
Terms of Reference for National Short-Term Expert for the Technical Capacity Development Support to the Gendarmerie and Coast Guard Academy (GCGA) in line with EU and International Standards and Best Practices within the Scope of Strengthening the Civilian Oversight of Internal Security Forces Phase III Project (CO III)

1 Background

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

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

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

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

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

National Short-Term Expert for the Technical Capacity Development Support to the Gendarmerie and Coast Guard Academy (GCGA) in line with EU and International Standards and Best Practices will be mobilized in the period from 26 February 2021 to 21 July 2021, in order to support the project's implementation and delivery of specific project outputs in a timely and quality manner; as detailed throughout this Terms of Reference (ToR).

2 Objective(s) of the Assignment

The overall objective of the assignment is to support the realization of Activity A.5. “**Focusing on Civilian and Democratic oversight and fundamental rights topics, Technical and Capacity Development Support to the New Gendarmerie and Coast Guard Academy (GCGA) in line with EU and International standards and best practices**”. In this regard, under **Activity A.5.5** of the Project, the STE is expected to contribute to 5 two-day consultative meetings to be held in Ankara with the participation of the relevant stakeholders and the STE is expected to contribute to the meetings from the perspective of training management, mainly by preparing and presenting evaluations and recommendations on the findings of Needs Analysis of GCGA’s Training System.

Under **Activity A.5.7.1**, the STE is expected to present evaluations and recommendations, and prepare related materials (presentations, handouts, info notes, etc.) on training module development process at consultative meetings which will be held with the participation of the Curriculum Development Committee (CDC) members in Ankara, in order to discuss the main concepts/issues that need to be included in the civilian and democratic oversight training module of the GCGA Curriculum. Under **Activity A.5.7.2**, the STE is expected to contribute to drafting a specific training module on civilian and democratic oversight of internal security and to organizing a test training to ensure its accuracy and adoptability from training management perspective.

Under **Activity A.5.9.1**, the STE is also expected to draft a proposal on training management system, including policy recommendations on training processes, performance evaluation and monitoring of the training results to improve effectiveness and impact of trainings, in cooperation with the academicians of GCGA, Project Team, and STEs. Under **Activity A.5.9.2**, the STE is expected to organize 5 two-day consultative meetings to discuss the proposed training management system and receive inputs from the relevant parties for its finalization and to finalize the proposed training management system to be submitted to and approved by GCGA under **Activity A.5.9.3**.

3 Duties and Responsibilities

The STE will be mobilized under the Project between 26 February 2021 and 21 July 2021 with Individual Contract (IC) modality. STE is expected to;

1. Contribute to 5 two-day consultative meetings under Activity A.5.5, in cooperation with Project Team (PT) and STEs in order to discuss the findings of the needs analysis of the training system of GCGA (if required by UNDP).
2. Contribute to Curriculum Development Committee (CDC) consultative meetings under Activity A.5.7.1, in cooperation with Project Team (PT) and STEs in order to discuss the main concepts/issues that need to be included in the civilian and democratic oversight training module of the GCGA.
3. Contribute to drafting a specific training module on civilian and democratic oversight of internal security and to organizing a test training to ensure its accuracy and adoptability under Activity A.5.7.2, in cooperation with the academicians of GCGA, Project Team and STEs.
4. Draft a proposal on training management system, including policy recommendations on training processes, performance evaluation and monitoring of the training results to improve effectiveness and impact of trainings under Activity A.5.9.1, in cooperation with the academicians of GCGA, Project Team and STEs.
5. Organize 5 two-day consultative meetings in Ankara to discuss the proposed training management system and receive inputs from the relevant parties for its finalization under Activity A.5.9.2, in cooperation with the academicians of GCGA, Project Team and STEs.
6. Finalize the proposal on training management system to be submitted to GCGA, under Activity A.5.9.3.

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

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

4 Expected Outputs and Deliverables

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

No.	Activity	Deliverable	Due Date	Place of Work	Estimated Number of Person/days to be Invested by the Individual Consultant*
1	In consultation with PT and STEs, prepare and present evaluations and recommendations on the findings of Needs Analysis of GCGA's Training System from the perspective of training management, under Activity A.5.5	Presentation on Evaluations and Recommendations including Program's Accreditation	30 March 2021	Home-based and/or Ankara	1 person/day
2	In consultation with PT and STEs, prepare and present evaluations and recommendations on the curriculum development process from the perspective of training management, under Activity A.5.7.2	Presentations on Evaluations and Recommendations including Program's Accreditation Materials for CDC Consultative Meetings	30 March 2021	Home-based and/or Ankara	2 person/days
3	In consultation with PT and STEs and in cooperation with GCGA, prepare Concept Note, Road Map, and contribute to Results Report from the perspective of training management under Activity A.5.7.2	Concept Note Road Map Results Report	15 April 2021	Home-based and/or Ankara	3 person/days
4	In consultation with PT and STEs, draft a Concept Note and Road Map regarding Training Management System under Activity A.5.9.1 In consultation with PT and STEs, draft a Proposal of Training Management System	Concept Note Road Map Proposal of Training Management System	20 March 2021	Home-based and/or Ankara	4 person/days

5	Lead, design, and facilitate 5 two-day consultative meetings to discuss the proposed training management system under Activity A.5.9.2**	Implementation plans for consultative meetings Information Notes for the Participants of the consultative meetings Agendas of the consultative meetings 5 Presentations 5 Meeting Reports	15 June 2021	Home-based and/or Ankara	7 person/days
6	In consultation with PT and STEs, finalize Training Management System under Activity A.5.9.3	Final Training Management System	21 June 2021	Home-based	1 person/day
7	Contingency (if needed by UNDP)***		21 July 2021	Ankara or Home-based	4 person/days
ESTIMATED MAXIMUM TOTAL NUMBER OF PERSON/DAYS					22 person/days

*The “Estimated Number of Person/Days” indicated herein represent the maximum person/days that will be the basis of the payment to the Consultant throughout the contract validity. The payments to the Consultant will be based on the actual number of person/days invested for the development of each specific deliverable. The total person/days of the consultant (consecutive or non-consecutive person/days) dedicated to the assignment shall be at a maximum of 22 person/days between 26 February 2021 and 21 July 2021. Payments to the Consultant within the scope of this Assignment cannot exceed equivalent of 22 person/days.

** Investment of the person/days allotted to this Activity/Deliverable may be requested at the sole discretion of UNDP. The Due Date and Place of Work of this Activity/Deliverable may be revised by UNDP.

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

5 Timing and Duration

The Assignment will cover the period in between 26 February 2021 and 21 July 2021 and the IC is expected to invest an estimated maximum of 22 person/days for this period. The number of person/days invested to carry out the assignment, as detailed in this Terms of Reference, shall not exceed 22 person/days throughout the Contractual period.

The IC may invest less/more than expected number of person/days for each deliverable. The payments shall be affected to the IC on the basis of actual number of person/days invested for each specific deliverable. Payments to be affected to the IC within the scope of this Assignment cannot exceed equivalent of 22 person/days.

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

6 Institutional Arrangement

UNDP Turkey CO will;

- Provide the Consultant with relevant documents and full support in any further analysis of the data where necessary,
- Facilitate communication with Project partners and other stakeholders,
- Give feedback to the draft, final reports and all other deliverables prepared by the Consultant,
- Provide an office space for the work of the IC with technical equipment including computer, printer, land telephone lines, internet connection etc.

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

All reports should be submitted in English.

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

7 Place of Work

Place of work for the Assignment is Home-based and Ankara, Turkey. The travel, accommodation costs (bed and breakfast) and living costs (terminal expenses, intra-city travel costs, lunch, dinner, etc.) of the missions to other provinces within Turkey will be borne by UNDP. UNDP will arrange economy class roundtrip flight tickets through its contracted Travel Agency. In case of need of additional travels that are unforeseen in the ToR, the costs of the respective travels of the IC may either be;

Assignment-related/activity-related travel and accommodation costs, which are pre-approved by UNDP outside of the duty stations will be borne by UNDP in line with UNDP's corporate rules and regulations. 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 Consultant, through UNDP's official Travel Agency or,
- Reimbursed to the Consultant upon the submission of the receipts/invoices of the expenses by the consultant and approval of the UNDP. The reimbursement of each cost item is subject to the following constraints/conditions provided in below table or,
- Covered by the combination of both options.

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

Cost item	Constraints	Conditions of Reimbursement
Travel (intercity transportation)	Full-fare economy class tickets	1- Approval by UNDP of the cost items before the initiation of travel
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	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.
Lunch	Up to 12% of the effective DSA rate of UNDP for the respective location	
Dinner	Up to 12% of the effective DSA rate of UNDP for the respective location	
Other Expenses (intra city transportations, transfer cost from /to terminals, etc.)	Up to 20% of effective DSA rate of UNDP for the respective location	

8 Required Qualifications

	Minimum Qualification Requirements	Assets
Qualifications and Skills	<ul style="list-style-type: none"> University Degree in educational sciences, social sciences, statistics or any other relevant field Good command of oral and written communication skills in English and in Turkish 	<ul style="list-style-type: none"> Master's or Ph.D. Degree in educational sciences, program development, education/training management or any other field of social sciences Computer literacy and good report writing skills
General Professional Experience	<ul style="list-style-type: none"> Minimum 10 years of professional experience Minimum 5 years of national or international professional or academic experience in education sciences, program development and evaluation, including training of trainers 	<ul style="list-style-type: none"> More than 10 years of professional experience Professional experience in EU qualifications frameworks (Erasmus, Bologna, etc.) and related national and/or international projects
Specific Professional Experience	<ul style="list-style-type: none"> Experience in curriculum, program development, and training systems of universities in EU Member States or in Turkey 	<ul style="list-style-type: none"> Specific knowledge on and former experience in teaching, training program development and evaluation in Turkey and/or the EU
Notes: <ul style="list-style-type: none"> <i>Internships (paid/unpaid) are not considered professional experience.</i> <i>Obligatory military service is not considered professional experience.</i> <i>Professional experience gained in an international setting is considered international experience.</i> <i>Experience gained prior to completion of undergraduate studies is not considered professional experience.</i> 		

9 Competencies

Individual Consultant needs to have below competencies:

- Ability to design and develop time plans and resource schedules for complex tasks and task groups.
- Ability to work in multi-disciplinary and multi-cultural teams.
- Ability to work under pressure against strict deadlines.
- Ability to think out-of-the-box.
- Ability to present complex issues persuasively and simply.
- Ability to contextualize global trends in accordance with the dynamics of the operating (working) environment.
- Ability to collaborate with UNDP Turkey CO Inclusive and Democratic Governance Portfolio and the Project Team and work closely and in collaboration with the other experts of the Project.
- Ensuring gender disaggregated data and gender analysis which will be conducted in gender responsive research methods and technics.
- Ensuring gender responsive questions, use of gender responsive language in written and oral presentations, reports, handouts, etc.
- Ensuring human rights standards are applied, and gender equality is prioritized as an ethical principle within all actions.

10 Payments

Payments will be made within 30 days upon approval of deliverables by UNDP, along with the Certification of Payment Form (COP) on the basis of the actual number of person/days invested by the IC for development of that respective deliverable and pertaining payment documents signed by the IC and approved by the responsible Project Manager. While the IC may invest less or more than estimated number of person/days for each deliverable different than the estimated person/days stipulated in the table in Article 4, the total amount of payment to be affected to the IC within the scope of this Assignment cannot exceed equivalent of 22 person/days throughout the contract validity.

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

The IC shall be paid in USD if he/she resides in a country different than Turkey. If he/she resides in Turkey, the payment shall be realized in TRY through conversion of the USD amount by the official UN Operational Rate of Exchange applicable on the date of money transfer.

The daily fee to be paid to the IC is fixed regardless of changes in the cost components. The daily fee amount should be indicated in gross terms and hence should be inclusive of costs related to tax, social security premium, pension, visa (if needed) etc. UNDP will not make any further clarification on costs related to tax, social security premium, pension, visa etc. It is the applicants' responsibility to make necessary inquiries on these matters.

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