
**Terms of Reference for National Short-Term Expert on Communication
Within the Scope of Strengthening the Civilian Oversight of Internal Security Forces Phase III
Project (CO III)**

1 Background

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

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

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

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

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

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

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

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

The STE will be mobilized in order to support the project's implementation and delivery of project outputs in a timely and quality manner; for specific project outputs as detailed throughout this Terms of Reference (ToR).

2 Objective(s) of the Assignment

The overall objective of this assignment is to support the realization of communication, visibility and awareness raising activities in close cooperation and collaboration with Technical Assistance Team (TAT), Project Team (PT), Beneficiaries and UNDP at highest quality in a timely manner.

3 Duties and Responsibilities

The STE will be mobilized under Individual Contract (IC) modality within the Project between 1 October 2020 and 20 December 2020. The STE is expected to fulfil and achieve following duties and responsibilities:

1. Supporting communication strategy implementation with technical inputs in close collaboration with TAT, Project Team, Project partners and UNDP.
2. Supporting TAT, Project Team and UNDP in the organization of project events (including closing conference) and preparation of Project's some visibility materials (invitations, posters, etc.).
3. Supporting management of the Project's corporate identity.
4. Developing the creative content and quality assurance of the Project website and social media accounts.
5. Coordinating the production of 2 documentary style short movie and infographics.
6. Developing relevant messages and template structures for media initiatives (press releases, editorials, articles, success stories, etc.).
7. Supporting TAT, Project Team and UNDP in establishing contacts with local and national media channels and supporting the media coverage.
8. Preparing the communication plan for awareness raising activities and coordinating those activities under Component D with Key Expert on Individual and Institutional Capacity Building (KE3).
9. Attending and coordinating the media tour within the scope of the Project.
10. Participating in and contributing to meetings with project beneficiaries, lead institutions, EUD, UNDP and additional partners in Ankara, as and when needed by UNDP.

The above listed activities are subject to further revision as needed by UNDP, in consultation with the MoI, in line with the emerging requirements of the Project. All the documents shall be in English. If required by UNDP, the IC may provide additional consultancy services related to his/her competencies and expertise, in line with the Duties and Responsibilities stipulated in this Terms of Reference.

S/he shall be responsible for providing technical inputs to the Project and reporting and documentation upon the request of the Project Team. His/her functions do not include managerial, supervisory and/or representative functions vis-a-vis UNDP Staff/Personnel. The STE shall work in close cooperation with the Civilian Oversight of Internal Security Forces Phase III (COIII) Project Team and Technical Assistance Team (TAT) members. The STE will work in consultation with the Lead Project Consultant. He/she will work under the overall guidance of the UNDP Legal and Human Rights Specialist and will report to the COIII Project Manager.

4 Expected Outputs and Deliverables

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

No.	Activity	Deliverable	Due Date	Place of Work	Estimated Number of Person/days to be Invested by the Individual Consultant*
1	Update and ensure quality of the Project website and social media	Updated Project Website and Social Media	20 December 2020	Ankara	2 person/days
2	Coordination and finalisation of 1 st and 2 nd documentary style short movies (conduct of interview with MoI high level representatives, preparation of scenario and interview questions, ensuring quality assurance in terms of UNDP and EUD visibility rules, in close collaboration with UNDP communication team, and later on receiving necessary approval from MoI for draft movie and then finalizing the movie after comments from all related parties such as EUD, UNDP and MoI). Providing necessary feeding documents such as event photos, videos, documents, information and media coverage to the video shooting company.	2 Documentary Style Short Movies	20 December 2020	Ankara	3 person/days
3	Coordination and finalization of draft infographics video	Infographics Video	20 December 2020	Ankara	1 person/day

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4	Developing relevant messages and template structures for media initiatives (press releases, editorials, articles, success stories, etc.), as needed by UNDP	Press Releases, Articles, Success Stories, etc. (as needed by UNDP)	20 December 2020	Ankara	2 person/days
5	Contribution to development of strategy for awareness raising programme and implementation of the activities of the strategy, such as community meetings, development of promotional materials and innovation camps, etc.	Strategy for Awareness Raising Programme Reports of the Events	20 December 2020	Ankara	4 person/days
6	Coordinate and take part in the media tour of the Project (bringing big new agencies to pilot provinces to enable them to produce news about the project, along with one international media news)	Media Tour Agenda, Media Tour Report, Media Coverage	20 December 2020	Ankara and other pilot provinces	13 person/days
7	Organization of closure event (preparation of agenda, getting in contact with the keynote speaker, arranging logistics with the company making the necessary arrangements within the scope of the closure event and getting approvals from all parties)	Agenda, Invitation Card, Invitation List, Visibility Materials, etc. (as needed by UNDP)	20 December 2020	Ankara	2 person/days
8	Contingency (if needed by UNDP)**		20 December 2020	Ankara	5 person/days
ESTIMATED MAXIMUM TOTAL NUMBER OF PERSON/DAYS					32 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 Consultant throughout the contract validity. The payments to the Consultant will be based on the actual number of person/days invested for the development of each specific deliverable. The total person/days of the Consultant (consecutive or non-consecutive person/days) dedicated to the assignment shall be at a maximum 32 person/days between 1 October 2020 and 20 December 2020. Payments to the Consultant within the scope of this Assignment cannot exceed equivalent of 32 person/days.

**Investment of the person/days allotted as “Contingency” may be requested at the sole discretion of UNDP.

5 Timing and Duration

The Assignment will cover the period in between 1 October 2020 and 20 December 2020 and the IC is expected to invest an estimated maximum of 32 person/days within this period. The number of person/days invested to carry out the assignment, as detailed in this Terms of Reference, shall not exceed 32 person/days throughout the contractual period.

The IC may invest less/more than expected number of person/days for each deliverable. The payments shall be affected to the IC on the basis of actual number of person/days invested for each specific deliverable. Payments to be affected to the IC within the scope of this Assignment cannot exceed equivalent of 32 person/days.

Without submission and approval (by UNDP) of each of the above listed deliverables in due time and quality, the Consultant shall not be entitled to receive any payment from UNDP even if he/she invests time in this assignment. In cases where the Consultant may need to invest additional person/days to perform the tasks and produce the deliverables listed and defined in this ToR, the Consultant shall do so without receiving any additional payment.

6 Institutional Arrangement

UNDP Turkey CO will;

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

Neither UNDP nor any of the project partners are required to provide any physical facility for the work of the Consultant. However, depending on the availability of physical facilities (e.g. working space, computer, printer, land telephone lines, internet connection, etc.) and at the discretion of UNDP and/or the relevant project partners, such facilities may be provided at the disposal of the Consultant. UNDP and/or the relevant project partners will facilitate meetings between the Consultant and other stakeholders, when needed.

All reports should be submitted in English.

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

7 Place of Work

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

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

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

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- Arranged and covered by UNDP from the respective budget without making any reimbursements to the IC, through UNDP's official Travel Agency 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 is subject to the following constraints/conditions provided in below table or,
- Covered by the combination of both options.

The following guidance on travel compensation is provided as per UNDP practice:

Cost item	Constraints	Conditions of Reimbursement
Travel (intercity transportation)	Full-fare economy class tickets	1- Approval by UNDP of the cost items before the initiation of travel 2- Submission of the invoices/receipts, etc. by the 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	

8 Required Qualifications

	Minimum Qualification Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> ▪ Bachelor's Degree in the fields of communications, public relations, audio visual design, radio television cinema, social sciences, political science, international relations or any other relevant field ▪ Excellent command of spoken and written English and Turkish ▪ Full computer literacy ▪ Excellent organizational and interpersonal skills 	<ul style="list-style-type: none"> ▪ Advanced degree in the in the fields of communications, public relations, audio visual design, radio television cinema, social sciences, political science, international relations or any other relevant field
General Professional Experience	<ul style="list-style-type: none"> ▪ Minimum 8 years of professional experience ▪ Proven experience in working with international organizations, public institutions and/or civil society organizations 	<ul style="list-style-type: none"> ▪ More than 8 years of professional experience ▪ Minimum 1-year former experience in EU funded projects in similar assignments ▪ Good knowledge of EU visibility guidelines

	Minimum Qualification Requirements	Assets
Specific Professional Experience	<ul style="list-style-type: none"> At least 5 years of proven experience in drafting of communication strategies and implementation of communication and awareness raising activities towards diverse groups of society in Turkey Proven experience in conducting public relations, media relations, communications function/advisory, networking and/or event management 	<ul style="list-style-type: none"> Experience in at least 1 assignment on preparation of communication and awareness raising activities in the fields of human rights and democratic governance Knowledge on communication techniques, public awareness campaigns, methods and tools
Notes: <ul style="list-style-type: none"> <i>Internships (paid/unpaid) are not considered professional experience.</i> <i>Obligatory military service is not considered professional experience.</i> <i>Professional experience gained in an international setting is considered international experience.</i> <i>Experience gained prior to completion of undergraduate studies is not considered professional experience.</i> 		

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

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

9 Competencies

Individual Consultant needs to have below competencies:

- Ability to design and develop time plans and resource schedules for complex tasks and task groups.
- Ability to work in multi-disciplinary and multi-cultural teams.
- Ability to work under pressure against strict deadlines.
- Ability to think out-of-the-box.
- Ability to present complex issues persuasively and simply.
- Ability to contextualize global trends in accordance with the dynamics of the operating (working) environment.
- Ability to collaborate with UNDP Turkey CO Inclusive and Democratic Governance Portfolio and the Project Team and work closely and in collaboration with the other experts of the Project.
- Ensuring gender disaggregated data and gender analysis which will be conducted in gender responsive research methods and technics.

- Ensuring gender responsive questions, use of gender responsive language in written and oral presentations, reports, handouts, etc.
- Ability to collaborate with UNDP Turkey CO Inclusive and Democratic Governance Portfolio and the Project Team and work closely and in collaboration with the other experts of the Project.
- Ensuring gender disaggregated data and gender analysis which will be conducted in gender responsive research methods and technics.
- Ensuring gender responsive questions, use of gender responsive language in written and oral presentations, reports and handout etc.

10 Payments

Payments will be made within 30 days upon approval of deliverables by UNDP, along with the Certification of Payment Form (COP) on the basis of the actual number of person/days invested by the IC for development of that respective deliverable and pertaining payment documents signed by the IC and approved by the responsible Project Manager. While the IC may invest less or more than estimated number of person/days for each deliverable different than the estimated person/days stipulated in the table in Article 4, the total amount of payment to be affected to the IC within the scope of this Assignment cannot exceed equivalent of 32 person/days throughout the contract validity.

If any of the deliverables stipulated in Articles 3 and 4 of this Terms of Reference are not produced and delivered by the IC in due time and to the satisfaction of UNDP, no payment will be made even if the IC has invested person/days to produce and deliver such deliverables.

The IC 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 daily fee to be paid to the IC 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.