

## **TERMS OF REFERENCE**

### **LOCAL ADMINISTRATION REFORM PHASE III**

#### **INTERNATIONAL INDIVIDUAL CONSULTANT FOR DEVELOPING A PERFORMANCE MANAGEMENT SYSTEM TO BE ADOPTED IN METROPOLITAN MUNICIPALITIES (MMS) AND DISTRICT MUNICIPALITIES**

## **1 BACKGROUND**

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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 10<sup>th</sup> 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 10<sup>th</sup> National Development Plan focuses on identification of priorities at the local level and efficient use of local resources as it identifies the main beneficiaries of the Plan as local authorities, MMs, universities, professional organizations and NGOs. In specific terms, the following objectives for LAR under the Plan are entrusted to the coordination of Ministry of Interior (MoI):

- Increased efficiency in local service delivery,
- Strengthened capacities of local administrations in terms of human resources, management and strategic planning,
- Strengthened capacities of local administrations in terms of project management,
- Enhanced inclusion of universities, NGOs and professional organizations in local decision-making processes.

In line with the objectives of the 10<sup>th</sup> National Development Plan, the Strategic Plan of the MoI for 2015-2019 identifies the priorities and the core values of the MoI as; the rule of law, respect for human rights, transparency, commitment to ethic values, participation and delivery of efficient and good- quality services. The Strategic Plan highlights the importance of ensuring efficiency, effectiveness, participation, openness and accountability at local administrations as one of its main goals. The Strategic Plan sets five thematic areas and results as i) Establishing a peaceful environment via strengthening internal security services and coordination in accordance with human rights norms, ii) Increasing pace and quality of services provided by local authorities including governorates and district governorates, iii) Promoting development of civil society, iv) Deployment of information technologies as a facilitator in efficient provision of services and v) Increasing the pace and quality of the services provided by the MoI.

The Government of Turkey adopted the Strategy for Increasing Transparency and Strengthening the Fight against Corruption in 2010 and updated the Strategy in 2016. One of the strategic objectives of the referred Strategy also focuses on increase of institutional capacities of local administrations, strengthening decentralization and democracy by ensuring attendance and transparency. Currently, the local authorities are obliged to develop their own websites and disclose the important decisions taken at the referred websites for a period of 15 days.

In the scope of the LAR-II, a white paper was developed for the MoI, which outlines the short, medium- and long-term policy options to be pursued to have a full-fledged LAR in the scope of Turkey's EU Accession process. This Project addresses to the short-and medium-term policies those will form the basis of long-term policy options for the Government of Turkey. Besides, the Project at hand represents a continuum of the first and second phases of EU-funded LAR projects, in the scope of which required legislative framework were improved and put into place through phased approach. Besides, this Project, which is the third phase of LAR, will also address the needs that will be explored for effective implementation of the metropolitan municipality model that was introduced after the completion of LAR-II.

With a view to further support implementation of Local Administration Reform in Turkey, MoI and UNDP collaborated on design and implementation of the third phase of the LAR Project. In this sense, Local Administration Reform Phase III Project is an EU-funded technical assistance project.

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

The overall objective of the Project is to ensure effective, inclusive, accountable and participatory local governance in Turkey, in particular through support to further implementation of the LARs undertaken between 2003-2013, in line with international standards. The specific objective of the project is to develop and strengthen the administrative capacity and cooperation of MoI, MoEU and Local Authorities themselves in the task of ensuring the effective implementation of the new local administration model in line with principles of democratic governance.

The Project aims to achieve the following results:

- Administrative and operational capacities for efficient provision of local services enhanced,
- Administrative and operational capacities of the local authorities for the implementation of new Metropolitan Municipality Model strengthened,
- Institutional capacity of the local authorities in terms of service delivery and adoption of the principles of democratic governance enhanced,
- Public awareness on urbanization enhanced through institutional and individual capacity enhancement programmes,
- Efficiency of the local services enhanced through online managements systems.

LAR Phase III is composed of three components:

### **Component 1- Effective Local Service Delivery:**

The main objective of Component 1 is to provide support and recommendations to the MoI and MoEU for the development of draft legislations, which will enable MoI and MoEU and their staff as well as local administrators (mayors; deputy mayors; heads of the clerk's department, the financial services department and the planning departments of municipalities) to exercise effective local service delivery methods in the overall local administration scheme.

## **Component 2- Capacity Building for New Metropolitan Municipality Model and Inclusive Local Governance Processes**

The main objective of Component 2 is to 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 at local authorities will be addressed in the scope of Component 2.

## **Component 3- Online Management Information Systems Installed and Updated**

The MoI initiated two important databases with YEREL BILGI and BEPER Projects in the past, one of which is not in use anymore. YEREL BILGI aims to provide information about local administrations, special provincial administrations, their corporations, municipalities and corporations belonging to municipalities, district governorates, villages, and associations affiliated to GDLA through a single database. 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 of government 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**

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The objective of this Individual Consultancy is to receive high quality technical consultancy and support services within the scope of Activity A.1.1.8. (Develop a performance management system to be adopted in MMs and District Municipalities) of Component 1 of the LARIII Project. Performance management is a system of setting targets, developing and implementing plans for service improvements and then regularly measuring the results of municipalities to increase efficiency in service delivery. Performance management is based on two main principles. First, it concentrates on programme outcomes, or actual results, rather than on the quantity of service that the municipality provides. Second, in defining outcomes, it focuses on the real needs of the citizens that they provide the services to. Through measurement of performance indicators, the system provides decision makers with accurate information about key issues. With this information, they can make better decisions and show why they made those decisions. Performance management provides the public with measures for determining the effectiveness of their local government so that they can make informed decisions.

In Turkey, municipalities with populations of over 50.000 are required to prepare strategic plans and performance programmes. Considerable work has and will be done to improve the strategic planning capabilities of municipalities; thus far the issue of how to effectively prepare the performance programmes remains limited. The Project will thereby make a contribution to improve the performance management against the strategic plans by conducting case studies of municipal experiences and will pilot interventions in 2 selected MMs and 2 district municipalities to implement the recommended guidelines on a demonstration basis.

In this sense, an Individual Consultant (IC) will be mobilized as “International Short-term Expert” who will be expected to support the Project Team by providing support within the scope of the activities, whose specific duties and responsibilities are stipulated within Article 4 of this Terms of Reference.

## **3 ACCRONYMS AND ABBREVIATIONS**

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Unless otherwise noted;

- LAR: Local Administration Reform
- 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
- TAT: Technical Assistance Team
- STE: Short-Term Expert
- SGLDP: Support Group on Legislation Drafting Process
- CGLA: Consultative Group of Local Authorities
- IDG: Inclusive and Democratic Governance
- WS: Workshop
- ToT: Training of trainers
- MM: Metropolitan Municipality

## **4 DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT**

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### **4.1 Conduct comparative analysis on the performance management tools and contribute to the selection process of pilot municipalities (2 Metropolitan and 2 District Municipalities)**

#### **a. Conduct interviews with stakeholders and contribute to selection of pilot municipalities**

The Individual Consultant is expected to deepen the analysis of the Report prepared previously on “Review of Practices and Lessons Learned in EU countries” by holding number of interviews with main beneficiaries and stakeholders and selected MMs and District Municipalities. The total number of selected municipalities will be 10 (5 each from MMs and District Municipalities), which will be determined by UNDP in consultation with MoEU and MoI. Interviews will aim to identify the strengths and weaknesses of the performance management system and related tools in metropolitan and district municipalities in Turkey.

However, purpose of the interviews will not only be to gain an understanding of current stance of performance management in Turkey from a comparative perspective with EU countries, but also to assess whether which MMs and District Municipalities among the 10 interviewees would be more eligible for being selected as pilot Municipalities for the actions to be undertaken in the later steps of this activity as defined in the tasks below. During this process the Individual Consultant will be in close cooperation with other International and Local ICs assigned by UNDP. Coordination among the Consultants will be undertaken by the PT.

To this end,

- The Individual Consultant, along with the International and Local ICs and PT, in consultation with MoEU and MoI will prepare selection criteria to shortlist 4 MMs and 4 District Municipalities candidates among the 10 municipalities to be interviewed.
  - Later, the Individual Consultant will further contribute to conduct in-depth semi structured interviews with shortlisted candidates to select pilot 2 MMs and 2 District Municipalities where the performance management system will be developed and adopted. Semi structured interviews will focus on, including but not limited to, data generation capacities, technical competence of the staff, field experience, familiarity with the new tools for performance management and degree of commitment and willingness at managerial level. From this standpoint, mayors (or deputy mayors, general secretaries and other relevant department heads) of the shortlisted municipalities will also be interviewed.
  - Interview results will be reported along with the recommendations for the selection of pilot 2 MMs and 2 District Municipalities for the approval of MoEU and MoI.
- b. Assess performance management tools in local governments based on at least 5 EU countries’ experiences including ones selected before for purposes of the report mentioned above. These tools will include balance scorecards, performance appraisals, performance budgeting, performance indicators, information systems, etc. that can be considered beneficial for improving the performance management system in Turkey.

More specifically, building on and enhancing the previous report, the Individual Consultant will carry out comparative assessment by analyzing performance management practices, problems and tools in at least 5 EU countries in more depth. Assessment will also focus on staff performance management systems in 5 countries with pros and cons of the staff appraisal systems.

#### **c. Based on the interviews above (a.) assess Turkish strategic plans and performance management regulations and guiding documents and practices**

Although task (c.) is to be essentially carried out by Local ICs, the Individual Consultant will provide input for enhancing the Turkish part of the comparative assessment report. This review will also include “staff performance appraisal” practices in Turkey by benefiting from the previous work of the performance evaluation system of civil servants in Turkey including the local administrators if relevant.

- d. Prepare a “performance management comparative analysis report”

Relying on (b.) and (c.), the Individual Consultant will prepare a Comparative Assessment Report, in coordination with other International ICs and Local ICs, including policy recommendations to improve the system in Turkey.

#### **4.2 Organize interviews and focus group discussions with selected pilot municipalities and central government officials focusing on enhancing decision making mechanism through improved performance management systems in local authorities**

- a. In maximum a total of three 2-day online meetings (or three 2-day site visits, depending on the requirements of UNDP) to each selected MM and District Municipality will be organized and ICs with support from TAT, will conduct interviews and focus group discussions. Interviews and focus group discussions will also be organized with the central government organizations. The meetings with central government units especially with MoEU will take at least 3 days. Purpose of the interviews and focus group discussions will be to help to identify the issues associated with the preparations of performance programmes and how to properly link them to the municipal budgets. In addition, focus group discussions will provide room for potentials for identifying proper performance indicators to be followed, in terms constructing tools such as balance score cards at municipal and national level. In short, the Individual Consultant is expected to contribute to the following activities to meet the objectives of the subtasks: Prepare the schedules for interviews/focus group meetings and meeting agenda for selected MMs and District Municipalities and central government agencies (MoEU, MoI, MoTF, TCA), with the support of TAT.
- b. Prepare semi-structured interview questionnaire and moderating procedures for focus group discussions. (In practice this activity will be organized by TAT with inputs from ICs).
- c. Conduct interviews and focus group discussions.

Discussions will focus on plan-programme and budget linkages, problem areas, shortages in preparation of strategic plans and performance programmes, possibility of further rooms for improvement of the performance management systems in municipalities, indicator setting procedures and methods. Interviews will also focus on staff performance evaluation practices in pilot municipalities to understand its relevancy and usefulness under present circumstances.

- d. Review current policy documents of regions and provinces, policy formulation processes, strategic plans and performance programmes of the pilot municipalities.
- e. Assess the procedures in pilot municipalities for linking strategic plan, performance programme and budget making processes.
- f. Assess processes for setting performance indicators, targets and other relevant performance measurement systems in pilot municipalities, including staff performance evaluation systems and other tools if feasible to improve the performance management systems in municipalities.
- g. Prepare a report on the findings of the interviews and focus group meetings and develop recommendations for improvements in decision making mechanism in pilot municipalities which can be adopted by municipalities in general.

#### **4.3 Organize four one-day regional consultation events**

Purpose of this task is to disseminate and discuss the interviews and focus group meetings report (4.2.g.) and generate ideas about how to improve the preparation of the performance programmes. The provinces where the regional meetings are to be held, will be determined after the completion of the report. These provinces do not necessarily be among the provinces where the interviews and focus group meetings will be held. Total of 100 participants are expected to be invited for each meeting. Regional consultation events are envisaged to be held on-line. However, some consultation meetings can be held in provinces, if required by UNDP.

Following tasks will be performed and the Individual Consultant is expected to provide inputs where deemed relevant by UNDP;

- a. In consultation with MoEU and MoI, decide on the provinces where events are to be held (by TAT)
- b. Prepare programme materials based on the findings of the Report stipulated in (4.2.g.) (by TAT with inputs from International and Local ICs)
- c. Conduct consultation events (by TAT with inputs from International and Local ICs)
- d. Report the findings of regional consultation events

#### **4.4 Prepare a draft policy paper**

Under this task, a draft policy paper will be prepared for the MoEU and MoI that discusses the overall findings and conclusions of the regional consultation events and proposes guidelines for the preparation of local performance programmes. Policy paper will also propose a roadmap for construction of national level performance indicators and monitoring system of local authorities.

Following tasks are expected to be fulfilled by the Individual Consultant in close coordination with International and Local ICs, under the guidance of TAT:

- a. Prepare a draft policy paper to serve as a roadmap for MoEU and MoI to improve the performance management systems including a compact performance monitoring system for MoEU based on novel tools such as balanced scorecards as proposed in (4.2.g.)
- b. Prepare a compact guideline for the preparation of local performance programmes for the “Development of a Performance Management System to be Adopted in Metropolitan Municipalities and District Municipalities”
- c. Conduct a workshop with two consultation Groups (Support Group on Legislation Drafting Processes and Consultative Group of Local Authorities) to discuss the draft policy paper (Event to be organized by UNDP with inputs from International and Local ICs)
- d. Finalize the Draft Policy Paper

#### **4.5 Develop a training module**

Project foresees a training module in collaboration with the UMT on the implementation of the guidelines for preparation of local performance programmes.

The training module will be developed by International and Local ICs. Preparation of media elements such as text, graphics, audio narration and video and also developing distance learning portals and website will be undertaken by UNDP.

In addition, to contribute to the knowledge capacity of MoEU/MoI staff who will be in charge of performance monitoring and preparation of General Activity Report of Municipalities as foreseen in Activity 2.1.1 and 2.1.2, a separate training module focusing on Performance Management and Monitoring will be developed for the designated staff of MoEU to back up the custom tailored training activities under Activity 2.1.2.

Against this backdrop, following tasks will be fulfilled;

- a. Develop a set of learning objectives

In consultation with MoEU and MoI, and relying on the information accumulated through interviews and focus group discussions, a brief training needs analysis is to be carried out to learn the training needs of the staff of



pilot municipalities and designated staff of MoEU and MoI. (TAT will draft and carry out the survey with inputs from International and Local ICs). Survey will serve to set the learning objectives to guide the curricula for training modules.

- b. Develop draft training module in consultation with UMT (Coordinated by TAT with inputs from International and Local ICs)

This sub task involves developing a training module to increase the capacity of the staff of pilot municipalities on specific topics identified in needs analysis

- c. Finalize the draft training module in consultation with MoEU and MoI

#### **4.6 Deliver the training module for implementation of guideline on a demonstration basis in 4 pilot municipalities and deliver custom tailored training to the staff of MoEU**

Purpose of this is to deliver the training module for implementation of the guidelines on a demonstration basis in 4 pilot municipalities (2 MM and 2 district municipality). There will be 2 two-day training programmes to be delivered in each pilot municipality. The relevant staff assigned to be following the performance related issues, including the strategic plan drafting staff, are expected to attend such programmes as trainees. It is expected that approximately 50 staff in each pilot will be trained by the group of International and Local ICs, who provide support for the development of guidelines.

As for the training of staff of MoEU and MoI, total of up to 20 staff from MoEU (15) and MoI (5) will be trained by these ICs, with the help of performance related curricula for 4 two-day programmes. In this regard, the Individual Consultant will deliver one two-day training and curricula, and this part will be prepared by the Individual Consultant in cooperation with other International and Local ICs.

## **5 DUTIES AND RESPONSIBILITIES OF UNDP**

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

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

## **6 DELIVERABLES**

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The Assignment will include interim and final deliverables, as stipulated below. The Individual Consultant is expected to deliver following deliverables/outputs, on a timely basis, to the satisfaction of UNDP:

Activities	Deliverables	Indicative Due Dates	Estimated Number of Person/days to be Invested by the IC	Place of Work
Fact finding visit/online interviews	N/A	20 September 2020	3	Home-based or Turkey
Conduct Desk Review and Develop Interview Result Recommendations Report and a Draft Performance Management Comparative Analysis Report on functioning of the performance management system in Turkish Municipalities comparing to 5 selected EU countries	Report on the Interviews and Focus Group Meetings  Comparative Analysis Report on the Performance Management Tools	30 September 2020	5	Home-based
Participate in three 2-day online consultative meetings in selected municipalities and central governmental organizations (or three 2-day visits, if required by UNDP) to focus on enhancing decision making mechanism through improved performance management systems in municipalities	Report on Findings and Recommendations	31 December 2020	12	Home-based or Turkey
Participate in four 1-day regional consultative meetings (or four 1-day regional visits, if required by UNDP) to disseminate and discuss the interviews and focus group meetings report (4.2.g) and generate ideas about how to improve the preparation of the performance programmes	Report on Findings of Regional Consultations	31 January 2021	4	Turkey
Prepare a compact guideline for the preparation of the local performance programmes	Compact Guideline	28 February 2021	4	Home-based
Conduct Desk Review and Develop Draft Policy Paper to serve as a roadmap for MoEU and MoI to improve the performance management systems	Draft Policy Paper	28 February 2021	3	Home-based
Participate in a workshop with two consultation Groups (Support Group on Legislation Drafting	N/A	28 February 2021	2	Turkey

Processes and Consultative Group of Local Authorities) to discuss the draft policy paper and guideline				
Finalize the Draft Policy Paper and submit to UNDP	Final Policy Paper	31 March 2021	2	Home-based
Develop a training module to support preparation of the performance programme, in consultation with MoEU and MoI	Training Module	30 April 2021	5	Home-based
Deliver 2 two-day training programmes to be delivered in each pilot municipality for implementation of guideline and also deliver custom-tailored training to the staff of MoEU, as required by UNDP	Delivery of Training Programmes	30 June 2021	10	Turkey
<b>Estimated Maximum Total Number of Person/days</b>			<b>50 Person/days</b>	

**Reporting Language:** All reports should be submitted in English with Executive Summary in English. The final version of the main reports (or outputs as specified in Article 2 and Article 6) will be translated into Turkish by UNDP for contractual purposes and for the convenience of beneficiary institutions.

**Reporting Format:** Reports will be written and formatted in conformity with the “LAR III Report Writing Guidelines” that can be obtained from PT upon request.

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

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

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

[https://www.avrupa.info.tr/sites/default/files/2018-01/communication-visibility-requirements-2018\\_en\\_0.pdf](https://www.avrupa.info.tr/sites/default/files/2018-01/communication-visibility-requirements-2018_en_0.pdf)

## 7 REQUIRED QUALIFICATIONS

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

General Qualifications & Skills	Minimum Qualification Requirements	Assets
	University degree in Public Administration, Economics, Political Science, Management, Engineering or any other relevant field	Advanced degree in Public Administration, Economics, Political Science, Management, Engineering or any other relevant field

	Fluent written and spoken English	
	Excellent reporting skills	
<b>General Professional Experience</b>	<b>Minimum Qualification Requirements</b>	<b>Assets</b>
	Minimum 15 years of general professional experience	More than 20 years of general professional experience
	Experience in at least 5 international projects/assignments in local governments	Experience in more than 5 international projects/assignments in local governments
		At least one proven experience in working with Turkish central government and or local governments
		Professional experience in working for international institutions/organizations
<b>Specific Professional Experience</b>	<b>Minimum Qualification Requirements</b>	<b>Assets</b>
	Proven experience in design and development of performance management systems and design of balanced score cards and/or citizen surveys and/or similar techniques	Experience in at least 2 projects/assignments in design and development of performance management/assessment systems and/or strategic management and/or design of balanced scorecards in the international context
	At least 10 years of experience in preparation and delivery of training programmes and/or workshops on strategic management, performance management, indicator setting and performance/programme budgeting	More than 10 years of experience in preparation and delivery of training programmes and/or workshops on strategic management, performance management, indicator setting and performance/programme budgeting
	Academic papers and/or academic experience on Public Management, Local Government and/or Public Administration	Delivering trainings on performance management tools in the international context

**Notes:**

- Internships (paid/unpaid) are not considered professional experience.
- Obligatory military service is not considered professional experience.
- Female candidates are encouraged to apply.

## 8 TIMING AND DURATION

The Assignment is expected to start on 11 September 2020 and is expected to be completed by 28 October 2021.

## 9 PLACE OF WORK

Place of work for the assignment is Home-based. The assignment may require travels to provinces within Turkey with respect to project needs and the duties and responsibilities of the IC stated above.

The travel, accommodation costs (bed and breakfast) and living costs (terminals, intra-city travel costs, lunch, dinner, etc.) of the missions to Turkey will be borne by UNDP. UNDP will arrange flight tickets through its contracted travel agency. 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 IC or
- Reimbursed to the IC upon the submission of the receipts/invoices of the expenses by the IC 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 IC 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

The payment will be made within 30 days upon acceptance and approval of the 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
Report on the Interviews and Focus Group Meetings  Comparative Analysis Report on the Performance Management Tools	30 September 2020	8	Upon submission and completion of pertaining deliverable/outputs to the satisfaction of UNDP, on the basis of the actual number of person/days invested (not to exceed the estimated person/days defined by UNDP)
Report on Findings and Recommendations  Report on Findings of Regional Consultations	31 January 2021	16	Upon submission and completion of pertaining deliverable/outputs to the satisfaction of UNDP, on the basis of the actual number of person/days invested (not to exceed the estimated person/days defined by UNDP)
Compact Guideline  Draft Policy Paper  Final Policy Paper	31 March 2021	11	Upon submission and completion of pertaining deliverable/outputs to the satisfaction of UNDP, on the basis of the actual number of person/days invested (not to exceed the estimated person/days defined by UNDP)
Training Module  Delivery of Training Programmes	30 June 2021	15	Upon submission and completion of pertaining deliverable/outputs to the satisfaction of UNDP, on the basis of the actual number of person/days invested (not to exceed the estimated person/days defined by UNDP)
<b>Estimated Maximum Total Number of Person/days</b>		<b>50 Person/days</b>	

The total amount of payment to be affected to the Individual Consultant within the scope of this Assignment cannot exceed equivalent of 50 person/days. The Individual Consultant shall be paid in USD 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 USD amount by the official UN Operational Rate of Exchange applicable on the date of money transfer. The amount paid to the expert shall be gross and inclusive of all associated costs such as social security, pension and income tax etc.

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

**Tax Obligations:** The IC is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the IC.