

TERMS OF REFERENCE

LOCAL ADMINISTRATION REFORM PHASE III

INDIVIDUAL CONSULTANT FOR NEEDS ASSESSMENT AND AWARENESS RAISING (SENIOR SOCIAL INCLUSION EXPERT)

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 metropolitan municipalities (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 Ministry of Interior (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.

Within the scope of a Direct Grant Agreement, signed between Central Finance and Contracts Unit (CFCU) and UNDP and endorsed by Delegation of the European Union to Turkey (EUD), MoI General Directorate for Provincial Administrations (MoI/GDPA) will be the executive agency of the Project and will work closely with Ministry of Environment and Urbanization (MoEU/GDLA) to achieve the expected outputs. In that respect, the implementing partners of the Project are Ministry of Environment and Urbanization (MoEU), Ministry of Treasury and Finance (MoTF) and Union of Municipalities of Turkey (UMT).

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 MoI, MoEU 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 1- Effective Local Service Delivery:

The main objective of Component 1 is to provide support and recommendations to the MoI and MoEU for the development of draft legislations, which will enable MoI and MoEU and their 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.

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.

Component 3- Online Management Information Systems Installed and Updated

The MoI initiated two important databases with YEREL BILGI and BEPER Projects. With this Component, the Project will contribute to improved flow of information and increased accessibility of the available data produced in the form of secondary legislation, decrees and decisions, both at the national and local levels and within the country. Under the current state of functioning, there is no systematic that enables to access all relevant and updated data which prevent to make decisions in a holistic way. MoEU holds its new responsibilities concerning the local authorities after the introduction of the Presidential system in July 2018 and the Project will address the effective communication flow within the departments of the MoEU as well as update of the YEREL BILGI in a way to ensure its linkage with the local. In addition, the technical capacity for effective use of YEREL BILGI will be enhanced and relevant MoI staff will transfer the accumulated knowledge to the staff of MoEU.

Against this background architecture of project components and activities are as the following:

Local Administration Reform Project in Turkey- LAR III		
Overall Objective		
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.		
Specific Objective		
To develop and strengthen the administrative capacity and cooperation of Turkish MoI, MoEU 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.		
Component 1: Effective Local Service Delivery	Component 2: Capacity Building for New Metropolitan Municipality Model and Inclusive Local Governance Processes	Component 3: Online Management Information Systems
R.1.1. Administrative and operational capacities for efficient provision of local services enhanced	R.2.1. Administrative and operational capacities of the local authorities for the implementation of new Metropolitan Municipality Model strengthened,	R.3.1. Efficiency of the local services enhanced through online managements systems.
<p>A.1.1.1. Establish a Support Group on Legislation Drafting Process of MoI and MoEU (SGL) and Consultative Group of Local Authorities (CGLA)</p> <p>A.1.1.2. Develop recommendations for the development of a draft legislation for strengthening the loan system of local authorities through assessment of country experiences</p> <p>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</p> <p>A.1.1.4. Develop recommendations for amendment of the relevant provisions of the Law No: 3572 and Regulation for Business License</p> <p>A.1.1.5. Develop the standards and principles for the establishment of an effective human resources management system in local administrations</p> <p>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)</p> <p>A.1.1.7. Develop a comparative assessment on effective collection of municipal accounts receivable</p> <p>A.1.1.8. Develop a performance management system to be adopted in MMs and District Municipalities</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> <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> <p>A.1.1.11. Conduct technical visits to 3 EU member states</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> <p>A.1.1.13. Assess the impact born by localizing EU acquis on the work and responsibilities of local authorities in Turkey</p> <p>A.1.1.14. Develop and publish a full comparative assessment study on functioning of the local authorities</p>	<p>A.2.1.1. Assess the impact of the implementation of legislation on local authorities</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>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 modeling developed</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>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 administrations in accordance with the Law No: 6360</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</p> <p>R.2.2. Institutional capacity of the local authorities in terms of service delivery and adoption of the principles of democratic governance enhanced,</p> <p>A.2.2.1. Develop and implement local service delivery standards in order to simplify the processes for service provision</p> <p>A.2.2.2. Develop and Implement Participatory Local Governance Model for 14 new MMs</p> <p>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>A.2.2.4. Develop a policy paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils</p> <p>R.2.3. Public awareness on urbanization enhanced through institutional and individual capacity enhancement programmes,</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>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>A.2.3.3. Design and implement capacity enhancement programs on urban awareness to be delivered to selected staff of MM</p>	<p>A.3.1.1 Develop a software to facilitate the communication flow within the departments of the MoEU</p> <p>A.3.1.2. Update of the YEREL BILGI Project management system in the light of developed Software system</p> <p>A.3.1.3. Develop a user-friendly guideline for the use and update of the system</p> <p>A.3.1.4. Deliver tailor-made trainings to the staff of MoI on effective use of the software system in alignment with YEREL BILGI management system</p>

2 OBJECTIVE AND SCOPE OF THE ASSIGNMENT

The objective of this Individual Consultancy is to provide expertise that is expected to contribute to a smooth achievement of Result 2.3. (Public awareness on urbanisation enhanced through institutional and individual enhancements programmes) of Component 2 of the Project. This involves expert input to activities A.2.3.1, A.2.3.2, and A.2.3.3. To this aim, the following sub-activities will be carried out, of which the distribution of responsibilities amongst the Individual Consultants (Senior Expert and Junior Expert) is detailed in Article 4 and Article 5.

A.2.3.1 Needs assessment for public awareness on urbanization targeting the disadvantaged groups (population affected by internal migration, youth, women, children)

European Urban Charter highlights the need of policies that integrates rather than over-protects the disadvantaged persons. The SDG framework considers inclusivity as a cross-cutting issue and highlights it in most of the goals where relevant. Furthermore, The New Urban Agenda (NUA) introduces the right to the city approach to the UN Community. Although the NUA is not defining a right per se, it undoubtedly presents a global effort towards making cities just, inclusive, and equal. The issue was covered in the Urbanisme Forum in 2017 organized by the MoEU. The Commission on the Role of Local Administrations in the New Vision of Urbanisation recommends awareness raising for equal and fair access to services.

With this framework of global perspective, the activity aims at assessing the existing situation and proposing interventions to increase the awareness of the disadvantaged on urbanization. Based upon the needs assessment study and additional research to be conducted, this activity will include preparation of the tailor-made capacity enhancement programmes to be realized in activities 2.3.2 and 2.3.3.

To measure the level of public awareness on urbanization, **a survey study** addressing the population affected by internal migration, youth, women, and children will be conducted within the scope of this Activity. The number of expected interviewees is approximately 10,000 which would also represent citizens' perspectives including all referred population above, that is affected by urbanization in the 30 metropolitan provinces or at national level. The interviews will be made face-to-face by the surveyors, who will be staff of a professional company. The survey will approach to urban awareness not only from a perspective of having knowledge on the intricacies of the urban. The content of the survey will be enriched by covering:

- i. Concepts and issues regarding right to the city principle.
- ii. Access to services, experience with the public administration, satisfaction from services and behavioural patterns
- iii. Friendliness concept such as women friendly city, youth friendly city, children friendly city etc.

Note: The Individual Consultant shall cooperate with Local Governance Experts who will prepare the part of the survey questions which will be asked to the non-disadvantaged segment of the population that will be contained in the survey interview form.

- Based on the results of the survey, the needs for the public awareness raising interventions will be proposed by **a needs assessment report** including the design and scope of the capacity development programs to be realized under A.2.3.2 and A.2.3.3. An overall evaluation of what municipalities offer to the disadvantaged groups is important in order to compare and mutually inspire from experiences. The reporting may be structured according to disadvantage group profiles (all services offered to certain groups) and/or service domains. Further, there is a vast literature on the needs and demands of disadvantaged groups. A review of literature would contribute to the findings of the survey and development of the capacity enhancement programmes in Activity A.2.3.2 and A.2.3.3.

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

European Urban Charter highlights the need of policies that integrates rather than over-protects the disadvantaged persons. The SDG framework considers inclusivity as a cross-cutting issue and highlights it in most of the goals where relevant. Furthermore, The New Urban Agenda (NUA) introduces the right to the city approach to the UN Community. Although the NUA is not defining a right per se, it undoubtedly presents a global effort towards making cities just, inclusive, and equal. The issue was covered in the Urbanisme Forum in 2017 organized by the MoEU. The Commission on the Role of Local Administrations in the New Vision of Urbanisation recommends awareness raising for equal and fair access to services.

With this framework of global perspective, the activity aims at designing and implementing capacity enhancement programmes to increase the awareness of the disadvantaged segments of the population on urbanization. Based upon the Needs Assessment Study and additional research to be conducted, this activity will include preparation and implementation of tailor-made capacity enhancement programmes to train the relevant staff of social service units as trainers.

Tailor made training modules will be developed and delivered to the staff of Women Centers, Child Development Centers and other relevant social service units at local level responding to the needs explored under A.2.3.1. It is expected that these staff will transfer the knowledge that they have to their target groups of service.

In total, it is planned that 350 staff in total will benefit from five 1-day programs, each having approximately 70 participants. The programs will be delivered to the referred social service units/institutions in 10 provinces where the survey will be conducted.

2.3.3. Design and implement capacity enhancement programs on urban awareness to be delivered to selected staff of MMs

European Urban Charter highlights the need of policies that integrates rather than over-protects the disadvantaged persons. The SDG framework considers inclusivity as a cross-cutting issue and highlights it in most of the goals where relevant. Furthermore, The New Urban Agenda (NUA) introduces the right to the city approach to the UN Community. Although the NUA is not defining a right per se, it undoubtedly presents a global effort towards making cities just, inclusive, and equal. The issue was covered in the Urbanisme Forum in 2017 organized by the MoEU. The Commission on the Role of Local Administrations in the New Vision of Urbanisation recommends awareness raising for equal and fair access to services.

With this framework of global perspective, the activity aims at designing and implementing capacity enhancement programmes to increase the awareness of the disadvantaged segments of the population on urbanization. Based upon the Needs Assessment Study and additional research to be conducted, this activity will include preparation and implementation of tailor-made capacity enhancement programmes to train as trainers the relevant staff of metropolitan municipalities.

Tailor-made training modules will be developed and delivered to the selected staff of MMs responding to the needs explored under A.2.3.1. It is expected that these staff will transfer the knowledge that they have to their target groups of service. In total, approximately 350 staff of MMs are expected to benefit from five 1-day training programs (each having 70 participants). The provinces where the trainings are planned to be held will be determined by UNDP before the launch of the survey study in accordance with the defined criteria.

3 ACRONYMS AND ABBREVIATIONS

Unless otherwise noted;

- UNDP: United Nations Development Programme
- CO: UNDP Country Office in Turkey
- CGLA: Consultative Group of Local Authorities
- GDLA: General Directorate of Local Authorities
- PSB: Presidency of Strategy and Budget
- PSPS: Public Sector Policies and Services
- PT: Project Team
- IC: Individual Consultant
- IDG: Inclusive and Democratic Governance
- ISG: Inclusive and Sustainable Growth
- LAR: Local Administration Reform
- MoI: Ministry of Interior
- MoTF: Ministry of Treasury and Finance
- MoEU: Ministry of Environment and Urbanization
- TAT: Technical Assistance Team
- ToR: Terms of Reference
- SGLDP: Support Group on Legislation Drafting Process
- UMT: Union of Municipalities of Turkey
- ToT: Training of Trainers
- NAR: Needs Assessment Report
- PM: Project Manager
- STE: Short Term Expert

4 INSTITUTIONAL ARRANGEMENTS

4.A. DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT (SENIOR SOCIAL INCLUSION EXPERT)

Within the scope of this Assignment, the Individual Consultant will be expected to:

GENERAL

- Ensure collaboration with Project Team
- Follow overall activity schedule, calendar, contribute to the scope and methodologies of analyses, studies, surveys, field visits, meetings, workshops, events, written and visual materials to be produced within the scope of concerned activities to ensure smooth implementation activities defined in this specific ToR.
- Closely coordinate with Key Expert 3- Participatory Local Governance Processes with regards to the Component 2 Workplan and Experts involved in A.2.1.1. for the needs assessment survey
- Attend coordination meetings with the project stakeholders and present findings if requested.

SPECIFIC

The IC (Senior Social Inclusion Expert) will cooperate with the Junior Expert assigned to conduct the activities stipulated in Article 2 and Article 5 in accordance with the duties and responsibilities stated below.

Conduct Needs Assessment Survey (involving 10.000 interviews)

- Review similar questionnaires/interviews
- Design the draft questionnaire/interview forms and finalize them in consultation with the Key Expert 3- Participatory Local Governance Processes to receive consent of the beneficiaries
- Verify coding, loading, tabulation
- Comment on the survey analysis report

The actual field work as well as the coding, loading, tabulation of the survey results will be conducted by another Individual Consultant or a professional company. The IC is expected to provide the above stated inputs related to (a) designing the question forms (b) checking the consistency of survey results and (c) providing comments on the survey report to be prepared by the surveying Consultant.

As mentioned before, the IC will prepare the questions to be asked to the disadvantaged but will incorporate into the interview form the questions to be asked to the non-disadvantaged that will be prepared by the Local Governance Experts.

Conduct Meetings (Focus Group, Workshop, Seminar, Consultation, Conferences, Training, etc.)

- Design draft meeting format
- Prepare draft meeting documents to be delivered to participants
- Propose list of potential participants to be invited to the meetings
- Conduct and moderate the meetings
- Compile and report the results of meetings

All logistical arrangements related to the meetings will be organized and implemented by UNDP.

Moderation of the meetings will be arranged by the IC and will be monitored by the Project Team. If demanded by the Project Team, the key experts of the Project Team or other moderators proposed by the Project Team can take part in the design and moderation of meetings.

The meeting reports will include a summary of the views expressed by participants and decisions taken. List of invitees and list of attendees will be given as annexes.

Communication services related to organising the meetings such as verbal or written invitations to participants will be arranged by UNDP considering the list of invitees to be proposed by the IC.

Generate Reports (Activity and Sub-activity)/Major Outputs

- Develop an outline of the report and finalise it with the Key Expert 3- Local Participatory Governance Processes
- Prepare draft report based upon associated tasks and additional research on the subject
- Finalize reports based upon the comments that will be received from the PT and beneficiaries/stakeholders.

The reporting language will be as explained in Article 5. Reproduction of all meeting/training materials and main reports (outputs) will be arranged by UNDP

4.B. DUTIES AND RESPONSIBILITIES OF UNDP

UNDP will provide all relevant background documents. UNDP is not required to provide any physical facility for the work of the IC. However, depending on the availability of physical facilities (e.g. working space, computer, printer, telephone lines, internet connection etc.) and at the discretion of UNDP and relevant stakeholders such facilities may be provided at the disposal of the IC. UNDP will facilitate meetings between the IC and other stakeholders, when needed.

All documents and data provided to the IC are confidential and cannot be used for any other purposes or shared with a third party without any written approval from UNDP.

5 DELIVERABLES

The Assignment includes interim and final deliverables, as stipulated below. The below tables indicate the required deliverables and timing by activities. The details of activities and deliverables are as defined in Article 2.

Deliverables will be cooperatively prepared by the Senior and Junior Experts. The junior expert will contribute to the scope as defined in line with the work plan set by Key Expert 3- Local Participatory Governance Processes and is expected to provide the necessary supportive actions to the Senior Expert for the design and execution of concerned activities including the meetings, interviews, events and production of main outputs. The estimated expert inputs are summarized below:

Activity	Estimated Number of Person/days (Senior Expert)	Estimated Number of Person/days (Junior Expert)	Estimated Total
Activity 2.3.1	16	27	43
Activity 2.3.2	24	27	51
Activity 2.3.2	24	27	51
Estimated Total	64	81	145

Deliverables of Senior Social Inclusion Expert

A.2.3.1. Needs assessment for public awareness on urbanization targeting the disadvantaged groups (population affected by internal migration, youth, women, children)

Activities	Deliverables	Indicative Due Dates	Estimated Number of Person/days to be invested by IC	Place of Work
Literature Survey	Report summarizing similar studies	29 May 2019	3	Ankara
Design Survey Questionnaire related to the disadvantaged and receiving consent of the beneficiary	Report on Questionnaire form and Expected Tabulations	12 June 2019	3	Ankara
Consistency check of survey results and comments on survey report	Report on Survey Results	16 August 2019	1	Ankara
Prepare Draft Needs Assessment Report (NAR) based upon the survey and additional research including design of the ToT modules described under 2.3.2 and 2.3.3	Draft NAR	2 September 2019	5	Ankara
Finalise NAR considering the comments of the PT and beneficiary/stakeholders	Final NAR	9 September 2019	4	Ankara
Estimated Maximum Total Number of Person/Days (A.2.3.1.)			16	

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

Activities	Deliverables	Indicative Due Dates	Estimated Number of Person/days to be invested by IC	Place of Work
Tailor made training modules will be developed and delivered to the staff of the selected centers' responding to the needs explored under A.2.3.1. <ul style="list-style-type: none"> • Prepare draft training modules • Receive consent on training modules from beneficiary • Finalise training modules 	Report on Tailor-made training modules	27 September 2019	6	Home-based
Training for centers' staff (70 participants x 5 one day programmes=350 participants) <ul style="list-style-type: none"> • Design meeting format • Prepare meeting docs • Propose list of potential participants • Receive consent on potential participants • Conduct training 	Delivery of Training	7 November 2019	16	5 Provinces (to be identified by UNDP)
Compile and report results of meetings	Training Report	14 November 2019	2	Home-based
Estimated Maximum Total Number of Person/Days (A.2.3.2.)			24	

A.2.3.3. Design and implement capacity enhancement programs on urban awareness to be delivered to selected staff of MMs

Activities	Deliverables	Indicative Due Dates	Estimated Number of Person/days to be invested by IC	Place of Work
Tailor made training modules will be developed and delivered to the MM staff responding to the needs explored under A.2.3.1. <ul style="list-style-type: none"> • Prepare draft training modules • Receive consent on training modules from beneficiary • Finalise training modules 	Report on Tailor-made training modules	15 November 2019	6	Home-based
Training for MM staff (70 participants x 5 one day programmes=350 participants) <ul style="list-style-type: none"> • Design meeting format • Prepare meeting docs • Propose list of potential participants • Receive consent on potential participants • Conduct training 	Delivery of Training	24 December 2019	16	5 Provinces (to be identified by UNDP)
Compile and report results of meetings	Training Report	31 December 2019	2	Home-based
Estimated Maximum Total Number of Person/Days (A.2.3.3.)			24	
GRAND TOTAL ESTIMATED MAXIMUM PERSON/DAYS (A.2.3.1.) + (A.2.3.2.)+ (A.2.3.3.)			64	

Reporting Language: All reports should be submitted in Turkish with Executive Summary in English. The final version of the main reports (or outputs as specified in Article 2) will be translated into English by UNDP for contractual purposes. The IC is expected to check the contents, proof read the draft translation and submit the final versions of main reports in English.

Title Rights: The title rights, copyrights and all other rights whatsoever nature in any material produced under the provisions of this ToR will be vested exclusively in UNDP.

The IC will have the overall responsibility for the conduct of the evaluation exercise as well as quality and timely submission of the above indicated reports to UNDP.

Visibility: The IC should respect the visibility rules applied in the EU-funded projects which can be found in the link below:

https://www.avrupa.info.tr/sites/default/files/2018-01/communication-visibility-requirements-2018_en_0.pdf

6 REQUIRED QUALIFICATIONS

	Minimum Qualification Requirements	Assets
General Qualifications and Skills	University degree in Sociology, Psychology, or other relevant fields of administrative & social sciences	Advanced degree (MA/MBA, MSc/PhD) in the stated fields will be an asset
	Fluent written and spoken English and Turkish	
	Full computer literacy in Microsoft Office	
General Professional Experience	Minimum Qualification Requirements	Assets
	Minimum 10 years of general professional experience	More than 10 years of general professional experience
	Minimum 5 years of experience working in Turkish local administrations or research projects on local governments in Turkey	More than 5 years of experience working in Turkish local administrations or research projects on local governments in Turkey
Specific Professional Experience	Minimum Qualification Requirements	Assets
	Involvement as an expert/researcher in social inclusion activities in at least 1 project/assignment funded by international donors	Involvement as an expert/researcher in social inclusion activities in more than 1 project/assignment funded by international donors
	Experience in at least 1 assignment/project on central and local government regarding the design and implementation of social inclusion measures	Experience in more than 1 assignment/project on central and local government regarding the design and implementation of social inclusion measures
	Experience on the design and/or supervision and/or implementation of large-scale surveys involving more than 5000 interviews	
	Experience in needs assessment for the disadvantaged in at least 1 assignment/project	Experience in needs assessment for the disadvantaged in more than 1 assignment/project

	Experience on gender mainstreaming	
	Experience as a trainer for the staff of social service centers and/or for the staff of MMs on awareness raising for the disadvantaged	Practical and/or academic experience on social work at local level

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.
- . Female candidates are encouraged to apply.

7 TIMING AND DURATION

The assignment is expected to start on 27 May 2019 and be completed by 31 January 2020.

8 PLACE OF WORK

Duty station for this assignment is Home-based and Ankara, Turkey. It may be expected that the Consultant travels within the scope of this Terms of Reference. In case travel is needed, all travel related costs (cost items indicated below) of these missions out of the duty station (economy class flight ticket and accommodation in 3 or 4-star hotel) will be borne by UNDP. Approval of UNDP is needed prior to the missions. The costs of these missions may either be;

- Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the consultant 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 subject to following constraints/conditions provided in below table;
- covered by the combination of both options

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 PAYMENTS

The payment will be made within 30 days upon acceptance and approval of corresponding deliverables by UNDP on the basis of payment terms indicated below and the pertaining Certification of Payment document signed by the IC and approved by the responsible Project Manager. Details regarding the distribution of payment with respect to the Deliverables are as follows:

A.2.3.1.

Deliverables	Target Date for Submission of Deliverables to UNDP	Estimated Number of Person/days to be Invested by IC	Payment Terms
Literature Survey and Design of the questionnaire and consent of beneficiary	12 June 2019	6	Upon submission and completion of all pertaining deliverable/outputs to the satisfaction of UNDP and the actual number of person days invested (not to exceed the estimated person days defined by UNDP
Comments on Survey Report and Draft NAR.	2 September 2019	6	
Final NAR	9 September 2019	4	
Estimated Maximum Total Number of Person/Days (A.2.3.1.)	16		

A.2.3.2.

Deliverables	Target Date for Submission of Deliverables to UNDP	Estimated Number of Person/days to be Invested by IC	Payment Terms
Tailor-made training modules	27 September 2019	6	Upon submission and completion of all pertaining deliverable/outputs to the satisfaction of UNDP and the actual number of person days invested (not to exceed the estimated person days defined by UNDP)
Training Report	14 November 2019	18	
Estimated Maximum Total Number of Person/Days (A.2.3.2.)		24	

A.2.3.3.

Deliverables	Target Date for Submission of Deliverables to UNDP	Estimated Number of Person/days to be Invested by IC	Payment Terms
Tailor-made training modules	15 November 2019	6	Upon submission and completion of all pertaining deliverable/outputs to the satisfaction of UNDP and the actual number of person days invested (not to exceed the estimated person days defined by UNDP)
Training Report	31 December 2019	18	
Estimated Maximum Total Number of Person/Days (A.2.3.3.)		24	
GRAND TOTAL ESTIMATED MAXIMUM PERSON/DAYS (A.2.3.1.) + (A.2.3.2.)+(A.2.3.3.)		64	

The total amount of payment to be affected to the IC within the scope of the contract cannot exceed equivalent of 64 person/days.

The IC shall be paid in TRY, if he/she resides in Turkey. The IC shall be paid in USD through conversion of the TRY amount by the official UN exchange rate valid on the date of money transfer if he/she resides in a country different than Turkey. The amount paid to the expert shall be gross and inclusive of all associated costs such as social security, pension and income tax etc.

If the deliverables are not produced and delivered by the IC to the satisfaction of UNDP as approved by the PM and the TAT, no payment will be made even if the IC has invested person/days to produce and deliver such deliverables.

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.