

TERMS OF REFERENCE

LOCAL ADMINISTRATION REFORM PHASE III

INTERNATIONAL INDIVIDUAL CONSULTANT FOR DEVELOPING AND IMPLEMENTING LOCAL SERVICE DELIVERY STANDARDS FOR PUBLIC TRANSPORTATION CONCERNING PUBLIC HEALTH CARE 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

On the other hand, considering that each of the selected areas above encapsulate wide array of sub-services for all of which developing standards are beyond the limits of this Project; scaling down of each service area was necessary. 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 further identified one specific area for each of the five selected municipal services listed above for developing standards, in consultation with MoI/GDPA and MoEU/GDLA. In addition, under the outbreak of COVID-19, the capacities of municipal services came under the spotlights for effective crisis response, which also need special attention.

In most EU Member States, municipalities are responsible for local public transport services. In Turkey, responsibility for local public transport services depends on the type of local government. While provinces which do not have metropolitan status, each municipality can have separate public transportation systems, those with metropolitan status, public transportation services are under the competence of metropolitan municipalities only.

The complexity of the service area in public transport has grown considerably and service delivery needs to take into account a range of concerns related to emerging mobility issues in urban and rural settings, environment and climate change, public health, transformations from siloed to coherent multi-modal transportation systems with supportive infrastructures and technologies, increase in public-private cooperation, etc. Public transportation services provided by private operators are widely practiced in both the EU and Turkey, even if re-municipalization trends have been seen in the EU, as witnessed in some countries like Germany.

Based on the reasons discussed above, for the need for scaling down the scope for developing service standards in public transportation; TAT, in consultation with MoEU and MoI and workshop participants from municipalities, came to conclude that “developing public health standards in public transport” would be a timely and appropriate choice in the light of the current COVID-19 outbreak.

In fact, by nature, the connection between public transportation and public health is also indisputable - as a science discipline and matter of policy to improve the effectiveness of the services. An integrated approach to policy,

planning and implementation of public health and public transportation will support sustainability, promote public health and well-being, thereby increasing the quality of life in communities. In this regard, local governments, in coordination with public health bodies and other relevant central government offices should be leading the way to ensure public health concerns are considered in public transportation policies, decision-making and implementation stages.

Therefore, the objective of this Individual Consultancy is to receive high quality technical consultancy and support aiming at developing service standards for municipalities that incorporate public health objectives into public transport planning and practice.

To that end, an Individual Consultant (IC) will be mobilized as “International Individual Consultant for Developing and Implementing Local Service Delivery Standards for Public Transportation Concerning Public Health Care in Order to Simplify the Processes for Service Provision” who will be expected to support the Project Team, in coordination with “Local Individual Consultant for Developing and Implementing Local Service Delivery Standards for Public Transportation Concerning Public Health Care in Order to Simplify the Processes for Service Provision” (Local IC), by providing assistance 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
- AFAD: Ministry of Interior Disaster and Emergency Management Presidency
- MM: Metropolitan Municipality
- MoTI: Ministry of Transport and Infrastructure
- MoI: Ministry of Interior
- MoTF: Ministry of Treasury and Finance
- MoEU: Ministry of Environment and Urbanization
- MoH: Ministry of Health
- 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 Comparative Assessment Report about EU Practices in Public Health Standards for Public Transport Services

At the beginning of the assignment, the IC will conduct number of online interviews and meetings to be organized by UNDP, in cooperation with the Local IC and Key Experts of the project and related institutions namely MoI, MoEU, other relevant public institutions and municipalities selected by UNDP, in consultation with the Beneficiaries, to assess and identify main challenges faced by municipalities in developing public health standards in provision of public health services described above. This study will also deeply review the Turkish legislation in detail in this context by the Local IC. The IC will be in close contact in every phase of the study with the Local IC. The IC will also assist the Local IC and PT in preparation of semi structured interview questions.

The IC will focus on two main areas in developing public transport service standards considering public health:

1. Public health standards in programing public transport system in the cities.
2. Operational standards in providing public transportation.

Within this frame, the IC is then expected to examine the current implementation and trends in EU countries with regards to, including but not limited to, the following points:¹

- General overview of EU practices in 5 selected countries and regulations in the following areas²:
 - Best practices linked to roles and responsibilities of central and local governments in the provision of public transport services and its applicability to Turkish municipalities.
 - Public transport delivery models, standards, regulatory processes, financing and control systems (with reference to EU Acquis).
 - Legislation and implementation of public health standards (specifically related to noise, gas emissions, prevention measures for contagious diseases) in local public transport services with special emphasis on crisis management related protocols in this regard.
 - Experiences, practices and problems in developing and implementing public health standards for public transport system:
 - Regulations and implementation for bringing vehicles into compliance with public health standards in public transport services.
 - Financial impact of implementation of health standards in local public transport services.
 - Effective data sharing and information flow concerning public health policies in delivering public transport services between related institutions at the local level.
 - Municipalities' awareness and implementation level on public health regulations and guidelines prepared by international organizations (such as Union Internationale des Transports Publics, EU, etc.).
 - Experiences in public health emergency response to the COVID-19 Pandemic and applicability of local service delivery standards in this regard.
 - Experiences related to the COVID-19 Pandemic in terms of public health service delivery in public transport.

As a result of these, the IC, will produce a **“Comparative Assessment Report”** about the experiences of EU countries to be inspired for developing standards concerned for Turkish Municipalities.

¹ The IC will also review the Report which had been submitted before under the Activity 1.1.14 “Develop and Publish a Full Comparative Assessment Study on Functioning of The Local Authorities”, in which functioning of public transport services were examined in EU countries.

² EU countries will be proposed by the IC and the Local IC, upon agreement with the Beneficiaries and will be selected by UNDP.

4.2 Provide Additional Support to Current Situation Assessment Report and Service Delivery Standards

In the light of these meetings, analyses and evaluations, the IC, together with the Local IC will primarily work on current formulation and implementation of public health standards in public transport for municipalities. For that purpose, the IC will contribute to **Current Situation Assessment report** to be developed by the Local IC.

Following the assessment, the IC will provide assistance to the Local IC for specific areas described above that service standards are needed to be developed or to be improved. Accordingly, the IC will assist the Local IC to draft **service delivery standards** for public health in public transportation services for municipalities. In addition, the IC is also expected to provide that potential measures and responses to emergency situations, such as COVID-19, are to be included into developing such 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.

4.3 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 Local 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 Local IC. TAT will guide and support the ICs in finalizing the referred standards.

4.4 Assist to develop an Implementation Guideline for the realization of public transportation 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 assist the Local IC to finalize the proposed draft implementation guidelines developed for the practice of public health in public transportation 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. Assist to 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 Local IC with assistance of the IC and TAT:

- a. Determination of the pilot municipalities 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

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	Comparative Assessment Report	20 February 2021	5	Home-based or Turkey
Develop draft public transportation service delivery standards for the use of municipalities	Draft public transportation service delivery standards	28 February 2021	5	Turkey
Finalize the draft standards following two 1-day workshops with 10 selected MMs	Report on findings of two 1-day workshops Final public transportation service delivery standards	30 April 2021	5	Turkey
Develop an Implementation Guideline	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			25	

*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 25 person/days between 15 February 2021 and 28 October 2021. Payments to the IC within the scope of this Assignment cannot exceed equivalent of 25 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 civil engineering or other relevant engineering, city and regional planning, public administration, economics, political science or management	Advanced degree in civil engineering or other relevant engineering, city and regional planning, public administration, economics, political science or management
	Excellent reporting skills	
	Fluent written and spoken English	
General Professional Experience	Minimum Qualification Requirements	Assets
	Minimum 10 years of general professional experience	More than 10 years of general professional experience
		Experience in projects and/or assignments with central and/or local governments

		Experience in projects and/or assignments in the field of public transportation
Specific Professional Experience	Minimum Qualification Requirements	Assets
	Experience in at least 2 projects/assignments in the context of public transportation	Experience in more than 2 projects/assignments in the context of public transportation
		Experience in projects and/or assignments with local and/or central administrations concerning public transportation
		Experience in projects related to public health
		Academic papers and/or academic experience and/or technical studies related to public transportation and/or public health services

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 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:

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 (intracity transportation, transfer cost from /to terminals, etc.)	Up to 20% of effective DSA rate of UNDP for the respective location	

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.

Deliverable	Due Date	Estimated Number of Person/days to be Invested by the IC	Payment Term
Comparative Assessment Report Draft public health 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 public health service delivery standards Implementation Guideline Report on findings of the pilot studies	31 July 2021	15	Upon submission and completion of pertaining deliverable/outputs to the satisfaction of UNDP, on the basis of the actual number of person/days invested (not to exceed the estimated person/days defined by UNDP)
Estimated Maximum Total Number of Person/Days		25	

The total amount of payment to be affected to the Individual Consultant within the scope of this Assignment cannot exceed equivalent of 25 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.