

## **TERMS OF REFERENCE**

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

#### **LOCAL INDIVIDUAL CONSULTANT FOR DEVELOPING AND IMPLEMENTING LOCAL SERVICE DELIVERY STANDARDS FOR AGRICULTURAL SUPPORT SERVICES BY METROPOLITAN MUNICIPALITIES AND ITS DISTRICTS FOR RURAL DEVELOPMENT IN ORDER TO SIMPLIFY THE PROCESSES FOR SERVICE PROVISION**

## **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), 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

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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 preliminary activities such as assessing the current situation in MMs with regards to effectiveness of the service delivery in different 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

The objective of this Individual Consultancy is to receive high quality technical consultancy and support for setting standards in agricultural support services for the purposes of rural development within the overall scope of Activity A.2.2.1 “Developing and implementing local service delivery standards in order to simplify the processes for service provision”.

With the Law No. 6360, the number of metropolitan provinces increased to 30 from 16, to be effective in 2014 and the service responsibility expanded to cover all provincial borders. Moreover, MMs and their district municipalities were then assigned with the task to undertake role in rural economic development, as well as improving rural infrastructure. Since then, one of the biggest controversies among the academic circles and in public administration was such that of how the concept of municipality usually perceived within an urban context could be integrated into the service provision modality in rural communities which still stay as agrarian settlements once served by SPAs<sup>1</sup>. The addition of more metropolitan municipalities into the system also brings out another problem of distribution of roles and responsibilities of metropolitan municipalities and metropolitan district municipalities in rural development, which also fall under the remit of various central government agencies, such as Ministry of Agriculture and Forestry, Agriculture and Rural Development Support Institution, State Hydraulic Works Department, etc.

Regarding Law No. 6360 Article 7, metropolitan and district municipalities can now provide all kinds of activities and services to support agriculture and animal husbandry. At the first stage of transferring the service delivery needs of the rural communities to MMs, in practice the idea was such MMs should focus on infrastructural needs of villages. Nevertheless, over time MMs are increasingly moving into the area of rural economic development through initiatives, such as free provision of seeds and livestock, along with contractual agreements with rural

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<sup>1</sup> Before the introduction of Law No. 6360 concerning MMs, the rural districts were used to be served by another local government entity SPAs (Special Provincial Administrations). SPAs are still operational in non-metropolitan provinces.

cooperatives guaranteeing purchases of their agricultural products, etc. With the expansion of duties and responsibilities of MMs which also overlap with those of other government agencies and institutions, it became necessary to develop standards for the provision of such services by MMs and their district municipalities to streamline the procedures and workflows to prevent duplications, improve coordination and planning for improving efficiency and effectiveness in delivery of services for rural support.

In this sense, an Individual Consultant (IC) will be mobilized as “Local Individual Consultant for Developing and Implementing Local Service Delivery Standards for Agricultural Support Services by Metropolitan Municipalities and its Districts for Rural Development in Order to Simplify the Processes for Service Provision” who will be expected to support the Project Team. There will also be an “International Individual Consultant for Developing the Service Standards Ensuring the MMs and its District Municipalities to Use 10% of Their Capital Budget for the Infrastructure Works in Rural Areas (As Defined in the Law No. 6360)” (International IC) who will be engaged in another activity of the Project (Activity A.1.1.6). The International IC will also provide support to the IC by providing insight and assistance from EU country perspectives as described in the Terms of Reference of the International IC.

Against this backdrop, the IC is expected to fulfill the specific duties according to Article 4 and Article 6 of this Terms of Reference.

### **3 ACRONYMS AND ABBREVIATIONS**

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Unless otherwise noted;

- UNDP: United Nations Development Programme
- AFAD: Ministry of Interior Disaster and Emergency Management Presidency
- MM: Metropolitan Municipality
- MoAF: Ministry of Agriculture and Forestry
- MoI: Ministry of Interior
- MoTF: Ministry of Treasury and Finance
- MoEU: Ministry of Environment and Urbanization
- MoH: Ministry of Health
- ARDSI: Agriculture and Rural Development Support Institution
- 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

### 4.1. Develop draft service delivery need standards on local agricultural support services in rural development for the use of municipalities

At the beginning of the assignment, the IC will conduct number of online interviews and meetings with the participation of the International IC and Key Experts of the project and related institutions namely MoI, MoEU, MoAF, ARDSI, other related public institutions and municipalities selected by UNDP, to assess and identify main challenges faced by municipalities in provision of agricultural support services. This study will also deeply review the Turkish legislation in detail in this context. The IC will prepare semi structured interview questions with the support of the International IC.

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

- Modalities of agricultural support service delivery system, standards, financing structure, regulatory processes and control systems in 5 selected EU member states (with reference to EU Acquis).<sup>2</sup>
- Regulations and guidelines prepared by international organizations, EU and Turkish Ministry of Agriculture and Forestry, ARDSI and other institutions on agricultural support services for rural areas and implementation level of the guidelines.
- Turkish Municipalities' provision of agricultural support services for rural areas based on their current roles and responsibilities following the implementation of Law No. 6360.
- Other relevant Turkish legislation related to agricultural support services for rural areas, as well as the local administrations' roles and responsibilities in the matter.
- The level of coordination and cooperation in the matter, as well as the division of roles and responsibilities between central government bodies and other related public bodies at the local level.
- Municipalities' institutional and financing structure, as well as procedures for delivering agricultural support services for rural areas.
- Coordination and cooperation among metropolitan municipalities and metropolitan district municipalities.
- Mapping of rural area services regarding the responsibilities and reviewing standards for MMs and district metropolitan municipalities.
- Relevancy and inclusiveness of programs and action plans of municipalities regarding municipal service provision in rural areas.
- Legislation on the support provided by municipalities for agricultural products and producers including secondary legislations issued by Turkish municipalities.
- Analyzing agricultural support services provided by municipalities and the processes applied by municipalities in the provision of agricultural supports to identify the different practices among the municipalities when delivering such services, with a view of harmonizing/standardizing the implementation.
- Effective data sharing and information flow between local administrations.
- Major challenges for the practice of agricultural support services for rural areas in terms of institutional roles and responsibilities, coordination, service provision and standards during emergencies.

In addition to above topics, the IC will specifically focus on experience and emergency response to such as the COVID-19 Pandemic in the provision of agricultural support services for rural areas and the applicability of local service delivery standards in this regard.

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<sup>2</sup> EU member states will be proposed by the IC and the International IC, upon agreement with the Beneficiaries and will be selected by UNDP.

Consequently, the IC is expected to conduct a comprehensive study to be compiled in **“Current Situation Assessment Report”**.

Following the assessment, with the assistance of the International IC, the IC will identify the specific areas and draft certain **“service delivery standards** for agricultural support services in rural development”. 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 development of agricultural support service delivery standards in a separate section. While developing specific service standards, the 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 make sure gender aspect is taken into account for the development of referred standards. 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:

- 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 the 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 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 agendas and schedules.
- c. Participate in seminars (with TAT 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 municipal service provision for rural areas taking into account the experiences related to emergencies, such as the COVID-19 Pandemic.



#### **4.4. Develop an Implementation Guideline for the realization of agricultural support service delivery standards for rural areas, relying on the results of the workshops and seminars**

Following the review of draft guidelines by TAT, MoEU, MoAF and ARDSI; the IC is expected to finalize the proposed draft implementation guidelines developed for the practice of agricultural support service delivery need standards for rural areas. 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. In this regard, following tasks will be fulfilled by the IC, 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 based on the consultations with 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**

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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 IC is expected to deliver the below outputs/deliverables to the satisfaction of UNDP:

<b>Activity</b>	<b>Deliverable</b>	<b>Due Date</b>	<b>Estimated Number of Person/days to be Invested by the IC*</b>	<b>Place of Work</b>
Fact finding visit/online interviews and desk review	Current Situation Assessment Report	8 February 2021	3	Home-based or Turkey
Develop draft agricultural support service delivery standards for the use of municipalities	Draft agricultural support service delivery standards	28 February 2021	7	Home-based or Turkey

Finalize the draft standards following two 1-day workshops with 10 selected MMs	Report on findings of two 1-day workshops  Final agricultural support service delivery standards	30 April 2021	4	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	Implementation Guideline	30 June 2021	2	Home-based or 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	9	Turkey
<b>Estimated Maximum Total Number of Person/Days</b>			<b>35</b>	

\*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](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 finance, business management, agricultural and/or food engineering, mechanical engineering, civil engineering, city and regional planning, rural planning or agricultural economics	Advanced degree in public administration, economics, public finance, business management, agricultural and/or food engineering, mechanical engineering, civil engineering, city and regional planning, rural planning or agricultural economics
	Fluent written and spoken English and Turkish with 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 5 years of professional experience in central and/or local government projects
		Experience in projects within Turkish Public Administrations
Specific Professional Experience	Minimum Qualification Requirements	Assets
	Minimum 5 years of experience in Turkish central and local government projects in economic development, investment planning and/or rural economic development	More than 5 years of experience in Turkish local government projects in economic development, investment planning or rural economic development
	Proven experience in agricultural/rural development support systems	Experience in and/or proven knowledge of “Chapter 11: Agriculture and Rural Development” of the EU Acquis and Turkey’s implementation and alignment of the Acquis
		Academic papers and/or experience related to rural/town planning and/or rural policies
		Experience in projects/assignments in the context of agriculture and/or rural development, funded by EU and/or UN and/or similar international organizations
		Experience in agriculture and/or rural development support systems funded by central government

### 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 agricultural support service delivery standards	28 February 2021	10	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 agricultural support service delivery standards  Report on findings of ten 1-day seminars  Draft Implementation Guideline	15 May 2021	14	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)
Implementation Guideline   Report on findings of the pilot studies	31 July 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)
<b>Estimated Maximum Total Number of Person/Days</b>		<b>35</b>	

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.