
Terms of Reference for Local Short-Term Senior Expert on Communication within the Scope of Strengthening the Civilian Oversight of Internal Security Forces Phase III Project (aka CO III)

1 Background

The IPA II Indicative Strategy Paper for Turkey (2014-2020), which was revised in August 2018¹ targets the improvement of the capacities of institutions, including CSOs, in charge of protecting and guaranteeing the respect and defence of fundamental rights. Developing the capacity to conduct independent, impartial and effective investigations into allegations of misconduct by security forces is thereby defined as one of the actions to achieve this result. In addition, strengthening the cooperation between institutions and stakeholders engaged in the area of human rights is fundamental to overcome the challenges in the field. Turkey's New EU Strategy also states that the implementation of legal arrangements in the security sector is among the primary objectives for ensuring the full enjoyment of fundamental rights and freedoms. The 2014 Action Document on "Support to Fundamental Rights" also refers to the need for enhancement of the administrative capacities of the authorities concerning the implementation of legislation in order that rights are respected in full and in practice, with proper accountability and control systems which involve the civil society.

The importance of the transformation of civil-military relations with a focus on civilian/democratic oversight of the internal security sector has also been emphasised in EU Progress Reports, acknowledging the contribution of the first two phases of the Project. The 2018 EU Progress Report² recognised the revision of the legal framework governing civil-military relations and the increase of the powers of the executive over the military as significant, thereby strengthening civilian oversight. However, it was also noted that improvements are needed for Parliamentary, administrative and judicial oversight and accountability of security and intelligence forces. In addition, the effectiveness of the law enforcement oversight commission needs to be increased.

A set of measures for reform in the field of expanding human rights and a zero-tolerance policy against torture and ill-treatment have been adopted by Turkey since 2002. Broad modifications of the competence areas of the Police and the Gendarmerie, and annulment of the Protocol on Cooperation for Security and Public Order that was conflicting with the law on public administration are among the important steps taken by the Government.

The Project for the Civilian Oversight of Internal Security Sector Phase I, which was implemented jointly by Ministry of Interior and UNDP in 2007-2010, aimed to raise the awareness of the MoI about the concept of civilian oversight. The 1st Phase also assessed the gaps vis-à-vis EU standards in MoI and developed the concept of "local governance of ISFs". The 2nd Phase of the Project was implemented in 2012-2014 and designed to expand and institutionalise the introduced approaches and piloted structures of 1st Phase.

Second Phase was implemented from the perspective of improving (1) the capacity of MoI staff and provincial-sub provincial administrators to exercise oversight of policing and the homogeneity of the laws regulating the internal security forces; (2) the coherence of oversight arrangements that govern interactions between, on the one hand, the civilian administrators at provincial levels, sub provincial levels and, on the other hand, the Police and the Gendarmerie and Coast Guards; and, (3) the temporary coordination and consultation mechanisms by the Governors and District Governors so that the current oversight systems can expand rights and freedoms enjoyed by citizens.

The two phases of the Project have identified the main requirements for an effective and human centred civilian oversight mechanism over the internal security sector. Building on the recommendations and results

¹<https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180817-revised-indicative-strategy-paper-2014-2020-for-turkey.pdf>

²<https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-turkey-report.pdf>

of the former phases, the 3rd Phase of the Project at hand is designed to deepen Phase I and II results in terms of organisational changes and put pilot local boards into practice in most provinces of Turkey. This new Phase will also support the Government in establishing the best model for ISF and its effective functioning under MoI in line with international principles and best practices in the EU. This new Phase is also in conformity with the priorities of the Accession Partnership and EU/Commission policies by supporting the ongoing work of Turkey. Assessment of various progress reports of the European Commission along with the policy endeavours of Turkey to address gaps in the civilian oversight and the outputs of the partnership of Turkey jointly achieved with UNDP and the Delegation of the European Union to Turkey (EUD) are the basis of the Project. The Project (CO III) is accepted under the 2014 Action Document for Fundamental Rights Sub-Field prepared by the Directorate for EU Affairs (DEUA) Department of Political Affairs under the Ministry of Foreign Affairs as the Lead Institution. The target groups are the Ministry of Interior, including provincial administrations and internal security forces and the Grand National Assembly of Turkey. The MoI General Directorate for Provincial Administrations is the main beneficiary of the Project, whereas the UNDP will provide technical assistance to the MoI for efficient and effective implementation of the Project. The Project is composed of 4 components:

Component A - Legislative and Institutional Framework: This component aims to improve, the training curriculum, strategies and the basic legislative and regulatory framework governing the Police, Gendarmerie and Coast Guard as well as the Local Security System in the light of civilian/democratic oversight and accountability principles. It is also planned that the performance evaluation system of MoI over ISFs will be strengthened through the Project.

Component B - Parliamentary Oversight: This component aims to develop a strategy to systematically oversee the work of ISFs through the work of relevant Commissions of the Grand National Assembly of Turkey.

Component C - Scaling Up of the Pilot Security Governance Structures: This component aims to scale up the pilot security governance structures nationwide and support their effective functioning through capacity development and technical assistance.

Component D - Individual and Institutional Capacity Building: This component aims to build institutional and individual capacities of the Governors, District Governors and citizens to enhance the understanding and internalisation of citizen-focused security services.

With a view to implement the project activities in an effective and efficient 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) is being 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. A Project Manager, a Project Associate and a Project Assistant have also been mobilized within the scope of the Project for delivery of project outputs in a timely and effective manner.

Local Short-Term Senior Expert on Communication will be mobilized for update and implementation of Project's communication strategy including the management of Project's corporate identity, social media accounts and website, preparation of visibility materials and short movies, coordination of awareness raising activities and supporting media coverage.

2 Scope of Work

The overall objective of this assignment is to support the realization of project's communication, visibility and awareness raising activities in close cooperation and collaboration with TAT, Project Team, beneficiaries and UNDP at highest quality in a timely manner.

3 Duties and Responsibilities

The Local Short-Term Senior Expert on Communication will be mobilized under Individual Contract (IC) modality within the Project between 2 September 2019 and 20 December 2020. The IC is expected to fulfill and achieve the following duties and responsibilities:

- Updating the Communication Strategy of the project and supporting its implementation with technical inputs in close collaboration with TAT, Project Team, project partners and UNDP
- Supporting TAT, Project Team and UNDP in the organization of project events (including launching event and closing conference) and preparation of project's visibility materials (promotional material kits, posters, brochures, roll-ups, banners, press backs)
- Supporting development and management of the project's corporate identity
- Developing the creative content and quality assurance of the project website and social media accounts.
- Developing relevant messages and template structures for media initiatives (press releases, editorials, articles, success stories etc.)
- Supporting TAT, Project Team and UNDP in establishing contacts with local and national media channels and support the media coverage
- Preparing the communication plan for awareness raising activities and coordinating those activities
- Coordinating the production of documentary style short movies
- Participating in and contributing to meetings with project beneficiaries, lead institutions, EUD, UNDP and additional partners in Ankara, as and when needed by UNDP
- Ensuring collaboration with UNDP Inclusive and Democratic Governance Portfolio, CO III TAT and Project Team and working closely and in collaboration with the other experts and beneficiaries of the Project
- Ensuring human rights standards are applied, and gender equality is prioritized as an ethical principle within all actions

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

The IC shall be responsible for providing technical inputs to the Project and its activities listed above, including related reporting and documentation. His/her functions do not include managerial, supervisory and/or representative functions vis-a-vis UNDP Staff/Personnel. The Expert shall work in close cooperation with the Civilian Oversight of Internal Security Forces Phase III TAT members, namely CTA and KEs and will report to CO III Project Manager.

4 Expected Outputs and Deliverables

The Assignment will include interim and final deliverables, which will be defined in the specific service requests to be made by UNDP to the IC.

The framework based Individual Contract will be executed based on assignments detailed in each specific service request to be made by UNDP. Service requests will be developed by UNDP in close coordination with MoI. The time schedule for each assignment will be determined by UNDP. Service requests will be effective upon signature by the consultant.

5 Institutional Arrangements

UNDP Turkey CO will;

- Provide the Consultant with relevant documents and full support in any further analysis of the data where necessary,
- Facilitate communication with Project partners and other stakeholders,
- Give feedback to the draft, final reports and all other deliverables prepared by the Consultant,

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

The consultant will report to the COIII Project Manager under the overall supervision of IDG Portfolio Manager.

6 Timing and Duration

The Assignment is expected to start on 2 September 2019 and is expected to be completed by 20 December 2020.

7 Place of Work

Place of work for the assignment is Ankara, Turkey. The costs to arise regarding flight tickets to be acquired by the Individual Consultant in order to join and leave the Duty Station shall be borne by the Individual Consultant. The prospective Individual Consultants are expected to take this into consideration whilst determining their Daily Fee. The assignment may require travels to other provinces within Turkey with respect to project needs and the duties and responsibilities of the consultant stated above.

The travel, accommodation costs (bed and breakfast) and living costs (intra-city travel costs, lunch, dinner, etc.) of the missions to other provinces will be borne by UNDP. UNDP will arrange flight tickets through its contracted travel agency.

In case of need of additional travels that are unforeseen in the ToR, the costs of the respective travels of the Consultant may either be;

- Arranged and covered by UNDP from the respective budget without making any reimbursements to the Consultant, through UNDP's official Travel Agency 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 or,
- Covered by the combination of both options.

The following guidance on travel compensation is provided as 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	

8 Required Qualifications

	Minimum Qualification Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> Bachelor's Degree in the fields of communications, public relations, audio visual design, radio television cinema, social sciences or any other relevant field Excellent command of spoken and written English Full computer literacy Excellent organizational and interpersonal skills 	<ul style="list-style-type: none"> Advanced degree in the fields of communications, public relations, graphic design and/or media relations
General Professional Experience	<ul style="list-style-type: none"> Minimum 10 (ten) years of professional experience Proven experience in working with public institutions, international organizations and/or EU/internationally funded projects 	<ul style="list-style-type: none"> More than 10 (ten) years of professional experience Minimum 2 former experiences in EU funded projects in similar assignments Knowledge of EU visibility guidelines
Specific Professional Experience	<ul style="list-style-type: none"> At least 5 (five) years of proven experience on drafting of communication strategies and implementation of communication and awareness raising activities towards diverse groups of society in Turkey Proven experience in conducting public relations, media relations, communications function/advisory, networking and/or event management 	<ul style="list-style-type: none"> Experience in at least 2 (two) assignments on preparation of communication and awareness raising activities in the fields of human rights and democratic governance Knowledge on communication techniques, public awareness campaigns, methods and tools Experience in working with public institutions both at central and local level in Turkey

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.*

The consultant should avoid any kind of discriminatory behaviour including gender discrimination and ensure that:

- Human rights and gender equality are prioritized as an ethical principle within all actions;
- Activities are designed and implemented in accordance with “Social and Environmental Standards of UNDP”;
- Any kind of diversities based on ethnicity, age, sexual orientation, disability, religion, class, gender is respected within all implementations including data production;
- Differentiated needs of women and men are considered;
- Inclusive approach is reflected within all actions and implementations, in that sense an enabling and accessible setup in various senses such as disability gender language barrier is created.

9 Payments

The contract to be signed between UNDP and successful candidate 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.

Payment terms and conditions will be specified in the specific service requests. Payment terms and conditions along with the daily fee rate (indicated in the contract) and number of days invested (not to exceed maximum number of days in the service request) will be the basis of payment to the IC.

Payments will be made against submission of the deliverable(s) in the specific service requests by the IC and within 30 days upon approval of such deliverables and Certification of Payment Form by UNDP.

The maximum total amount to be paid to the Consultant within the scope of this assignment cannot exceed equivalent of 50 person/days.

If any of the deliverables to be stipulated in a specific service request are not produced and delivered by the expert in due time and to the satisfaction of UNDP, no payment will be made even if the expert has invested person/days to produce and deliver such deliverables.

The consultant shall be paid in US\$ if he/she resides in a country different than Turkey. If he/she resides in Turkey, the payment shall be realized in TRY through conversion of the US\$ amount by the official UN Operational Rate of Exchange valid on the date of money transfer.

The daily fee to be paid to the Consultant is fixed regardless of changes in the cost components. The daily fee amount should be indicated in gross terms and hence should be inclusive of costs related to tax, social security premium, pension, visa (if needed) etc. UNDP will not make any further clarification on costs related to tax, social security premium, pension, visa etc. It is the applicants’ responsibility to make necessary inquiries on these matters.

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.