



## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

<b>Reference Code:</b>	UNDP/SCR/SSS/IC/2017/08
<b>Country:</b>	Turkey
<b>Description of the Assignment:</b>	Capacity development on operational efficiency and strategic planning in municipal investments and services
<b>Project:</b>	Strengthening Social Stability in Southeast Anatolia Region
<b>Period of Assignment/Services:</b>	July 2017 – December 2017

*Proposal should be submitted by email to [tr.ic.proposal@undp.org](mailto:tr.ic.proposal@undp.org) no later than 20 July 2017 by indicating the **reference code** of the applied position in the subject of the e-mail.*

*Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail indicated above. UNDP will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.*

### 1 BACKGROUND

The Strengthening Social Stability in Southeast Anatolia Region Project aims at contributing to the strengthening of social stability in the Southeast Anatolia Region through two main components. Component 1 on strengthening livelihood opportunities for Syrian population and host communities through skills and competency development services as well as improved local value chains and local production ecosystems and infrastructures, will mainly target Şanlıurfa province and its economic geography (i.e. sectoral value chain-based linkages to other provinces mainly Gaziantep). The second component aims at a broader geographical area through small-scale investments and technical assistance aimed to strengthen the municipal capacities on public services and creating public areas/social zones. The project is implemented by GAP Regional Development Agency with the technical support of UNDP and funded by Government of Japan.

Within scope of second component of the project, an action-oriented municipal needs and assets database was developed through the approach suggested by the toolkit 'Resilient Municipalities: A Resource for Countries Affected by the Syrian Crisis'. The process aimed to incorporate the findings into the short term local development plans. In one of the target provinces, an end-to-end municipal process optimization initiative will be conducted. This initiative will demonstrate how municipalities can spend less while maintaining or improving the current service levels. In larger municipalities, even a modest 5% cost reduction in OPEX may create significant room for additional capital investments. The lessons to be learned from this initiative will be documented and shared with other municipalities as well. The processes to be addressed may include procurement, investment project selection, route optimization etc.

Global knowledge of Corporate Competencies predicts that up to 40% savings in infrastructure investment and operating costs can be achieved with stronger planning and governance. According to Şanlıurfa Municipality's own evaluation and expert observations, it is considered to be necessary to

strengthen the governance structure, project planning and infrastructure management. Increasing competencies in these areas will seriously reduce infrastructure costs in the medium to long term.

## **2 SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK**

This assignment aims at strengthening the institutional capacity of Şanlıurfa Metropolitan Municipality in the context of governance structure, project planning and infrastructure management through the effective management of the newly established Project Management Office (PMO). First step will include the rapid analysis of the current municipal capacity, review of current studies and reports and development of a road map to achieve the objectives of the assignment. Second phase will target the capacity development at the municipality through working together with the PMO on pilot planning and prioritization on certain areas of municipal services and also training of selected staff. The work aims to contribute to the 2018 budget planning process of the municipality. The assignment will also focus improvement of operational impact assessment of municipal investment in fire fighting services in Gaziantep municipality.

For further details, please see Annex 1 (Terms of Reference).

## **3 REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**

Please see Annex 1 (Terms of Reference).

## **4 DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

- Personal CV, including past experience in similar projects and at least 2 references with their contact details (e-mail, telephone number etc.)<sup>1</sup>
- P11 Form
- Financial Proposal (please see Section 5 below and Annex II)

## **5 FINANCIAL PROPOSAL**

The interested individual consultants must submit their financial proposals by following the guidance and the standard template provided in Annex 2. Any deviation from the standard text may lead to disqualification.

## **6 EVALUATION**

The evaluation will be based on cumulative analysis (i.e. technical qualifications and price proposal). The weight of the technical criteria is 70%; the weight of the financial proposal is 30%. Candidates that obtain a minimum of 49 pts out of a maximum 70 pts will be considered for the financial evaluation. Candidates that do not meet the minimum requirements will be disqualified.

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<sup>1</sup>UNDP will contact directly with the provided names for reference check purposes without any prior notification to the applicant.

Criteria	Weight	Weighted Score
Technical	70%	70
General Qualifications	14%	14
General Professional Experience	21%	21
Specific Professional Experience	35%	35
Financial	30%	30

## 7 ANNEXES

The following annexes are an integral part of this procurement notice. In case of any conflict between the provisions of the Annex III and the procurement notice and/or Annex I and/or Annex II, the provisions of Annex III are applicable.

- Annex 1: Terms of Reference
- Annex 2: Price Proposal Guideline and Template
- Annex 3: General Conditions of Contract for Individual Consultants
- Annex 4: P11 Form

# Annex I: Terms of Reference

## 1 BACKGROUND

The Strengthening Social Stability in Southeast Anatolia Region Project aims at contributing to the strengthening of social stability in the Southeast Anatolia Region through two main components. Component 1 on strengthening livelihood opportunities for Syrian population and host communities through skills and competency development services as well as improved local value chains and local production ecosystems and infrastructures, will mainly target Şanlıurfa province and its economic geography (i.e. sectoral value chain-based linkages to other provinces mainly Gaziantep). The second component aims at a broader geographical area through small-scale investments and technical assistance aimed to strengthen the municipal capacities on public services and creating public areas/social zones. The project is implemented by GAP Regional Development Agency with the technical support of UNDP and funded by Government of Japan.

Within scope of second component of the project, an action-oriented municipal needs and assets database was developed through the approach suggested by the toolkit 'Resilient Municipalities: A Resource for Countries Affected by the Syrian Crisis'. The process aimed to incorporate the findings into the short term local development plans. In one of the target provinces, an end-to-end municipal process optimization initiative will be conducted. This initiative will demonstrate how municipalities can spend less while maintaining or improving the current service levels. In larger municipalities, even a modest 5% cost reduction in OPEX may create significant room for additional capital investments. The lessons to be learned from this initiative will be documented and shared with other municipalities as well. The processes to be addressed may include procurement, investment project selection, route optimization etc.

It is known that Şanlıurfa with highest number of Syrian population compared to its host population is under highest pressure for additional demand for services with its existing capacities. Global knowledge of Corporate Competencies predicts that up to 40% savings in infrastructure investment and operating costs can be achieved with stronger planning and governance. According to Şanlıurfa Municipality's own evaluation and expert observations, it is considered to be necessary to strengthen the governance structure, project planning and infrastructure management. Increasing competencies in these areas will seriously reduce infrastructure costs in the medium to long term.

## 2 ACCRONYMS AND ABBREVIATIONS

Unless otherwise noted;

- *The Project* refers to Strengthening Social Stability in SEA Region
- *The Assignment* refers to the present Assignment
- *w/d* refers to working days
- *GAP RDA* refers to Southeast Anatolia Project Regional Development Administration
- *IC* refers to the Individual Consultant,
- *Region* refers to SEA Region
- *PMU* refer to the Project Management Unit
- *PMO* refer to Project Management Office
- *UNDP* refers to United Nations Development Programme Country Office in Turkey,

### **3 OBJECTIVE AND SCOPE**

This assignment aims at (i) strengthening the institutional capacity of Şanlıurfa Metropolitan Municipality in the context of governance structure, project planning and infrastructure management through prototyping effective resource management activities with the newly established Project Management Office (PMO) and (ii) support to measurement and improvement of operational efficiency in firefighting services in Gaziantep Municipality. First step will include the analysis of the current municipal capacity, review of current studies and reports and development of a road map to achieve the objectives of the assignment. Second phase will target the capacity development at the municipality through working together with the PMO on pilot planning and prioritization and also training of selected staff. The work aims to contribute to the 2018 budget planning process of the municipality. The assignment will also include improvement of operational efficiency and impact assessment of municipal investments in fire fighting services in Gaziantep municipality.

### **4 DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT (IC)**

Within the scope of the Assignment; the IC is expected to provide consultancy services for the below listed activities:

- A- Quick analysis of the organizational and individual capacities and development of an action plan to strengthen the institutional capacity of Şanlıurfa Metropolitan Municipality in the context of governance structure, project planning and infrastructure management
  - Analyze and preliminary examine the Municipality's organizational and individual capacity
  - Review the reports and prioritization tools commissioned by UNDP's relevant projects on municipal service delivery
  - Examine the Municipality's reports and documents (Strategic plan, budget plan, annual action reports, performance programme etc. )
  - Meetings with service units in the Municipality for rapid needs analysis
  - Create a work plan including but not limited to investment prioritization, identification of areas for operational efficiency, budget planning and capacity building and training in the context of improving the corporate planning and governance structure as well as developing project planning capacity.
  
- B- Implementation of the Action Plan developed in deliverable with prototyping effective management activities with the PMOs
  - Guidance and capacity building of the service unites in the Municipality in the context of development of budget and project proposals
  - Improve the organizational and individual capacities at the PMO
  - Identify municipal investment and/or organizational cost items with potential for improvement in efficiency and develop recommendations. Provide support to decrease infrastructure investment and operating costs in selected area(s)
  - Develop criteria and utilize the prioritization tool for selected municipal investment areas and units. Support the institutionalization of these tools in the PMO
  - Improve the Municipality's long-term planning and management skills in the context of strategic management
  - Provide recommendations for the 2018 Municipal Budget based on the outcome of the prioritization
  - Provide organizational structure, ToR and operational planning for Project Management Office based on the experience throughout the process
  - Bi-weekly activity reports on capacity building activities

- Final activity report focusing on replicability and scaling-up with lessons learnt and roadmap for further development

C- Operational efficiency and impact assessment framework of firefighting investments in Gaziantep metropolitan municipality

- Analyze the current information and data base systems available at the respective department
- Meetings with the respective department and municipality staff
- Develop assumptions and hypothetical models to calculate direct and indirect benefits of different type of firefighting vehicles during their economic life
- Based on available and assumptions, develop a framework to assess and monitor the impact of firefighting vehicle investments including the investments within the Project

If required by UNDP and GAP RDA, the IC may provide additional consultancy services on topics related to her/his expertise area for other activities of the Project.

## 5 DELIVERABLES AND WORKPLAN

#	Deliverable	Estimated Period	Estimated Deadline	Estimated Number of days to be invested
1	Quick analysis of the organizational and individual capacities and development of an action plan to strengthen the institutional capacity of Şanlıurfa Metropolitan Municipality in the context of governance structure, project planning and infrastructure management	July-August 2017	10 August 2017	14
2	Implementation of the action plan <ul style="list-style-type: none"> <li>a. Biweekly reports on capacity development activities (4 reports)</li> <li>b. Recommendations for 2018 budget planning and operational efficiency improvement in identified services</li> <li>c. Organizational structure, ToR and operational planning for PMOs</li> <li>d. Final activity report focusing on replicability and scaling-up with lessons learnt and roadmap for further development</li> </ul>	August- September 2017	30 September 2017	42

3	Impact assessment framework of firefighting investments in Gaziantep metropolitan municipality	October-November 2017	30 November 2017	14
Total working days				70

Exact dates and places of the workshops will be determined by UNDP in consultation with GAP RDA and will be communicated to the consultant throughout the contract period.

The number of estimated days in the above table are based on UNDP's estimations and intend to provide an indication of the amount of time that will need to be invested. They are provided herein to facilitate provision of price proposals by the applicants. The IC will agree to produce the aforementioned deliverables to the satisfaction of the Project Manager and the Executing Agency within the deadlines set forth in the preceding table. In cases where the IC may need to invest additional working days to perform the tasks and produce the deliverables listed and defined in the present Terms of Reference, the IC shall do so without any additional payment. In case of a need which has not been foreseen during the articulation of the present Terms of Reference emerges, and the IC and Project Manager duly justify such need, UNDP reserves the right to request additional investment by the IC. The value of the additional input of the ICs for the unforeseen tasks will be derived from price proposal of the IC for the deliverables listed and defined in the initial Terms of Reference and mutually agreed by consultant and Project Manager.

## **6 INSTITUTIONAL ARRANGEMENT**

UNDP will provide all relevant background documents. The meetings planned for the assignment will be organized by the project. Relevant permissions for meetings with the Municipality will be facilitated through UNDP. UNDP is not required to provide any physical facility for the preparatory and reporting works of the IC. However depending to the availability of physical facilities (e.g. working space, computer, printer, telephone lines, internet connection etc.) and at the discretion of the UNDP and GAP RDA such facilities may be provided at the disposal of the ICs. UNDP and/or GAP RDA will facilitate meetings between the ICs and other stakeholders, when needed.

The consultant will be under the direct supervision of the Project Manager of Strengthening Social Stability in Southeast Anatolia Region project.

The reporting language is English and Turkish.

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.

## **7 REQUIRED QUALIFICATIONS**

The following table demonstrates the required qualifications of the consultants to be mobilized within this Assignment.

The expected qualifications of this expert are as follows:

General Qualifications	General Professional Experience	Specific Professional Experience
<ul style="list-style-type: none"> <li>• University (bachelor) degree on Social Sciences and/or Engineering departments is required</li> <li>• Proficiency in Turkish and English is required</li> <li>• Advanced degree (master or higher) on a relevant field (urban planning, urban policy planning) will be considered an asset</li> </ul>	<ul style="list-style-type: none"> <li>• At least eight (8) years of general professional experience is required</li> <li>• More than ten (10) years of general professional experience will be considered an asset</li> <li>• Minimum 2 years of working experience in metropolitan municipalities is required and working with metropolitan municipality in the SEA region will be considered as an asset</li> </ul>	<ul style="list-style-type: none"> <li>• Specific professional experience in capacity building of local governments is required 2 years of which is minimum requirement and more than 3 years is as asset</li> <li>• Specific professional experience in long-term strategic planning and annual budget planning in municipalities is required</li> <li>• Specific professional experience in project cycle management in municipalities is required</li> </ul>

**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.

**8 TIMING AND DURATION**

The work will be undertaken during a period of estimated 70 days throughout the time-frame below;

Expected Contract Start Date: 25 July 2017

Contract Completion Date: 31 December 2017

**9 PLACE OF WORK**

Place of work and duty station for the assignment is Şanlıurfa. The IC will be required to travel to Gaziantep and other project provinces with respect to project needs and the duties and responsibilities of the consultant stated in the ToR. The cost and terms of reimbursement of any travel authorized by UNDP for Individual Contractors must be negotiated prior to travel. For the travels outside of the duty station required for the assignment or in case of need additional travels that were unforeseen, the respective travels of the consultant may either be;

- Arranged and covered by UNDP 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 UN DSA rate constraints and conditions provided in below table;
- Covered by the combination of both options provided above.

<b>Cost item</b>	<b>Constraints</b>	<b>Conditions of Reimbursement</b>
Travel (intercity transportation)	full-fare economy class tickets	1- Approval of UNDP before the initiation of travel 2- Submission of the invoices/receipts, etc. by the consultant with the UNDP's F-10 Form 3- Approval of UNDP
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	

## 10 PAYMENTS

The Contractor will be hired under an Individual Contract (IC) and be paid in TL upon submission and approval of the corresponding deliverables by the UNDP. Payments will be done for each deliverable upon successful completion of the corresponding deliverable, submission of the report to UNDP and approval of UNDP for the respective deliverable (Please refer to Section 5, Deliverables and Workplan). The expert shall provide IC timesheet together with the deliverables to proceed with the payment. The amount paid shall be gross and inclusive of all associated costs such as social security, pension and income tax.

The Contractor 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 subscriber.

## Annex II: Price Proposal Guideline and Template

The prospective IC should take the following explanations into account during submission of his/her price proposal.

- You are asked to propose your professional **daily fee rate** which will be multiplied by the number of working/days indicated in the Terms of Reference to establish the **total contract amount**.
- The fee rate should be indicated in Turkish Liras (TL).
- The fee rate 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.
- The payments to be made will be calculated on the actual number of working/days to be invested and reported (through timesheets) by the consultant for fulfillment/delivery of corresponding activities/deliverables. The number of working/days to be reported by the consultant cannot be more than the number of working/days, indicated in the service request allocated for the fulfillment/delivery of corresponding activities/deliverables.
- Once proposed and accepted, **the fee rate cannot be changed**.
- Please (a) copy the below text into a word processor, (b) indicate your daily fee rate and document translation fee rate as explained above, (c) do not change any part of the standard text (changing the standard text may lead to disqualification), (d) sign the document, (e) scan the signed version of the price proposal, and (f) send it as an attachment back to UNDP by replying to this email.

**Price Proposal Submission Form for  
IC on Piloting of operational efficiency model/resilience in Şanlıurfa Metropolitan  
Municipality**

**To:** United Nations Development Programme

**Ref:** Capacity development on operational efficiency and strategic planning in municipal investments and services

Dear Sir / Madam,

I, the undersigned, offer to provide professional consulting services to UNDP within the scope of the referred Assignment.

Having examined, understood and agreed to the Procurement Notice and its annexes, the receipt of which are hereby duly acknowledged, I, the undersigned, offer to deliver professional services, in conformity with Annex I (Terms of Reference) of the Procurement Notice.

**My daily consultancy fee rate** for the assignment is:

Deliverable	Percentage	Price Proposal
1. Quick analysis of the organizational and individual capacities and development of an action plan to strengthen the institutional capacity of Şanlıurfa Metropolitan Municipality in the context of governance structure, project planning and infrastructure management.	%20	
2. Implementation of the action plan a. Biweekly reports on capacity development activities (4 reports) b. Recommendations for 2018 budget planning and operational efficiency improvement in identified services c. Organizational structure, ToR and operational planning for PMOs d. Final activity report focusing on replicability and scaling-up with lessons learnt and roadmap for further development	%60	
3. Impact assessment framework of firefighting investments in Gaziantep metropolitan municipality	%20	
<b>TOTAL</b>	<b>%100</b>	

I confirm that my financial proposal will remain unchanged. I also confirm that the price that I quote is **gross**, and is inclusive of all legal expenses, including but not limited to social security, income tax, pension, visa etc., which shall be required for applicable laws.

I agree that my proposal shall remain binding upon any proposal you may receive.

[Signature]

Date:

Name:

Address:

Telephone/Fax:

Email: