



TERMS OF REFERENCE

LOCAL ADMINISTRATION REFORM PHASE III

INDIVIDUAL CONSULTANCY FOR TRAINING NEEDS ASSESSMENT (TNA) IN LOCAL AUTHORITIES

[SENIOR TNA 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) and Ministry of Environment and Urbanization jointly:

- 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 and MoEU.

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 assess the impact of municipal legislation and 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 2012. In addition, the needs for transparent processes and participatory mechanisms at local authorities will be addressed. General management and job skills training for MM staff and public awareness raising events for the disadvantaged population will also be undertaken within the scope of this component.

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.
A.1.1.1. Establish a Support Group on Legislation Drafting Process of MoI and MoEU (SGL) and Consultative Group of Local Authorities (CGLA)	A.2.1.1. Assess the impact of the implementation of legislation on local authorities	A.3.1.1 Develop a software to facilitate the communication flow within the departments of the MoEU
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	A.2.1.2. Develop a software system for monitoring of the progress against the implementation of reforms in local administration	A.3.1.2. Update of the YEREL BILGI Project management system in the light of developed Software system
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	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	A.3.1.3. Develop a user-friendly guideline for the use and update of the system
A.1.1.4. Develop recommendations for amendment of the relevant provisions of the Law No: 3572 and Regulation for Business License	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	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
A.1.1.5. Develop the standards and principles for the establishment of an effective human resources management system in local administrations	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	
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)	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	
A.1.1.7. Develop a comparative assessment on effective collection of municipal accounts receivable	R.2.2. Institutional capacity of the local authorities in terms of service delivery and adoption of the principles of democratic governance enhanced,	
A.1.1.8. Develop a performance management system to be adopted in MMs and District Municipalities	A.2.2.1. Develop and implement local service delivery standards in order to simplify the processes for service provision	
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	A.2.2.2. Develop and Implement Participatory Local Governance Model for 14 new MMs	
A.1.1.10. Develop recommendations for the development of a draft legislation regulating the legal and institutional infrastructure of Water and Sewerage Administrations	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	
A.1.1.11. Conduct technical visits to 3 EU member states	A.2.2.4. Develop a policy paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils	
A.1.1.12. Develop recommendations for the development of a secondary legislation (regulation) for honours and ceremonies arranged by local authorities	R.2.3. Public awareness on urbanization enhanced through institutional and individual capacity enhancement programmes,	
A.1.1.13. Assess the impact born by localizing EU acquis on the work and responsibilities of local authorities in Turkey	A.2.3.1. Conduct Needs assessment for public awareness on urbanization targeting the disadvantaged groups (population affected by internal migration, youth, women, children)	
A.1.1.14. Develop and publish a full comparative assessment study on functioning of the local authorities	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	
	A.2.3.3. Design and implement capacity enhancement programs on urban awareness to be delivered to selected staff of MM	

2 OBJECTIVE AND SCOPE OF THE ASSIGNMENT

The assignment is part of the tasks under Activity 2.1.4. “Develop and Deliver Customized General Management and Job Skills Training Modules for the Use of the GDLA/MoEU to be delivered to new MM” within the scope of the LARIII Project. The activity addresses improved capacity of the local elected officials and managers in new MMs by design and delivery of general management and job skills modules. Based on the findings of the Training Needs Assessment (TNA) survey, a set of training modules on general management and job skills will be developed for the use of Mol, MoEU and UMT; targeting the officials that deal with the complex issues associated with the management of MMs.

As the initial task of Activity 2.1.4, the assignment involves accomplishment of the following actions:

1. Assess the training needs of the MMs through **a targeted survey** of the staff and locally elected officials of the MMs (approximately 30 staff from each MM’s relevant units).
 - a. Design draft question forms targeting municipal managers and local elected officials.
 - b. Revise and finalise questionnaire forms in accordance with the comments of UNDP, GDLA/MoEU, GDPA/Mol, PSB and UMT.
 - c. Identify and provide justification for relevant units at MMs that will be targeted in the survey (list of management units of MMs will be provided by UNDP).
 - d. Prepare draft letters of correspondence to request participation of the relevant units of MMs.
 - e. Prepare and upload the question forms to the on-line questionnaire software to be provided by UNDP.
 - f. Apply the software and collect data.
 - g. Check the consistency of the data collected and finalise the raw data to be used in the analysis.
 - h. Prepare tables and graphics using the data collected in the survey.
 - i. Prepare the survey report.
2. Prepare the **Draft TNA Report** using the results of the survey, as well as other studies on the subject
 - a. Review similar studies in Turkey, considering international good practices and international trends, including distance learning and institutional review.
 - b. Assess the training needs of targeted groups based on the TNA survey results, by categorising the MMs in accordance with their training needs by themes.
 - c. Identify and describe the content of the draft training modules in consultation with GDLA/MoEU, GDPA/Mol, PSB and UMT. This will include identification and description of the appropriateness of training delivery techniques (such as ToTs, online distance learning, etc.).
3. Undertake a 1-day **training needs assessment workshop** (approximately 75 participants) with the participation of the training staff of UMT (2), Mol and MoEU (5) and the relevant staff (68) of MMs. The workshop will be held in Ankara, Turkey.
 - a. Prepare workshop documents.
 - b. Prepare a list of potential participants to be invited to the workshop.
 - c. Present the survey results in the workshop.
 - d. Participate in the workshop and assume its moderation if requested by UNDP (logistical arrangements will be carried out by UNDP).
 - e. Report results of the workshop.
4. Prepare the **Final TNA Report** that will include the following:
 - a. The draft training modules in cooperation with GDLA/MoEU, GDPA/Mol, PSB and UMT (involving initial and follow-up sessions) that will incorporate international good practices, as appropriate.
 - b. Workplan indicating the time and location of the proposed training activities for the MMs that are envisaged to receive training on the identified training modules.

3 ACCRONYMS AND ABBREVIATIONS

Unless otherwise noted;

- UNDP: United Nations Development Programme
- MoI: Ministry of Interior
- MoTF: Ministry of Treasury and Finance
- MoEU: Ministry of Environment and Urbanization
- GDLA: General Directorate of Local Authorities
- UMT: Union of Municipalities of Turkey
- IC: Individual Consultant
- CO: UNDP Country Office in Turkey
- PSB: Presidency of Strategy and Budget
- PT: Project Team
- SGLDP: Support Group on Legislation Drafting Process
- CGLA: Consultative Group of Local Authorities
- IDG: Inclusive and Democratic Governance
- WS: Workshop
- ToT: Training for trainers
- TNA: Training Needs Assessment
- MM: Metropolitan Municipality
- FG: Focus Group
- STE: Short Term Expert

4 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.

5 DELIVERABLES

The IC shall deliver below listed deliverables/outputs to the satisfaction of UNDP:

No.	Tasks	Deliverables	Indicative Due Dates	Estimated Number of Person/days to be Invested by the IC*	Place of Work
1	Assess the training needs of the MMs through a targeted survey of the staff of the MMs, as detailed within Article 2 of this Terms of Reference	TNA Survey Report	25 March 2020	20	Ankara
2	Prepare the Draft TNA Report using the results of the survey, as well as other studies on the subject, as detailed within Article 2 of this Terms of Reference	Draft TNA Report	10 April 2020	15	Ankara
3	Undertake a 1-day training needs assessment workshop (approximately 75 participants) with the participation of the training staff of UMT (2), Mol and MoEU (5) and the relevant staff (68) of MMs, as detailed within Article 2 of this Terms of Reference	TNA Workshop Report	20 April 2020	5	Ankara
4	Prepare the Final TNA Report , as detailed within Article 2 of this Terms of Reference	Final TNA Report	30 May 2020	10	Ankara
ESTIMATED MAXIMUM TOTAL NUMBER OF PERSON/DAYS				50 person/days	

*The “Estimated Number of Person/Days” indicated herein represent the maximum person/days that will be the basis of the payment to the Individual Consultant (IC) throughout the contract validity. The payments to the IC will be based on the actual number of person/days invested for the development of each specific deliverable. The total person/days of the IC (consecutive or non-consecutive person/days) dedicated to the assignment shall be at a maximum of 50 person/days throughout the contractual period. Payments to the IC within the scope of this Assignment cannot exceed equivalent of 50 person/days.

Reporting Language: Draft versions of all main reports should be submitted in Turkish with Executive Summary in English. The final version of the main reports (or outputs as specified in Articles 2 and 5) will be translated into English by the IC after acceptance of revisions to the draft reports by UNDP. The IC is expected to ensure high quality of language and full consistency between the translated and original reports in English and Turkish, respectively.

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

6 ESTIMATED INPUTS BY THE INDIVIDUAL CONSULTANT (IC)

The Consultant will carry out the above activities/deliverables to the satisfaction of UNDP. The Individual Consultant will report to LAR III Project Manager and will work in close collaboration and consultation with the TAT.

7 QUALIFICATION REQUIREMENTS

The minimum qualification requirements and/or experience are presented below:

General Qualifications

- University degree from Faculty of Education, Faculty of Literature, Faculty of Language, Faculty of Economics, Faculty of Law, Faculty of Architecture, Political Sciences, Public Administration, or any other relevant field
- Advanced degree from Faculty of Education, Faculty of Literature, Faculty of Language, Faculty of Economics, Faculty of Law, Faculty of Architecture, Political Sciences, Public Administration, or any other relevant field will be an asset
- Good command of spoken and written Turkish and English

General Professional Experience

- Minimum 10 years of general professional experience
- More than 10 years of related professional activities will be an asset

Specific Professional Experience

- Knowledge on survey statistics and tools
- Experience in at least 1 project/assignment in training needs assessment of general management and job skills of public administration staff in Turkey
- Experience in more than 1 projects/assignments in training needs assessment of general management and job skills of public administration staff in Turkey will be an asset
- Experience in at least 1 project/assignment in designing training modules and implementation
- Experience in more than 1 projects/assignments in designing training modules and implementation will be an asset
- Experience in distance learning will be an asset

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.

8 TIMING AND DURATION

The Assignment is expected to start on 4 March 2020 and completed by 26 June 2020.

9 PLACE OF WORK

The Duty Station for this assignment is 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 roundtrip 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

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	

10 PAYMENTS

Payments 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 consultant and approved by the responsible Project Manager.

Deliverables	Target Date for Submission of Deliverables to UNDP	Estimated Number of Person/days to be Invested by the IC	Payment Terms
1. TNA Survey Report	25 March 2020	20	Upon submission and completion of all pertaining deliverables/outputs to the satisfaction of UNDP and on the basis of the actual number of person/days invested (not to exceed the total maximum estimated person/days defined by UNDP)
2. Draft TNA Report	10 April 2020	15	
3. TNA Workshop Report	20 April 2020	5	
4. Final TNA Report	30 May 2020	10	
ESTIMATED MAXIMUM TOTAL NUMBER OF PERSON/DAYS		50 person/days	

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 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.

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.