

## 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	<b>REF:</b> <b>2019/LARIII/EOI/01</b>  <b>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</b>	<ul style="list-style-type: none"> <li>▪ Conduct a desk review on the management of income of local authorities in approximately 10 EU member states with good practices,</li> <li>▪ 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),</li> <li>▪ Provide recommendations for drafting a legislation for the improvement of the income management and intergovernmental fiscal system in Turkish municipalities, financial management system</li> <li>▪ Participate in two 2-day consultative meetings with the related stakeholders and municipalities in Ankara</li> <li>▪ Finalize comparative assessment and recommendation report</li> </ul>	Consultancy on <i>Municipal Finance</i> with focus on own revenue enhancement in municipalities	<ul style="list-style-type: none"> <li>▪ University degree in any field</li> <li>▪ 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 particularly in Turkish local administration system</li> </ul>	30		20	10	Dec 2019 – Apr 2020
	<b>REF:</b> <b>2019/LARIII/EOI/02</b>  <b>A.1.1.4. Develop recommendations for amendment of the relevant provisions of the Law No: 3572 and Regulation for Business License</b>	<ul style="list-style-type: none"> <li>▪ 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,</li> <li>▪ Develop a comparative assessment report on the functioning of the business license provision and management system comparing the experiences in EU member states,</li> <li>▪ Provide recommendations for drafting a legislation for the improvement of the business license system in Turkish municipalities,</li> <li>▪ Participate in two 2-day consultative meetings with the related stakeholders and municipalities in Ankara</li> <li>▪ Finalize comparative assessment and recommendation report</li> </ul>	Consultancy on <i>Municipal Finance</i> with focus business license management in municipalities	<ul style="list-style-type: none"> <li>▪ University degree in any field</li> <li>▪ Experience in projects/assignments in the context of local administration and/or local financial management and/or municipal business license provision and management systems</li> </ul>	20		15		Dec 2019 – Mar 2020
	<b>REF:</b> <b>2019/LARIII/EOI/03</b>  <b>A.1.1.5 Develop the standards and principles</b>	<ul style="list-style-type: none"> <li>▪ Conduct a desk review on standards and principles of human resources management in approximately 5 EU member states with good practices,</li> <li>▪ Develop a principle and standards report on the functioning of the human resource</li> </ul>	Consultancy on <i>Municipal Human Resource Management</i> with focus on building effective human	<ul style="list-style-type: none"> <li>▪ University degree in any field</li> <li>▪ Experience and knowledge in projects/assignments in the context of local administration and/or local human resource management and/or</li> </ul>	25		30	10	Feb 2020 – May 2020

	<b>for the establishment of an effective human resources management system in local administrations</b>	<p>management system comparing the experiences in EU member states,</p> <ul style="list-style-type: none"> <li>Provide recommendations for drafting a legislation for the improvement of the human resource management system in Turkish municipalities,</li> <li>Participate in two 2-day consultative meetings with the related stakeholders and municipalities in Ankara</li> <li>Finalize standards and principle report</li> </ul>	resource capacities in municipalities	regulations particularly in EU member states and Turkish local administration system					
	<p><b>REF:</b> <b>2019/LARIII/EOI/04</b></p> <p><b>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)</b></p>	<ul style="list-style-type: none"> <li>Conduct a desk review on service standards to be introduced to 30 metropolitan municipalities with good practices,</li> <li>Develop a service standard report on the functioning of ensuring to use 10% of their budgets for the infrastructure works,</li> <li>Review the strategic plan and performance program of 3 selected metropolitan municipalities and prepare recommendation report.</li> <li>Finalize review and recommendation report</li> </ul>	<p>Consultancy on <b>Municipal Finance</b> with focus on investment in rural infrastructure in municipalities</p>	<ul style="list-style-type: none"> <li>University degree in any field</li> <li>Experience in projects/assignments in the context of local administration and/or local financial management and/or municipal infrastructure programing and/or regulations,</li> <li>Experience and/or knowledge in investment planning and prioritization</li> </ul>	25		30		Mar 2020 – May 2020
	<p><b>REF:</b> <b>2019/LARIII/EOI/05</b></p> <p><b>A.1.1.7. Develop a comparative assessment on effective collection of municipal accounts receivable</b></p>	<ul style="list-style-type: none"> <li>Conduct a desk review on the collection of municipal accounts receivable in 10 EU member states with good practices,</li> <li>Develop a collection of municipal accounts receivable report specifically targeting small-scale municipalities on the functioning of effective collection system through improving efficiency,</li> <li>Finalize comparative assessment and recommendation report</li> </ul>	<p>Consultancy on <b>Municipal Finance and Accounting</b> with focus on effective collection of municipal receivables in municipalities</p>	<ul style="list-style-type: none"> <li>University degree in any field</li> <li>Experience in projects/ assignments in the context of local administration and/or local financial management and/or municipal accounting programing and/or regulations particularly in Turkish local administration system</li> </ul>	20		20		Mar 2020 – May 2020
	<p><b>REF:</b> <b>2019/LARIII/EOI/06</b></p> <p><b>A.1.1.8. Develop a performance management system to be adopted in MMs and District Municipalities</b></p>	<ul style="list-style-type: none"> <li>Review of the practices and lessons learned in approximately 7 EU members states concerning the performance management tools in local authorities.</li> <li>Conduct comparative analysis on the performance management tools including policy recommendations for improving the system in Turkey.</li> <li>Select pilot municipalities (2 MMs and 2 district municipalities), where the performance management system will be developed and adopted.</li> <li>Organize interviews and focus group discussions with selected central and local government officials.</li> <li>Organize four 1-day regional consultation events</li> </ul>	<p>Consultancy on <b>Municipal Finance</b> with expertise on municipal performance management and effective service delivery and expenditure management</p>	<ul style="list-style-type: none"> <li>University degree in any field</li> <li>Experience in projects/assignments in the context of local administration and/or local financial management and/or strategic and performance management in local governments particularly in Turkish local administration system</li> <li>Work experience and/or knowledge on EU local government system regarding performance management and financial management</li> </ul>	75		50	40	Jan 2020 – Jun 2020

		<ul style="list-style-type: none"> <li>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</li> </ul> <p>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>							
	<p><b>REF:</b> <b>2019/LARIII/EOI/07</b></p> <p><b>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</b></p>	<ul style="list-style-type: none"> <li>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,</li> <li>Develop a comparative assessment and recommendations report on the functioning of municipal led enterprises and utility companies comparing the experiences in EU member states,</li> <li>Provide recommendations for drafting a legislation for regulating the municipality-led enterprises in Turkey,</li> <li>Participate in two 2-day consultative meetings with the related stakeholders and municipalities in Ankara</li> <li>Finalize comparative assessment and recommendation report</li> </ul>	<p>Consultancy on <b>Municipal Finance</b> with focus on municipality led companies and utility companies.</p>	<ul style="list-style-type: none"> <li>University degree in any field</li> <li>Experience in projects/assignments in the context of local administration and/or local financial management and/or municipal enterprise management and/or regulations particularly in Turkish local administration system</li> <li>Experience and/or knowledge on EU local administration system</li> </ul>	20		20		Mar 2020 – May 2020
	<p><b>REF:</b> <b>2019/LARIII/EOI/08</b></p> <p><b>A.1.1.10. Develop recommendations for the development of a draft legislation regulating the legal and institutional infrastructure of Water and Sewerage Administrations</b></p>	<ul style="list-style-type: none"> <li>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,</li> <li>Develop a comparative assessment report on the functioning of the Water and Sewerage Administrations comparing the experiences in EU member states,</li> <li>Provide recommendations for drafting a legislation for the improvement of the Water and Sewerage Administration system in Turkish municipalities,</li> <li>Participate in two 2-day consultative meetings with the related stakeholders and municipalities in Ankara</li> <li>Finalize comparative assessment and recommendation report</li> </ul>	<p>Consultancy on <b>Water and Sewerage</b> with focus Water and Sewerage Administration in municipalities</p>	<ul style="list-style-type: none"> <li>University degree in any field</li> <li>Experience in projects/assignments in the context of water and sewerage administration and/or regulations</li> <li>Experience and/or knowledge on Turkish local administration system</li> </ul>	30		30		Feb 2020 – Jun 2020

	<p><b>REF:</b> <b>2019/LARIII/EOI/09</b></p> <p><b>A.1.1.12. Develop recommendations for the development of a secondary legislation (regulation) for honours and ceremonies arranged by local authorities</b></p>	<ul style="list-style-type: none"> <li>▪ This task is related to draw a strategic roadmap for Turkish municipalities to effectively respond to the needs and requests of other countries, to benefit from Turkey’s accumulated knowledge and expertise in local government reforms by; <ul style="list-style-type: none"> <li>- Reviewing and mapping the areas where there is high demand for exchange of knowledge and experience.</li> <li>- Developing a strategy for the MoEU to effectively respond to the knowledge &amp; experience sharing demands of other countries on local administration reform processes.</li> <li>- Conducting a desk review on legislative frameworks regulating honours and ceremonies in EU members states</li> </ul> </li> <li>▪ 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.</li> </ul>	<p>Consultancy on <b>Local Government</b> with experience and knowledge about planning and hosting of foreign municipalities and organizing events</p>	<ul style="list-style-type: none"> <li>▪ University degree in any field</li> <li>▪ Experience in projects/assignments in the context of planning and organizing local administrations ‘hosting of foreign municipalities</li> <li>▪ Work experience in EU local governments regarding international knowledge exchanges, knowledge about legal framework of protocol rules and hosting foreign municipalities and organizing events</li> </ul>	10		10		May 2020 – Jun 2020
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					Int. Senior	Int. Junior	Local Senior	Local Junior	
<b>Component 2 Capacity Building for New Metropolitan Municipality Model and Inclusive Local Governance Processes</b>	<b>REF: 2019/LARIII/EOI/10</b>  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	Preparation of Questionnaire and Methodology, and Verification of Survey Results <b>1. Questionnaire survey (all staff of 30 MMs at all levels) (No. of questionnaires: 900)</b>  Designing, Conducting and Reporting Meetings: <b>2. Ws with MMs to determine areas of need and support/info in Ankara (3 Ws x 2 days = 6 days; x 50 = 300 participants, of which 125 will be outside of Ankara)</b> <b>3. Experience Sharing Meetings at 5 MMs (3 meetings x 1-day x 5 MMs = 15 days)</b>  <b>OUTPUTS:</b> a) Needs Assessment Report b) Strategies Report-New MM Models (for matched MMs) c) Report on Results of the Experience Sharing and Know-how Activities at Matched MMs	Consultancy on <b>Local Governance</b> with focus on modelling local government types and enhancing cooperation in different contexts	<ul style="list-style-type: none"> <li>University degree in any field</li> <li>Experience in Turkish local administration system</li> <li>Experience related to the described activities</li> </ul> <b>Minimum one of the following experiences is preferred (asset):</b> <ul style="list-style-type: none"> <li>Experience in identifying and resolving institutional problems in different local government contexts</li> <li>Experience related to local governments in at least one project funded by international donors</li> </ul>			65	103	Dec 2019 – Jun 2020
	<b>REF: 2019/LARIII/EOI/11</b>  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	Preparation of Questionnaire and Methodology, and Verification of Survey Results <b>1. Training Needs Assessment questionnaires with targeted managers and staff (900 persons)</b>  Designing, Conducting, Reporting Meetings and Training <b>2. 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)</b>  <b>3. ToTs for local administration staff (2 days ToT x 15 select locations = 30 days) x 60 trainees = 1800 trainees</b>	Consultancy on <b>General Management and Job Skills</b> with focus on the management of urban planning, project development and implementation, expropriation, municipal police law and social security, budget	<ul style="list-style-type: none"> <li>University degree in any field</li> <li>Experience related to the described activities (1, 2) and/ or (3)</li> <li>Experience on Turkish local administration system</li> </ul>			103	104	Nov 2019 – Jun 2020

		<b>OUTPUTS</b> a) Training Needs Assessment Report b) Training Modules							
	<b>REF:</b> <b>2019/LARIII/EOI/12</b>  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	Designing, Conducting and Reporting Interviews 1) <b>30 FF interviews for evaluation of the nature of inter-municipal relationships, SPAs and Central Government</b>  <b>OUTPUTS</b> a) Comparative Assessment Report b) A draft action plan to incorporate SPAs c) Prioritization Report	Consultancy on <b>Local Governance</b> with focus on modelling local government types and enhancing cooperation in different contexts	<ul style="list-style-type: none"> <li>University degree in any field</li> <li>Experience related to the described activities</li> <li>Experience in Turkish local administration system, preferably in Special Provincial Administration</li> </ul>			26	32	Apr 2020 – June 2020
	<b>REF:</b> <b>2019/LARIII/EOI/13</b>  A.2.1.6. Conduct a current situation analysis concerning the evolving role of neighbourhood management and roadmap for its improvement in light of the new local administration system, mainly the introduction of new MMs administrations in accordance with the Law No: 6360	Designing, Conducting and Reporting Interviews and Meetings 1) <b>Face-to-face structured interviews</b> with central and local government officials including neighbourhood heads/mukhtars in Ankara (minimum no. of interviews 20) 2) <b>Consultation Meetings with 14 MMs and Mukhtars in Ankara (3 meetings x 2 days) with 300 participants (of which 100 will be from outside of Ankara)</b>  <b>OUTPUTS</b> a) Draft Policy Paper b) Final Policy Paper and Road Map	Consultancy on <b>Local Governance</b> with focus on Neighbourhood Management	<ul style="list-style-type: none"> <li>Bachelor's degree in any field</li> <li>Experience on Turkish local administration system</li> <li>Experience related to the described activities preferably on the role of neighborhoods in local governance</li> </ul>	18		33	43	Jan 2020 – May 2020
	<b>REF:</b> <b>2019/LARIII/EOI/14</b>  A.2.2.1. Develop and implement local service delivery standards to simplify the processes for service provision	Designing, Conducting and Reporting Interviews and Meetings 1) Face-to-face interviews with the representative staff in 10 selected MM (est. 50 interviews)  2) Focus group discussions in 10 selected MMs (2 FC x 1 day) = 2 meeting days x 50 = 100 participants 3) Develop service delivery need standards and implementation guideline	Consultancy on <b>Local Service Delivery Standards</b> in different service areas of local administrations (such as Reconstruction Permits, Transportation, Water and Sewage, Environment, Waste Management, Fire Services, Workplace Permits, Parks, etc.)	<ul style="list-style-type: none"> <li>University degree in any field</li> <li>Experience in Turkish local administration system related to local service provision</li> <li>Experience related to described activities</li> </ul>			101	121	Dec 2019 – May 2020

		<b>OUTPUTS</b> a) Current Situation Assessment Report b) Service delivery need standards c) Implementation Guidelines							
<b>REF:</b> <b>2019/LARIII/EOI/15</b> A.2.2.2. Develop and Implement Participatory Local Governance Model for 14 new MMs	Designing, Conducting and Reporting Interviews, Meetings, Trainings and Events <b>1) Structured face-to-face interviews with the local participatory mechanisms and the local stakeholders in new 14 MMs (minimum 100 interviews)</b> <b>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 (of which 75 will be from outside of Ankara))</b> <b>3) Two 1-day workshops will be conducted to discuss the Guidelines with 14 MMs (2 days x 50=100 participants)</b> <b>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)</b> <b>5) Two awareness raising events will be organized in each of 4 pilot provinces (8 in total) for the organized and unorganized civil society in pilot provinces (400 participants)</b>	<b>OUTPUTS</b> a) Current Situation Assessment Report b) Implementation Guidelines c) Report results of awareness raising events	Consultancy on <b>Local Governance</b> with focus on participatory tools and awareness raising	<ul style="list-style-type: none"> <li>University degree in any field</li> <li>Experience in Turkish local administration system regarding participatory mechanisms</li> <li>Experience related to the described activities</li> </ul>			162	244	Mar 2020 – Jun 2020
<b>REF:</b> <b>2019/LARIII/EOI/16</b> A.2.2.4. Develop a policy paper on reforming the Local	Designing, Conducting and Reporting Interviews and Consultation Events <b>1. Structured face-to-face interviews with central and local government officials to obtain</b>	<b>OUTPUTS</b> a) Current Situation Assessment Report b) Implementation Guidelines c) Report results of awareness raising events	Consultancy on <b>Local Governance</b> with focus on local election systems and	<ul style="list-style-type: none"> <li>University degree in any field</li> <li>Experience in Turkish local administration system</li> </ul>	13		38	57	Feb 2020 – Jun 2020

	Government Electoral System and Strengthening of Municipal Councils	<p><b>their views and comments on the need to make changes in the local electoral system (min. 50 interviews)</b></p> <p>2. <b>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)</b></p> <p><b>OUTPUTS</b></p> <p>a) Policy Paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils</p>	strengthening the Municipal Councils	<ul style="list-style-type: none"> <li>• Experience in local government election systems</li> <li>• Experience in the functioning of municipal councils</li> <li>• Experience related to the described activities</li> </ul>					
	<p><b>REF: 2019/LARIII/EOI/17</b></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) <b>Tailor made training modules will be developed and delivered to the selected centers' staff responding to the needs explored under A.2.3.1.</b></p> <p>2) <b>Training for centers' staff (70 participants x 5 one-day programmes = 350 participants)</b></p> <p><b>OUTPUTS</b></p> <p>a) Tailor made training modules</p> <p>b) Training Report</p>	Consultancy on <b>Social Inclusion</b> with focus on Awareness raising and Training	<ul style="list-style-type: none"> <li>• University degree in any field</li> <li>• Experience in central and local governments regarding the design and implementation of social inclusion measures</li> <li>• Experience related to the described activities</li> </ul>		24	27		Dec 2019 – Mar 2020
	<p><b>REF: 2019/LARIII/EOI/18</b></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>1) <b>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.</b></p> <p>2) <b>Training for MM staff (70 participants x 5 one-day programmes = 350 participants)</b></p> <p><b>OUTPUTS</b></p> <p>a) Tailor made training modules</p> <p>b) Training Report</p>	Consultancy on <b>Social Inclusion</b> with focus on Awareness Raising and Training	<ul style="list-style-type: none"> <li>• University degree in any field</li> <li>• Experience in central and local governments regarding the design and implementation of social inclusion measures</li> <li>• Experience related to the described activities</li> </ul>		24	27		Apr 2020 – Jun 2020

**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.**