TERMS OF REFERENCE

LOCAL ADMINISTRATION REFORM PHASE III

INTERNATIONAL SHORT-TERM EXPERT ON “DEVELOPING STANDARDS AND PRINCIPLES FOR THE ESTABLISHMENT OF AN EFFECTIVE HUMAN RESOURCES MANAGEMENT SYSTEM IN LOCAL ADMINISTRATIONS”

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 0: Inception Period (3 months):**

The Inception Period aims establishment of a suitable and formalized working structure for the Action and fine-tuning the Project activities through an assessment of the current needs against the defined results of the Project. The Inception Period will also be needed for the UNDP to orient itself to the Project and reflect its collective experience and best judgement to the specifics of the Project. During the Inception Period, the UNDP will develop fine-tuned and presumably more detailed activity and resource schedule (Work Plan).

**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 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 2014. In addition, the needs for transparent processes at local authorities will be addressed in the scope of Component 2. UMT will be the implementing partner of this Component.

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

The MoI initiated two important databases with YEREL BILGI and BEPER Projects. With this Component, the Project will contribute to improved flow of information and increased accessibility of the available data produced in the form of secondary legislation, decrees and decisions, both at the national and local levels and within the country. Under the current state of functioning, there is no systematic that enables to access all relevant and updated data which prevent to make decisions in a holistic way. MoEU holds its new responsibilities concerning the local authorities after the introduction of the Presidential system in July 2018 and the Project will address the effective communication flow within the departments of the MoEU as well as update of the YEREL BILGI in a way to ensure its linkage with the local. In addition, the technical capacity for effective use of YEREL BILGI will be enhanced and relevant MoI staff will transfer the accumulated knowledge to the staff of MoEU.

Against this background, architecture of project components and activities are as the following:
### Component 1: Effective Local Service Delivery

**R.1.1.** Administrative and operational capacities for efficient provision of local services

- **A.1.1.1.** Establish a Support Group on Legislation Drafting Process of MoI and MoEU (CGL) and Consultative Group of Local Authorities (CGLA)
- **A.1.1.2.** Develop recommendations for the development of a draft legislation for strengthening the legal and institutional infrastructure of Water and Sewerage Administrations
- **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.1.1.4.** Develop recommendations for amendment of the relevant provisions of the Law No: 3572 and Regulation for Business License
- **A.1.1.5.** Develop the standards and principles for the establishment of an effective human resources management system in local administrations
- **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.1.1.7.** Develop a comparative assessment on effective collection of municipal accounts receivable
- **A.1.1.8.** Develop a performance management system to be adopted in MMs and District Municipalities
- **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.1.1.10.** Develop recommendations for the development of a draft legislation regulating the legal and institutional infrastructure of Water and Sewerage Administrations
- **A.1.1.11.** Conduct technical visits to 3 EU member states
- **A.1.1.12.** Develop recommendations for the development of a secondary legislation (regulation) for honours and ceremonies arranged by local authorities
- **A.1.1.13.** Assess the impact born by localizing EU acquis on the work and responsibilities of local authorities in Turkey
- **A.1.1.14.** Develop and publish a full comparative assessment study on functioning of the local authorities

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

**R.2.1.** Administrative and operational capacities of the local authorities for the implementation of new Metropolitan Municipality Model strengthened

- **A.2.1.1.** Assess the impact of the implementation of legislation on local authorities
- **A.2.1.2.** Develop a software system for monitoring of the progress against the implementation of reforms in local administration
- **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.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.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.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

### Component 3: Online Management Information Systems

**R.3.1.** Efficiency of the local services enhanced through online management systems

- **A.3.1.1.** Develop a software to facilitate the communication flow within the departments of the MoEU
- **A.3.1.2.** Update of the YEREL BILGI Project management system in the light of developed Software system
- **A.3.1.3.** Develop a user-friendly guideline for the use and update of the system
- **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

### 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.
2 OBJECTIVE AND SCOPE OF THE ASSIGNMENT

The ability of a local government to deliver the highest standard of public service delivery requires a uniform, methodical and transparent recruitment process to ensure the best qualified and suitable individuals are employed.

Currently in Turkey, Local Governments’ Human Resources Management System has complex set of recruitment practices, although they are all subject to the same Law, but with different principles. In general, there are four different employment types in the system:

- Civil Servants employed based on Civil Servants Law No. 657,
- Staff with specific skills hired on contract basis according to Law No. 657,
- Permanent workers contracted as full-time workers for carrying out duties such as cleaning, security, support services, etc.,
- Temporary workers employed on the basis of contracts with less than one year for seasonal employment.

Central government determines the norm cadres for different positions listed above but differentiated by categories of municipalities. Each municipality then determines how many of norm cadres will be used and municipal councils are authorized to make appointments to fill in such positions. In addition, there is another recruitment practice to employ further workers via municipal companies which are not subject to norm cadres’ standards.

Despite some rules and principles adopted to regulate hiring, appointing and promotion of municipal personnel, in practice there are certain flaws in the system which affects the quality of human resources for effective service delivery such as;

- Lack of number of qualified staff,
- Multiplicity of legislations in human resource management,
- The need for developing human resource management strategy by taking different municipal structures into consideration,
- Different interpretations of the same legislative documents,
- Lack of technical competences,
- Problems associated with staff employment,
- The needs for developing a career development system and merit-based selection systems,
- The need for establishing career-based specialist positions specific to local governments,
- The lack of adequate opportunities for in-house training,
- The reluctance by mayors to recruit staff through objective selection systems and develop tendency to select staff from their local political circles,
- The need for developing staff performance monitoring and evaluation systems complete with rewards and punishment mechanisms,
• The reluctancy of young and talented college graduates to seek employment in local governments compared to central government offices due to political, economic (relatively lower pay prospect) reasons.

In order to ensure an effective and transparent human resources system based on merit as well as to prevent waste of labor and resources in local administrations to tackle with the problems cited above, the Project will develop certain principles and standards for service provision and recruitment of the staff, in particular contracted ones.

The referred standards will also be used as reference by the MoI and MoEU in development of the regulatory frameworks on human resources management. The standards and principles on human resources management will adopt modern tools specifically addressing, included but not limited to human resource planning, job classification and organization, staff recruitment and selection, support to new employees, staff training and development, monitoring and evaluating the performance of employees, incentive and disciplinary mechanisms.

To this aim; the IC will be engaged within the Project, along with a Local IC and a Local Junior IC, to carry out the activities set forth under Activity A.1.1.5 of the Project. The IC will work in coordination with the Local IC and the Local Junior IC and will perform the duties as set out in Article 4 and Article 6 of this ToR.

3 ACRONYMS AND ABBREVIATIONS

Unless otherwise noted;

• UNDP: United Nations Development Programme
• AFAD: Ministry of Interior Disaster and Emergency Management Presidency
• MM: Metropolitan Municipality
• MoI: Ministry of Interior
• MoTF: Ministry of Treasury and Finance
• MoEU: Ministry of Environment and Urbanization
• GDLA: General Directorate of Local Authorities
• UMT: Union of Municipalities of Turkey
• 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 INSTITUTIONAL ARRANGEMENTS

4.A. DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT

- At the beginning of the assignment, the IC in cooperation with the Local IC will conduct a factfinding study through number of meetings with MoI, MoEU, UMT and related central government offices such as PSB, MoTF and selected municipalities to assess and identify main challenges broadly described above, faced by municipalities in human resources management. The factfinding meetings will be organized by PT in the form of semi-structured online interviews. The IC will contribute to the design of interview questions which will be drafted by the Local IC.

- Following factfinding review, the IC will then conduct a comparative assessment study on the standards and principles of human resources management in 5 EU Member States with good practices and lessons learned and compare them with the practices in Turkey. The IC will be supported by the Local IC and TAT in conducting this task. To this aim, the IC will base his/her comparative assessment report on, including but not limited to the following topics especially from standards setting perspective, with a view of source of inspiration to tackle with the problem areas enlisted above for Turkish municipalities;

  o Overall legislative practices in human resources,
  o Human resource planning,
  o Job classification and organization (norm cadres),
  o Differentiation on norm cadres by municipality type and/or size,
  o Staff recruitment (career based competitive exams vs. direct contracting, job interview techniques and procedures for appointments of new recruits),
  o Merit-based selection with particular focus on contracted ones,
  o Support to new employees (career development, planning – salary setting),
  o Any specific methods, practices to attract new graduates to local government sector,
  o Staff training,
  o Staff promotion,
  o Monitoring and evaluating the performance of employees,
  o Incentive and disciplinary mechanisms,
  o Roles and responsibilities of human resources departments,
  o Gender policies in terms of hiring, career development and promotion of the staff.

To the extent possible and with support from PT (also see footnote 3), the IC is expected to conduct some part of his/her desk review through online interviews with the available representatives of municipalities, municipal associations and central government organizations in five selected EU Member States. Following the online interviews, the IC will prepare a first draft of Comparative Assessment Report on the standards and principles of human resource management in EU Local Governments. This report will also propose certain recommendations for improvements in the context of Turkey benefiting from the inputs from factfinding studies and the Local IC. TAT will assist, guide and support both ICs in developing the report.

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3 EU Member States will be decided jointly by TAT, the International and Local ICs, after fact finding study and with the consent of MoEU and MoI. During the selection process, the IC and TAT will look for availability of to-be selected EU countries’ municipalities, municipal associations and central government organs to decide on the online interview possibilities.
During comparative assessment study, the Local IC will draft a current situation analysis report about the current stance and functioning of human resource management in Turkish Local Governments along the same lines with this ToR, with recommendations. Both draft reports will be completed at the same time. Then, two reports will be merged into “First Draft Report of Principles and Standards for Effective Human Resources in Turkish Local Administrations”. This draft report will include recommendations of both ICs. Final editing of this report will be done by the IC. This report will first be shared and discussed with the members of the CGLA with a view of hearing the first reactions for revisioning of the report in one of the monthly online meetings of CGLA.

- PT will then organize two 2-day consultative meetings in Ankara (the meetings may be conducted through online communication tools, as required by UNDP), with the participation of CGLA and other municipalities selected in consultation with the Beneficiaries (approximately 30 representatives in each, out of 20 will be coming out of Ankara) in order to discuss the first draft standards and principles.

- The IC and the Local IC will finalize “Report on Principles and Standards for Effective Human Resources in Turkish Local Administrations” and submit to the higher authorities of the MoI and MoEU, for their assessment and possible endorsement.

- PT will then submit the “Final Report on Principles and Standards for Effective Human Resources in Turkish Local Administrations” to the MoI and MoEU for the dissemination and use of MMs and District Municipalities. In total, 100 hard copies and digital copies in Turkish will be produced and submitted to MoI and MoEU for further dissemination of the standards and principles via e-mail and/or Project Website.

4.B. DUTIES AND RESPONSIBILITIES OF UNDP

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

5 DELIVERABLES

The 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:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Deliverable</th>
<th>Due Date</th>
<th>Estimated Number of Person/days to be Invested by the IC*</th>
<th>Place of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factfinding visit (online)</td>
<td>N/A</td>
<td>22 February 2021</td>
<td>7</td>
<td>Home-based</td>
</tr>
<tr>
<td>Task</td>
<td>Deliverable</td>
<td>Start Date</td>
<td>Days</td>
<td>Location</td>
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<tr>
<td>Participate in Desk Review and draft a Comparative Assessment and</td>
<td>Draft Comparative Assessment and Recommendations Report</td>
<td>12 March 2021</td>
<td>17</td>
<td>Home-based</td>
</tr>
<tr>
<td>Recommendations Report on functioning of human resource management</td>
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<tr>
<td>system in local authorities of approximately 5 EU Member States,</td>
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<td>including certain recommendations for improvement in the context of</td>
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<tr>
<td>Turkey</td>
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<tr>
<td>for Effective Human Resources in Turkish Local Administrations”,</td>
<td>Resources in Turkish Local Administrations</td>
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<tr>
<td>in cooperation with the Local IC</td>
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<tr>
<td>Participate in two 2-day consultative meetings to present and discuss</td>
<td>Presentation on “First Draft Report of Principles and Standards for</td>
<td>31 May 2021</td>
<td>6</td>
<td>Home-based or Ankara</td>
</tr>
<tr>
<td>“First Draft Report of Principles and Standards for Effective Human</td>
<td>Effective Human Resources in Turkish Local Administrations”</td>
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<td>Resources in Turkish Local Administrations”</td>
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<td>Resources in Turkish Local Administrations”</td>
<td>in Turkish Local Administrations”</td>
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**Estimated Maximum Total Number of Person/Days** 50

*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 50 person/days between 15 February 2021 and 28
October 2021. Payments to the IC within the scope of this Assignment cannot exceed equivalent of 50 person/days.

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

### 6  ESTIMATED INPUTS BY THE INDIVIDUAL CONSULTANT

The Individual Consultant is expected to invest at maximum 50 person/days throughout the contractual period. The Individual Consultant will carry out the above activities/deliverables to the satisfaction of UNDP. The Individual Consultant will report to LAR III Project Manager and will work in close collaboration and consultation with the TAT.

### 7  MINIMUM QUALIFICATION REQUIREMENTS

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

<table>
<thead>
<tr>
<th>General Qualifications &amp; Skills</th>
<th>Minimum Qualification Requirements</th>
<th>Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>University degree in public administration, business management, human resources management, economics, public finance, international relations, political science, law or any other relevant field</td>
<td>Advanced degree in public administration, business management, human resource management, economics, public finance, international relations, political science, law or any other relevant field</td>
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<tr>
<td></td>
<td>Excellent reporting skills</td>
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<tr>
<td></td>
<td>Fluent written and spoken English</td>
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</tbody>
</table>
### General Professional Experience

<table>
<thead>
<tr>
<th>Minimum Qualification Requirements</th>
<th>Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum 10 years of general professional experience</td>
<td>More than 10 years of general professional experience</td>
</tr>
<tr>
<td>Experience in working for either international or regional institutions/organizations</td>
<td>Experience in working at local administrations in EU member states and/or candidate countries</td>
</tr>
</tbody>
</table>

### Specific Professional Experience

<table>
<thead>
<tr>
<th>Minimum Qualification Requirements</th>
<th>Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience in at least 2 projects/assignments in civil service reforms and/or human resources management systems in central/local governments</td>
<td>Experience in drafting analysis paper or policy report preparation or strategic advice on development of the principles and standards on human resource management systems</td>
</tr>
<tr>
<td></td>
<td>Experience in projects and/or assignments with Turkish central and local administration system</td>
</tr>
</tbody>
</table>

### Notes:

. Internships (paid/unpaid) are not considered professional experience.
. Obligatory military service is not considered professional experience.
. Professional experience gained in an international setting is considered international experience.
. Female candidates are encouraged to apply.

### 8 TIMING AND DURATION

The Assignment is expected to start on 15 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. The assignment may require travels to provinces within Turkey with respect to project needs and the duties and responsibilities of the IC stated above.

The travel, accommodation costs (bed and breakfast) and living costs (terminals, intra-city travel costs, lunch, dinner, etc.) of the missions to Turkey will be borne by UNDP. UNDP will arrange flight tickets through its contracted travel agency. In case travel is needed, all travel related costs (cost items indicated below) of these missions out of the duty station (economy class roundtrip flight ticket and accommodation in 3 or 4-star hotel) will be borne by UNDP. Approval of UNDP is needed prior to the missions.
The costs of these missions may either be;

- Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the IC or
- Reimbursed to the IC upon the submission of the receipts/invoices of the expenses by the IC and approval of the UNDP. The reimbursement of each cost item subject to following constraints/conditions provided in below table;
- Covered by the combination of both options

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

<table>
<thead>
<tr>
<th>Cost item</th>
<th>Constraints</th>
<th>Conditions of Reimbursement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel (intercity transportation)</td>
<td>full-fare economy class tickets</td>
<td>1- Approval by UNDP of the cost items before the initiation of travel</td>
</tr>
<tr>
<td>Accommodation</td>
<td>Up to 50% of the effective DSA rate of UNDP for the respective location</td>
<td>2- Submission of the invoices/receipts, etc. by the IC with the UNDP’s F-10 Form</td>
</tr>
<tr>
<td>Breakfast</td>
<td>Up to 6% of the effective DSA rate of UNDP for the respective location</td>
<td>3- Acceptance and Approval by UNDP of the invoices and F-10 Form.</td>
</tr>
<tr>
<td>Lunch</td>
<td>Up to 12% of the effective DSA rate of UNDP for the respective location</td>
<td></td>
</tr>
<tr>
<td>Dinner</td>
<td>Up to 12% of the effective DSA rate of UNDP for the respective location</td>
<td></td>
</tr>
<tr>
<td>Other Expenses (intra city transportations, transfer cost from/to terminals, etc.)</td>
<td>Up to 20% of effective DSA rate of UNDP for the respective location</td>
<td></td>
</tr>
</tbody>
</table>

10 PAYMENTS

Payments 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.

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Due Date</th>
<th>Estimated Number of Person/days to be Invested by the IC</th>
<th>Payment Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft Comparative Assessment and Recommendations Report</td>
<td>12 March 2021</td>
<td>24</td>
<td>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)</td>
</tr>
</tbody>
</table>
The total amount of payment to be affected to the Individual Consultant within the scope of this Assignment cannot exceed equivalent of 50 person/days. The Individual Consultant shall be paid in USD if he/she resides in a country different than Turkey. If he/she resides in Turkey, the payment shall be realized in TRY through conversion of the USD amount by the official UN Operational Rate of Exchange applicable on the date of money transfer. The amount paid to the expert shall be gross and inclusive of all associated costs such as social security, pension and income tax, etc.

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

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