

TERMS OF REFERENCE

LOCAL ADMINISTRATION REFORM PHASE III

LOCAL INDIVIDUAL CONSULTANT FOR DEVELOPING AND IMPLEMENTING LOCAL SERVICE DELIVERY STANDARDS FOR HOME CARE SERVICES FOR ELDERLY IN ORDER TO SIMPLIFY THE PROCESSES FOR SERVICE PROVISION

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):

- 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.

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), Ministry of Interior 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

As the Law No. 6360 became effective in 2014, there has been a need for the new MMs to have a coherent and simplified set of service delivery standards in order to fulfil their responsibilities under the referred Law. The standards will not be binding but will be a useful guidance to ensure consistency in local service delivery. It is expected to be used by MoI/GDPA and MoEU/GDLA in monitoring of the implementation of reforms in terms of local service delivery.

To this aim, TAT carried out initial sub-activities such as assessing the current situation in MMs with regards to effectiveness of the service delivery in areas. TAT then organized a one-day workshop in Ankara with the representatives of SGLDP, CGLA and municipalities selected in consultation with the Beneficiaries to discuss the overall outlook of the framework for setting standards for certain areas of municipal services. To further concretize the service areas to be identified, TAT conducted structured online interviews with the representative staff of the selected MMs in five selected service areas. Based on the findings of the workshop and interviews, TAT identified the five service areas of improvement in consultation with the MoI/GDPA and MoEU/GDLA. The selected service areas are as follows:

1. Public health services
2. Fire services
3. Elderly care services
4. Public transportation services
5. Services for rural areas

In general terms, population aging, especially in the developed countries, brings economical and sociological issues with it. When figures are compared with 1950's data, it is evident that number of elderly population (70 years and older) has risen more than 4 times and in 2019 and it has reached to almost 500 million.¹ The aging of the population will come to the fore as a policy area in the following 20 years in developing countries.

In Turkey, especially after the 1960's, a great transformation took place and the urban population showed a rapid increase. The share of the population over 65 years in the total population in 2016 was 9.1 % and in the last 15 years this share has increased by 3 points. This ratio is expected to increase rapidly due to the population structure in the following period and it is estimated to exceed 11% in 2025²). This massive change also resulted in altering the traditional family structures. Such social changes also necessitated targeted aid and care programs to be introduced at the different layers of government. Social programs for the protection of the elderly are now being offered by local authorities, social security institutions and the central administration.

Elderly population is a more vulnerable group because of their high degree of dependency that defines disadvantageous status that calls for more support from public institutions and needs more support from the public institutions. In this context, the aging of the population significantly increases the demand for services in various fields from both public and private sector for the elderly citizens. Public social care services for the elderly in Turkey are mainly provided by the MoFLSS and its provincial offices. Beside central authorities, many municipalities, especially metropolitan ones, with an increased elderly population have expanded and diversified their social services for the elderly. This development indicates that there would be an increase in the level of local services for the elderly home care provided by local authorities. On the other hand, as revealed during the workshops and interviews, this needs close coordination among different government agencies to prevent

¹ UN World Population Prospects 2019

² TURKSTAT, 2020

duplications, exchange of data needs and streamlining home care procedures in the form of well-defined service standards, especially in elder home care area.

Therefore, the objective of this Individual Consultancy is to receive high quality technical consultancy and support for home care services for elderly within the scope of Activity A.2.2.1. “Developing and implementing local service delivery standards in order to simplify the processes for service provision”.

In this sense, an Individual Consultant (IC) will be mobilized as “Local Individual Consultant for Developing and Implementing Local Service Delivery Standards for Home Care Services for Elderly in Order to Simplify the Processes for Service Provision ” who will be expected to support the Project Team, as well as the “International Individual Consultant for Developing and Implementing Local Service Delivery Standards for Home Care Services for Elderly in Order to Simplify the Processes for Service Provision” (International IC), by providing support within the scope of the activities, whose specific duties and responsibilities are stipulated within Article 4 and Article 6 of this Terms of Reference.

3 ACRONYMS AND ABBREVIATIONS

Unless otherwise noted;

- UNDP: United Nations Development Programme
- EU: European Union
- WHO: World Health Organization
- MM: Metropolitan Municipality
- MoI: Ministry of Interior
- MoTF: Ministry of Treasury and Finance
- MoEU: Ministry of Environment and Urbanization
- MoH: Ministry of Health
- MoFLSS: Ministry of Family, Labour and Social Services
- GDLA: General Directorate of Local Authorities
- UMT: Union of Municipalities of Turkey
- CO: UNDP Country Office in Turkey
- PSB: Presidency of Strategy and Budget
- TAT: Technical Assistance Team
- IC: Individual Consultant
- SGLDP: Support Group on Legislation Drafting Process
- CGLA: Consultative Group of Local Authorities
- IDG: Inclusive and Democratic Governance
- FG: Focus Group
- WS: Workshop
- PT: Project Team
- STE: Short Term Expert

4 DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT

4.1. Develop draft service delivery need standards on home care services for elderly, for the use of Municipalities

At the beginning of the assignment, the IC will conduct number of online interviews and meetings with the International IC and Key Experts of the project and related institutions namely MoI, MoEU, MoH, MoFLSS, other related public institutions and municipalities selected by UNDP, in consultation with MoEU, MoH, to assess and identify main challenges faced by municipalities in provision of elderly home care services in general. This study

will also deeply review the Turkish legislation in detail in this context from the perspective of development of service standards for elderly care. The Local IC will prepare semi structured interview questions with the support of the IC.

The IC is expected to examine the current implementation and trends with regards to, including but not limited to, following points:

- General overview of:
 - o Turkish legislation and legal infrastructure related to home care services for elderly.
 - o Institutional regulations within the frame of implementation and legislation and major challenges faced by municipalities in the provision of home care services.
 - o The coordination and cooperation between municipalities, central government bodies and other related public institutions in home care services for elderly, with focus on problem areas.
 - o Major challenges for home care services for elderly practice in terms of institutional roles and responsibilities, coordination, service provision and standards during emergencies, such as the COVID-19 Pandemic.
 - o Municipalities' provision of home care services for elderly based on their current roles and responsibilities and financing structure.
 - o Organizational structure, service delivery models for homecare services and collaboration with other public institutions at the local level.
 - o Licensing for home care services.
 - o Identifying home care service needs of elderly, by taking account differences across municipalities.
 - o Current stance and problems in effective data sharing and information flow between related institutions at the local level.
- Developing standards for elderly home care service:
 - o Home care service standards in customization for local needs.
 - o Relevancy and inclusiveness of programs and action plans of municipalities regarding home care service provision.
 - o The impact of the COVID-19 emergency on the demand for elderly home care services in the light of emerging needs for better standards to improve the quality of services.
 - o Municipalities' awareness and implementation level of regulations on home care services for elderly and guidelines prepared by national and international organizations, such as EU, WHO, MoH and MoFLSS.

In the light of these analyses and evaluations, the IC, with the support of the International IC where deemed necessary by UNDP, will primarily work on development and implementation of elderly home care services of municipalities for developing local service standards regarding home care services for elderly. In this sense, the IC is expected to conduct a comprehensive current situation assessment of elderly home care services and main challenges faced by municipalities.

Following the assessment, the IC will identify the specific areas and draft certain service delivery standards for home care services for elderly with the support of the International IC. In addition, the IC is also expected to ensure that potential measures and responses to emergency situations, such as COVID-19 is to be included in developing of elderly home care service delivery standards in a special section. While developing specific service standards, the IC and the International IC will make sure that they can be easily implementable without requiring major changes in legislation and generating excessive fiscal burden over municipalities who would be volunteering for pilot implementations. TAT will assist, guide and support the ICs in developing the standards.

The IC is also expected to take into account the gender aspect and differentiated needs of women and men for the development of referred standards, if applicable. In this regard, the IC will work in close cooperation with the Gender Expert to be assigned by UNDP.

4.2 Discuss and finalize the draft standards with 10 selected MMs in two 1-day workshops

As the last step in drafting the standards, the IC will participate in two 1-day workshops to be held in Ankara to discuss and finalize the draft standards with 10 selected MMs (the workshops may be conducted through online communication tools, as required by UNDP). The workshops will be organized by UNDP. The referred draft standards will be disseminated and discussed at the workshops. The IC will contribute to the following activities, which are planned to meet the objectives of the subtask, in close cooperation with the International IC:

- a. Support the PT for preparing the workshop agenda for selected MMs and members of MoI/GDPA & MoEU/GDLA.
- b. Support the moderating procedures for workshops (this activity will be organized by TAT with inputs from ICs).
- c. Conduct focus group discussions and prepare a report on the findings of the two 1-day workshops.

Following the conduct of workshops, standards will be finalized by the IC with the support of the International IC. TAT will guide and support the ICs in finalizing the referred standards.

4.3. Organize ten 1-day seminars in 10 selected MMs

The PT will organize ten 1-day seminars in 10 selected MMs with the participation of governors, district governors and mayors in order to sensitize them about new service delivery standards and discuss its actual implementation at local level. Each seminar is expected to have approximately 50 participants. The seminars will be held in selected MMs to be identified following the development of the standards.

Following tasks will be performed by the IC in close cooperation with the International IC who will provide inputs where deemed necessary by UNDP:

- a. In consultation with PT and the International IC, decide on the provinces where events are to be held (final decision will be made by the PT).
- b. Prepare seminar materials, meeting agenda and schedules.
- c. Participate in seminars (with PT and the International IC).
- d. Compile the findings of the seminars in a report.

In addition, the IC is expected to draft implementation guidelines for elderly home care service provision taking into account the experiences related to emergencies, such as the COVID-19 Pandemic.

4.4. Develop an Implementation Guideline for the realization of elderly home care service delivery standards, relying on the results of the workshops and seminars

Following the review of draft guidelines by TAT, MoEU and MoI, the IC is expected to finalize the proposed draft implementation guidelines developed for the practice of elderly home care service delivery need standards. The guidelines will be published and disseminated among municipalities. In total 100 hard copies and digital copies will be produced and submitted to the Beneficiaries for dissemination.

4.5. Conduct pilot studies in 2 selected MMs to test the progress against the implementation of the new standards

Purpose of this sub-activity is to test the progress against the implementation of the new standards and confirm their effectiveness and applicability. In this regard, following tasks will be fulfilled by the Individual Consultant, in cooperation with the International IC and TAT:

- a. Determination of the pilot municipalities together with TAT after the completion of the implementation guidelines and on the basis of the consultations with the MoI/GDPA and MoEU/GDLA.
- b. Preparing concept notes for the conduct of pilot studies in 2 selected MMs.
- c. Compiling the findings of both pilot studies in a report.

5 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.

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

The Assignment will include interim and final deliverables, as stipulated below. The IC is expected to deliver the below outputs/deliverables to the satisfaction of UNDP:

Activity	Deliverable	Due Date	Estimated Number of Person/days to be Invested by the IC*	Place of Work
Fact finding visit / online interviews and desk review	Current Situation Assessment Report	8 February 2021	5	Home-based or Turkey
Develop draft service delivery standards for the use of municipalities on home care services for elderly	Draft elder home care service delivery standards	28 February 2021	7	Turkey

Finalize the draft standards following two 1-day workshops with 10 selected MMs	Report on findings of two 1-day workshops Final elder home care service delivery standards	30 April 2021	3	Turkey
Participate in ten 1-day seminars in 10 selected MMs	Report on findings of ten 1-day seminars Draft Implementation Guideline	15 May 2021	10	Turkey
Develop an Implementation Guideline	Final Implementation Guideline	30 June 2021	2	Turkey
Participate in pilot studies in 2 selected MMs to test the progress against the implementation of the new standards	Report on findings of the pilot studies	31 July 2021	8	Home-based or Turkey
Estimated Maximum Total Number of Person/Days			35	

*The “Estimated Number of Person/Days” indicated herein represent the maximum person/days that will be the basis of the payment to the IC 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 IC (consecutive or non-consecutive person/days) dedicated to the assignment shall be at a maximum 35 person/days between 1 February 2021 and 28 October 2021. Payments to the IC within the scope of this Assignment cannot exceed equivalent of 35 person/days.

Reporting Language: All reports should be submitted in Turkish with Executive Summary in Turkish. The final version of the main reports (or outputs as specified in Article 6) will be translated into English by UNDP for contractual purposes. The IC is expected to check the content and proof-read both the English and Turkish versions of draft and final reports.

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

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, public health, social services, political science, industrial engineering or any other relevant field	Advanced degree in public administration, economics, public health, social services, political science, industrial engineering or any other relevant field
	Fluent written and spoken Turkish	Fluent written and spoken English
	Excellent reporting skills	
General Professional Experience	Minimum Qualification Requirements	Assets
	Minimum 10 years of general professional experience	More than 10 years of general professional experience
	Minimum 3 assignments/projects with Turkish central and/or local administrations	More than 3 assignments/projects with Turkish central and/or local administrations
Specific Professional Experience	Minimum Qualification Requirements	Assets
	Minimum 3 assignments/projects related to social services	More than 3 assignments/projects related to social services
		Academic papers and/or academic experience in social services
		Experience related to elderly home care services
		Experience in assignments and/or projects related to public health

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 1 February 2021 and is expected to be completed by 28 October 2021.

9 PLACE OF WORK

Place of work for the assignment is Home-based and Ankara, Turkey. The costs to arise regarding flight tickets to be acquired by the Individual Consultant in order to join and leave the Duty Stations shall be borne by the Individual Consultant. The prospective ICs 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 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 other provinces within 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 stations (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.

Deliverable	Due Date	Estimated Number of Person/days to be Invested by the IC	Payment Term
Current Situation Assessment Report Draft elder home care service delivery standards	28 February 2021	12	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 of two 1-day workshops Final elder home care service delivery standards Report on findings of ten 1-day seminars Draft Implementation Guideline Final Implementation Guideline Report on findings of the pilot studies	31 July 2021	23	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)
Estimated Maximum Total Number of Person/Days		35	

The total amount of payment to be affected to the Individual Consultant within the scope of this Assignment cannot exceed equivalent of 35 person/days. The Individual Consultant shall be paid in TRY if he/she resides in Turkey. If he/she resides in a country different than Turkey, the payment shall be realized in USD through conversion of the TRY 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.