3.1. Conduct Needs assessment for public awareness on urbanization targeting the disadvantaged groups (population affected by internal migration, youth, women, children)</p>	<p>Preparation of Questionnaire and Methodology, and Verification of Survey Results</p> <p>1) A survey study addressing the population affected by internal migration, youth, women, and children who are affected by urbanization (10.000 interviews in 30 provinces)</p> <p>OUTPUTS</p> <p>a) Survey Report b) Needs Assessment Report on public awareness on urbanization</p>	<p>Consultancy on Social Inclusion with focus on needs assessment and awareness raising</p>	<ul style="list-style-type: none"> University degree in Sociology, Psychology, Public Relations, Communication, or other relevant fields of educational, administrative & social sciences Experience on central and local governments regarding the design and implementation of social inclusion measures Experience on needs assessment for the disadvantaged Experience on gender mainstreaming Involvement in social inclusion activities in at least on projects funded by international donors practical and academic experience on social work at local level 			16	27	May '19 - Sep '19
	<p>REF: 2019/LARIII/EOI/24</p> <p>A.2.3.2. Design and implement capacity enhancement programs on urban awareness for the staff of Women Centers, Child Development Centers and other relevant social service units</p>	<p>1) Tailor made training modules will be developed and delivered to the staff of the selected centers' staff responding to the needs explored under A.2.3.1.</p> <p>2) Training for centers' staff (70 participants x 5 one day programmes = 350 participants)</p> <p>OUTPUTS</p> <p>a) Tailor made training modules b) Training Report</p>	<p>Consultancy on Social Inclusion with focus on Awareness raising and Training</p>	<ul style="list-style-type: none"> University degree in Sociology, Psychology, Public Relations, Communication, or other relevant fields of educational, administrative & social sciences Experience on central and local governments regarding the design and implementation of social inclusion measures Experience as a trainer of trainers for the staff of social service centers in awareness raising for the disadvantaged Experience on gender mainstreaming Involvement in social inclusion activities in at least one project funded by international donors Practical and academic experience on social work at local level 			24	27	Sep '19 - Nov '19
	<p>REF: 2019/LARIII/EOI/25</p>	<p>1) Tailor made training modules will be developed and delivered to the staff of the selected staff of</p>	<p>Consultancy on Social Inclusion with focus on</p>	<ul style="list-style-type: none"> University degree in Sociology, Psychology, Public Relations, Education Sciences or other 			24	27	Nov '19 - Jan '20

	A.2.3.3. Design and implement capacity enhancement programs on urban awareness to be delivered to selected staff of MM	<p>MMs responding to the needs explored under A.2.3.1.</p> <p>2) Training for MM staff (70 participants x 5 one day programmes = 350 participants)</p> <p>OUTPUTS</p> <p>a) Tailor made training modules</p> <p>b) Training Report</p>	Awareness raising and Training	<p>relevant fields of administrative & social sciences</p> <ul style="list-style-type: none"> • Experience on central and local governments regarding the design and implementation of social inclusion measures • Experience as a trainer of trainers for the staff of municipalities in awareness raising for the disadvantaged • Experience on gender mainstreaming • Involvement in social inclusion activities in at least one project funded by international donors • Practical and academic experience on social work at local level 					
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IMPORTANT NOTE: Minimum two years of experience gained in an international setting is considered as international experience. Seniority is attained when a Consultant has more than 10 years of general experience.