

United Nations Development Programme
Country: TURKEY
Project Document

Project Title: Support to Local Administration Reform Programme (Phase 2)

UNDAF Outcome(s): Outcome 1: By 2010 strengthened individual and institutional capacity for both democratic and environmental governance at local and central levels.

Expected Country Programme Outcome:

Outcome 1.1: increased individual, collective and institutional capacity for participation at all levels of decision-making

Expected Output(s): Output 1.1.6: Municipal and provincial capacity developed for decentralized local governance and improved service delivery through training and networking in a select number of geographic regions.

Implementing Partner: Ministry of Interior (General Directorate of Local Authorities)

Responsible Parties: Ministry of Interior (General Directorate of Local Authorities) and UNDP


Brief Description


The overall objective of the Project is to ensure effective, transparent, inclusive and participatory local government in Turkey, in particular through full implementation of the new legislation adopted in 2003-2005. The specific objective of the Project is "to develop and strengthen the administrative capacity and co-operation of Turkish Ministry of Interior (particularly General Directorate for Local Authorities, Governorships and District Governorships), Unions of Local Authorities and Local Authorities themselves in the task of ensuring the effective implementation of new policy and legislation on local administration".

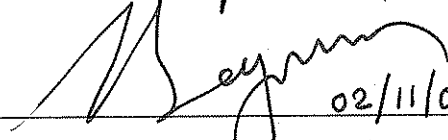
The Project is composed of Component 1: Capacity Building at the Local Authorities, Component 2: Capacity Building at the Unions of Local Authorities, Component 3: Strengthening Local Participatory Mechanisms, Component 4: Improvement of Municipal Coordination and Cooperation and Component 5: Capacity Enhancement at the Mol

Programme Period	2006-2010	2009 AWP Budget (including GMS):	913.679 EUR
Key Result Area (Strategic Plan):	Democratic Governance	2010 AWP Budget (including GMS)	1.742.934 EUR
ATLAS Award ID		2011 AWP Budget (including GMS):	1.343.387EUR
Start date	June 2009	Total resources required:	3.738.318 EUR
End date	September 2011	Total allocated resources	3.738.318 EUR
PAC Meeting Date	5 May 2009	European Commission	3.738.318 EUR
Management Arrangement:	NIM	GMS (7%)	261.682 EUR

The budget of the Project will be entered into UNDP's ERP systems in USD by using the UN operational rates of exchange prevailing at the date of the signature of the project document. The contributions of the EC will be managed in accordance with the standard General Conditions (Art. 2.7) and Special Conditions (Art. 4.3) of the Contribution Agreement between CFCU (representing EC as the contracting authority) and UNDP.

Agreed by the Government of Turkey:  H. Avni AKSOY
 Head of Department Ankara, 18.09.2009
 Ministry of Foreign Affairs

Agreed by the Mol:  ERGAN TOPACA
 VALI
 30.10.09 MAHALLI IDARELER GENEL MÜDÜRÜ

Agreed by UNDP:  Usame YALCIN
 02/11/09 O-I-C

Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Amount (€)*	
<p>Output 1: The capacity of the Ministry of Interior strengthened to implement the local administration reform programme</p> <p>Baseline: The stakeholders of the local administration reform process do not possess the required tools.</p> <p>Indicators: Formal and institutionalized tools that would foster the reform process</p> <p>Targets: 11 pilot actions completed.</p> <p>Related CP outcome: Outcome 1.1:</p>	<p>1. Capacity Building at the LAs</p> <p>1.1. Needs Assessment</p> <p>1.2. Training Strategies</p> <p>1.3. Training Programmes</p> <p>1.4. Pilot actions</p>	X	X	X		Ministry of Interior (Mol)	European Commission	Human Resources	234.784	
								Travel	33.621	
								Other	143.815	
		<p>2. Capacity Building at the Unions of LA</p> <p>2.1. Development of Com. Strategy and AP</p> <p>2.2. Implementation of Com. Strategy and AP</p> <p>2.3. Communications Toolkit</p>	X	X	X		Mol and Unions of Local Authorities	European Commission	Human Resources	79.550
								Travel	11.392	
								Other	48.728	
		<p>3. Strengthening Local Participatory Mechanisms (LPM)</p> <p>3.1. Development of a strategy for promotion of LPMs</p> <p>3.2. Pilot Actions on Participatory Mechanisms</p>	X	X	X		Mol and Union of Municipalities of Turkey	European Commission	Human Resources	130.000
								Travel	18.616	
								Other	79.630	
		<p>4. Improvement of Municipal Coordination & Cooperation</p> <p>4.1 Promotion of municipal partnerships</p> <p>4.2 Pilot Actions on Municipal Partnerships</p>	X	X	X		Mol and Union of Municipalities of Turkey	European Commission	Human Resources	136.033
								Travel	19.480	
								Other	83.326	
		<p>5. Capacity Enhancement at the Mol</p> <p>5.1 Functional & organizational improvements</p> <p>5.2 Assessment of existing investment programmes</p> <p>5.3 Development of an online MIS</p> <p>5.5. International Study Tours</p>	X	X	X		Mol	European Commission	Human Resources	134.717
								Travel	19.291	
								Other	82.520	
								GMS (7%)	87.885	
TOTAL									1,343,388	

*The contributions of the EC will be managed in accordance with the standard General Conditions of the Contribution Agreement between CFCU (representing EC as the contracting authority) and UNDP. CFCU will channel EC's contributions in Euro's the contributions will be recorded in UNDP's ERP systems in USD

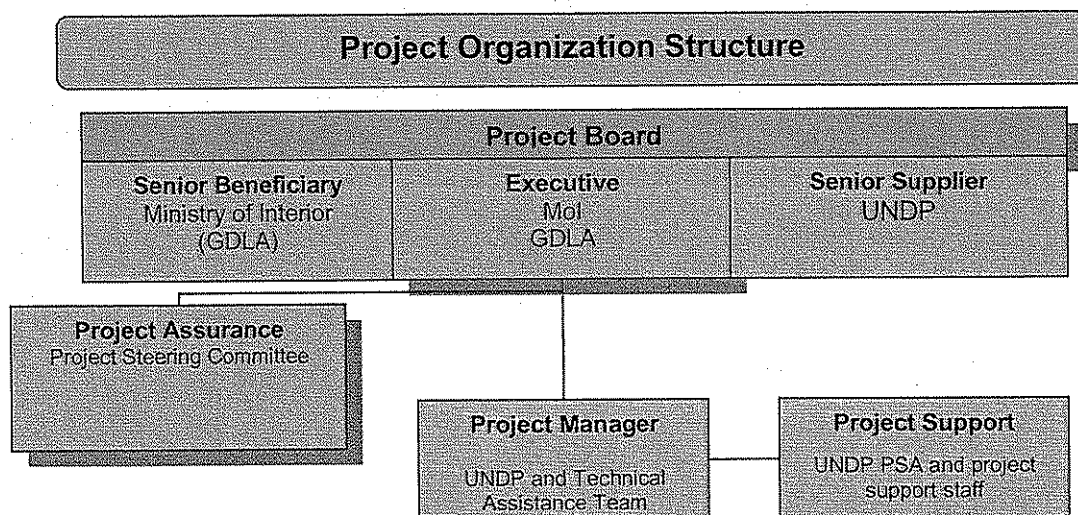
II MANAGEMENT ARRANGEMENTS

The Ministry of Interior, General Directorate for Local Authorities (GDLA) will be the leading beneficiary institution, responsible for the technical implementation of the project activities. The General Directorate for Local Authorities (GDLA) is, in accordance with the Law n. 3152, of 14/2/1985, one of the six "main service units" of the Ministry of Interior.

GDLA is managed by a General Director, assisted by three Deputy General Directors. In the organizational structure of GDLA there are 7 Department Heads, plus a Head of LA Controllers. This central structure also co-ordinates the work of 81 LA Directorates, a unit that exists in all provincial governorships. Eventually, at District level (875 Districts) local administration affairs are under the direct responsibility of the District Governor. Other units of the Ministry do also hold some specific responsibilities with regards to local administrations. For instance, the Board of Inspection.

The Union of Municipalities of Turkey (TBB) will be co-beneficiary of the project, especially for activities envisaged under Results 2 and 4. The Union of Municipalities of Turkey (TBB) is the sole nation-wide Union representing the interests of all Municipalities in Turkey, which are "natural" members of the Union (mandatory membership). Unions of local authorities are, in Turkey, full-fledged public entities. TBB has a President and Executive Board elected by a General Assembly and is managed by a Secretary-General who is the head of a secretariat of around 20 staff.

In addition to the national Union of Municipalities, there is a National Union of Special Provincial Administrations and a number of Regional Unions of Municipalities. Although not all of these latter ones are active in practice (only a dozen), they are based in voluntary membership and therefore are closer, in its foundational principles, to the Associations of local authorities in the EU countries.



Mol will set up a Project Coordination Unit (PCU), adequately staffed and having all necessary premises and logistical support (office space, furniture, equipment, and access to telephone, fax, internet, etc.). The PCU will consist of 3 staff provided by the Ministry. The project will be coordinated by a Programme Director appointed by the Mol. The Program Director will also task relevant staff from the General Directorate of Local Administration to backstop the work of the Chief Technical Adviser and the UNDP Technical Assistance Team. Technical Assistance Team will closely work with PCU. For day-to-day interactions CTA and PCU Director will be the main contact points.

Mol will facilitate establishment of a Project Steering Committee (PSC), which will review progress, provide macro-level inputs for successful realization of the project, and act as platform for promoting inter-agency cooperation and collaboration. The PSC will be chaired by the Deputy Undersecretary of Mol and will consist of Ministry officials (at the level of Deputy General Director or Head of Department: Board of Inspection, Strategy Development Department, Education Department), State Planning Organization (1); TBB (1); Prime Ministry (Administration Development & Reform Department); Ministry of Finance (2); Bank of Provinces (1); and EUSG (1). Other organizations might be invited to the PSC Meetings if there is need to be determined upon development of meeting agendas. CFCU and ECD (Delegation of the European Commission to Turkey) will also participate in the Committee as observers. UNDP and UNDP/TAT will also attend the meetings. The Committee will meet semi-annually to monitor and evaluate the progress of the Project and to make strategic recommendations. The secretarial work of the Steering Committee will be carried out by Mol, and meetings will held at Mol premises.

In terms of audit arrangements and intellectual property rights and use of logo on the project's deliverables the general conditions and special conditions of the contribution agreement to be signed between CFCU and the UNDP will apply.

III MONITORING AND EVALUATION FRAMEWORK

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Additionally the following reports will be developed by UNDP to allow project partners to monitor the progress of the Project:

- **Inception Report:** Within 8 weeks of commencement of the Project, UNDP will prepare and submit for approval an inception report to the CFCU and the Ministry including a copy to the ECD, outlining the general approach, methodology and timetable for preparation and implementation of all activities funded under the Project. The inception report will include a work plan for the first year's activities and expenditures and a detailed work plan for the next 6 months. The addressees of the inception report will comment on or approve/clear the inception report in 2 weeks in writing.
- **Monthly Reports:** UNDP/TAT (Technical Assistance Team) will prepare brief monthly reports to be discussed at the Monthly Management Meetings, described above. The monthly progress reports will elaborate on the technical aspects of the project and be informative enough to allow readers to monitor progress. Monthly progress reports are to be produced for information purposes, not necessarily for clearance and approval.
- **Quarterly Progress Reports:** UNDP/TAT will prepare and submit for approval quarterly progress reports to the CFCU and the Ministry including a copy to the ECD. Each report will include a detailed narrative discussion of the progress achieved in the reporting period and a detailed work plan for the following reporting period. These reports will be the basis of discussions at the Steering Committee, described above.
- **Financial Reports:** Financial reports will be prepared and submitted by UNDP to the CFCU including a copy to the Ministry and the ECD at the time of requests for payment for further pre-financing as defined in Special Conditions.

QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1: The capacity of the Ministry of Interior strengthened to implement the local administration reform programme		
Activity Result 1 (Atlas Activity ID)	Capacity Building at the Local Authorities	Start Date: June 2009 End Date: September 2011
Purpose	To strengthen the capacity of the elected representatives and professional managers and staff of local authorities" on the following topics: (1) Service delivery (performance, quality, standardization), with particular emphasis on gender mainstreaming including gender sensitive planning and budgeting; and on protection of environment through various means including but not limited to energy efficiency, (2) Strategic planning, multi-year budgeting and investment planning; (3) Financial management and control including audit, and (4) Identification, formulation and management of projects aimed at sustainable social and economic development of local communities.	
Description	The following actions will be taken: 1.1 Needs Assessment 1.2 Development of Training Strategies 1.3 Delivery of Training Programmes 1.4 Pilot actions on municipal management and service improvement	
Quality Criteria	Quality Method	Date of Assessment
A Training Strategy for the LA staff, complete with a proposal on institutional framework	Project Progress reports and strategy paper	12 th Month
1000 first-time elected local politicians trained	Training materials and participation lists	12 th and 18 th Months
Training programme for a group of 200-300 local administration managers delivered	Training materials and participation lists	12 th , 18 th and 24 th Months
A Municipal Service Standardisation Manual developed	Project Progress reports and manual	18 th Months
11 pilot actions on municipal services and financial management	Project progress reports	12 th , 18 th and 24 th Months

OUTPUT 1: The capacity of the Ministry of Interior strengthened to implement the local administration reform programme		
Activity Result 2 (Atlas Activity ID)	Capacity Building at the Unions of Local Authorities	Start Date: June 2009 End Date: September 2011
Purpose	Activity 2 (Capacity Building at the Unions of Local Authorities) and Activity 4 (Improvement of Municipal Coordination and Cooperation) complement each other in the sense that the earlier will mainly help TBB develop and "test drive" a communications strategy, and the latter will promote national and international inter-municipal partnerships	
Description	The following actions will be taken: 2.1. Development of Com. Strategy and AP 2.2. Implementation of Com. Strategy and AP 2.3. Communications Toolkit	
Quality Criteria	Quality Method	Date of Assessment
A Communications Strategy for Union of Municipalities of Turkey (TBB),	Progress reports and communication strategy	12 th Month
A Communications Toolkit	Progress reports and communications toolkit	18 th Month
A minimum of 5 workshops held for the execution of the communications action plan	Progress reports, participation lists	12 th , 18 th and 24 th Months

OUTPUT 1: The capacity of the Ministry of Interior strengthened to implement the local administration reform programme		
Activity Result 3 (Atlas Activity ID)	Strengthening Local Participatory Mechanisms (LPM)	Start Date: June 2009 End Date: September 2011
Purpose	To strengthen the capacity of the "City Councils" and other participatory mechanisms to foster democracy, transparency, accountability and citizens' involvement in local administration.	
Description	The following actions will be taken: 3.1. Development of a strategy for promotion of LPMs 3.2. Pilot Actions on Participatory Mechanisms	
Quality Criteria	Quality Method	Date of Assessment
A Strategy for Promotion of LPMs	Progress reports and strategy paper	12 th Month
10 pilot actions on participatory mechanisms	Progress reports,	12 th , 18 th and 24 th Months

OUTPUT 1: The capacity of the Ministry of Interior strengthened to implement the local administration reform programme		
Activity Result 4 (Atlas Activity ID)	Improvement of Municipal Coordination & Cooperation	Start Date: June 2009 End Date: September 2011
Purpose	<p>"To increase the number and broaden the scope of twinning arrangements between Turkish and European municipalities as a means to improve their performance in participatory management of public affairs, public services provision and economic and social development promotion."</p> <p>"To increase the number and broaden the scope of cooperation between Turkish municipalities as a means to improve their performance in public service delivery provision and economic and social development promotion."</p>	
Description	<p>The following actions will be taken:</p> <p>4.1 Promotion of municipal partnerships 4.2 Pilot Actions on Municipal Partnerships</p>	
Quality Criteria	Quality Method	Date of Assessment
5 Training Programmes and/or Capacity Improvement Events for 40 participants, in total,	Progress reports and Participation lists	12 th , 18 th and 24 th Months
A National Guideline and information base for international partnerships	Progress reports and Guideline	12 th , 18 th and 24 th Months
8 Regional Conferences on municipal partnerships	Participation lists	12 th , 18 th and 24 th Months
10 pilot actions on municipal partnerships	Progress reports	12 th , 18 th and 24 th Months

OUTPUT 1: The capacity of the Ministry of Interior strengthened to implement the local administration reform programme		
Activity Result 5 (Atlas Activity ID)	Capacity Enhancement at the MoI	Start Date: June 2009 End Date: September 2011
Purpose	<p>To enhance the Ministry's capacity by implementation of the recommendations of analyses carried out within the first phase of the Project (LAR 1, 2005 – 2007) and as per the emerging needs of the Ministry.</p>	
Description	<p>The following actions will be taken:</p> <p>5.1 Functional & organizational improvements 5.2 Assessment of existing investment programmes 5.3 Development of an online MIS 5.5. International Study Tours</p>	
Quality Criteria	Quality Method	Date of Assessment
An in-service training programme for GDLA	Progress reports and Participation lists	12 th , 18 th and 24 th Months
Training programmes delivered for 50 MoI Inspectors, 100 Local Administration Controllers, 81 heads of local administration directorates in governorships and other general administration staff of GDLA	Progress reports and Participation lists	12 th , 18 th and 24 th Months
A detailed Terms of Reference for improvement of YERELBILGI and BEPER developed,	Progress reports and the ToR	12 th , 18 th and 24 th Months
International Study Tours for 20 participants from the Ministry and the TBB	Progress reports and Participation lists	12 th , 18 th and 24 th Months
Online Financial and Administrative Management Information System	Progress reports & Online Financial and Administrative MIS	12 th , 18 th and 24 th Months

IV LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document

Annexes

Annex 1: Risk Log

Annex 2: Terms of Reference of Key Personnel

Annex 3: Lessons Learned from First Phase of LAR

Annex 4: [Draft] Contribution Agreement (UNDP and CFCU) and annexes

Annex 1: Risk Log

Project Title: Support to Local Administration Reform Programme (Phase 2)		Award ID:		Date: March 31, 2009	
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / High response	Owner	Submitted/ updated by	Last Update	Status
1	Lack of political commitment of the government to the decentralization of the public administration system in Turkey with the strengthening of local self governments.	March 2009	Political	Potential effect: The impact of the project will decrease: P = 1 I = 4	UNDP CO management will take action by holding meetings with the top level official and politicians	Programme Manager	Project Advisor	(In Atlas, automatically recorded)	No change
2	Local authorities not willing to cooperate and not ready for the assistance as foreseen by the project intervention.	March 2009	Political	Potential effect: The impact of the project will decrease: P = 2 I = 4	Mol will be asked to intervene and select local authorities that are willing and possess the potential to be role models	Programme Manager	Project Advisor	(In Atlas, automatically recorded)	No change
3	Central administration do not support the strengthening of the Unions of LAs as key partners in the implementation of the LAR	March 2009	Political	Potential effect: The impact of the project will decrease: P = 2 I = 4	UNDP's top management will hold meetings with the concerned parties	Programme Manager	Project Advisor	(In Atlas, automatically recorded)	No change
4	Lack of support by the government & EU institutions for strengthening dialogue and cooperation	March 2009	Political	Potential effect: The impact of the project will decrease: P = 2 I = 4	UNDP's top management will hold meetings with the concerned parties	Programme Manager	Project Advisor	(In Atlas, automatically recorded)	No change
5	Trained staff members do not remain in their posts during the entire duration of the Project.	March 2009	Organizational	Potential effect: The impact of the project will decrease: P = 2 I = 4	Mol will be asked to intervene & select staff members that have the possibility to use the skills and capabilities to be installed by the Project	Programme Manager	Project Advisor	(In Atlas, automatically recorded)	No change

Annex 2: Terms of Reference of the Key Personnel

Technical assistance team will be composed of 4 key experts (KE), 1 project manager (on a part-time basis), 1 project associate, 1 contracts and procurement assistant and 2 project assistants. All the members of the TAT will be stationed in Ankara at the project office. The Project team will also include a secretary and a driver/messenger to work at the project office in Ankara.

KE1: Chief Technical Advisor (CTA)

Job Description: Reporting to the Democratic Governance Programme Manager of UNDP., CTA will be the main contact point of the National Programme Director to be appointed by the MoI. The CTA will:

- Provide strategic advice and technical inputs for proper implementation of the Project, although his/her inputs and advice will be required for all the components of the Project, the CTA will allocate a significant portion of his/her time to Component 5 (Capacity Enhancement at the MOI)
- In coordination with the other key experts and the Project Manager develops work plans and resource schedules,
- In coordination with the other key experts and the Project Manager develops contractual reports, i.e. inception report, progress reports, final report.
- Develop profiles and job descriptions for the short-term experts to be mobilised by UNDP, support UNDP for identification of these experts,
- Review all the technical outputs (e.g. reports etc.) to be generated within the scope of the Project, and improve and/or ensure improvement of such reports in accordance with the expectations of the MoI and UNDP,

Qualifications:

- University degree in public administration, law, management or economy (or equivalent);
- Fluency in English is required, Turkish is an asset;
- Full computer literacy

General:

- Preferably 15 years of professional experience in the fields relevant to the Project, but a minimum of 10 years of professional experience is required,
- Preferably 10 years of international experience, but a minimum of 5 years of international experience in the fields relevant to the Project is required,

Specific Professional Experience

- Specific experience in provision of technical assistance on implementation of local administration reform initiatives and/or democratic governance,
- Experience in local administration reform and/or improvement processes in the EU countries,
- In-depth knowledge of EU practices on local administrations and of best practices,
- Experience in organisational and functional reviews, analysis of organisation processes, and process management and improvement
- Experience in key expert positions in at least 2 international projects of similar scope, experience as team leader is an asset

Duration: 27 working/months

KE2: Senior Expert on Municipal Management & Services (SEMMS)

Job Description: SEMMS reports to the Democratic Governance Programme Manager of UNDP. He/she will provide technical assistance and advice for proper implementation of Component 1 (Capacity Enhancement at the Local Authorities). This also includes the 11 pilot projects to be executed under Component 1, and provision of support for the pilot action on development of service standards. S/he will also provide technical inputs to the other activities of the project through injecting lessons learned from the pilot projects to other components and vice a versa. Additionally the SEMMS will:

- Develop work plans, resource schedules, specifically for Component 1
- Develop the relevant sections (i.e. sections on Component 1) of the contractual reports (e.g. inception report, progress reports, final report etc.)
- Develop profiles and job descriptions for the short-term experts to be mobilised by UNDP, support UNDP for identification of these experts,
- Review all the technical outputs (e.g. reports etc.) to be generated within the scope of Component 1, and improve and/or ensure improvement of such reports in accordance with the expectations of the MoI and UNDP,
- Work in close cooperation with the local authorities (especially those selected as pilots)

Qualifications

- University degree in international relations, public administration, law, or economy;
- Fluency in English and preferably Turkish
- Full computer literacy,

General Professional Experience

- Minimum 10 years of professional experience in the fields relevant to the Project,
- At least 5 years of international experience in the fields relevant to the Project,

Specific Professional Experience

- Specific experience on public finance, development of multi-annual plans/budgets etc,
- Experience in municipal management and services,
- In-depth knowledge of EU practices on local administrations and of best practices,
- Experience in organisational and functional reviews, analysis of organisation processes, and process management and improvement
- Experience in at least 2 international projects of similar scope

Duration: 27 working/months

KE3: Senior Expert on Municipal Partnerships (SEMP)

Job Description: SEMP reports to the Democratic Governance Programme Manager of UNDP . He/she will provide technical assistance and advice for proper implementation of Component 2 and Component 4. This also includes the pilot projects to be executed under Component 4. S/he will also provide technical inputs to the other activities of the project through injecting lessons learned from the pilot projects to other components and vice a versa. Additionally the SEMP will:

- Develop work plans, resource schedules, specifically for Component 2 and Component 4
- Develop the relevant sections (i.e. sections on Component 2 and Component 4) of the contractual reports, i.e. inception report, progress reports, final report
- Develop profiles and job descriptions for the short-term experts to be mobilised by UNDP, support UNDP for identification of these experts,
- Review all the technical outputs (e.g. reports) to be generated within the scope of Component 2 and Component 4, and improve and/or ensure improvement of such reports in accordance with the expectations of the MoI and UNDP,
- Work in close cooperation with the local authorities (especially those selected as pilots)

Qualifications

- University degree in international relations, public administration, law, or economy;
- Fluency in English and Turkish
- Full computer literacy,

General Professional Experience

- Minimum 10 years of professional experience in the fields relevant to the Project,
- At least 5 years of international experience in the fields relevant to the Project,

Specific Professional Experience

- Specific experience on domestic and international municipal partnerships,
- Working knowledge of unions of local authorities,
- In-depth knowledge of EU practices on local administrations and of best practices,
- Experience in at least 2 international projects of similar scope

Duration: 27 working/months

KE4: Senior Expert on Participatory and Inclusive Processes and Democratisation (SEPIP)

Job Description SEPIP reports to the Democratic Governance Programme Manager of UNDP. He/she will provide technical assistance and advice for proper implementation of Component 3, which also includes the pilot projects to be executed, and will also support CTA on Component 1 and the SEMP on Component 2. S/he will also provide technical inputs to the other activities of the project through injecting lessons learned from the pilot projects to other components and vice versa. Additionally the SEPIP will:

- Develop work plans, resource schedules, specifically for Component 3
- Develop the relevant sections (i.e. sections on Component 3) of the contractual reports, i.e. inception report, progress reports, final report
- Develop profiles and job descriptions for the short-term experts to be mobilised by UNDP, support UNDP for identification of these experts,
- Review all the technical outputs (e.g. reports) to be generated within the scope of Component 3, and improve and/or ensure improvement of such reports in accordance with the expectations of the MoI and UNDP,

Work in close cooperation with the local authorities, civil society organisations and similar, particularly those of in the pilots

Qualifications

- University degree in international relations, public administration, law, or economy;
- Fluency in English, Turkish is an asset,
- Full computer literacy,

General Professional Experience

- Minimum 10 years of professional experience in the fields relevant to the Project,
- At least 5 years of international experience in the fields relevant to the Project,

Specific Professional Experience

- Specific experience on and working knowledge of establishment local participatory processes,
- Experience in multi-stakeholder consultation processes, conflict and change management, reconciliation and consensus-seeking,
- Working knowledge of Local Agenda 21 or similar initiatives,
- In-depth knowledge of EU practices on local administrations and of best practices,
- Experience in at least 2 international projects of similar scope.

Duration: 27 working/months

Project Manager (PM)

The project manager will be in charge of managing operational issues, i.e. mobilisation of short-term experts, procurement, payments as well as managing contractual relations with the Contracting Authority. S/he will ensure that all reporting be carried as defined in the General Conditions, i.e. Annex II General Conditions applicable to European Community contribution agreements with international organisations. S/he will provide on average one third of his/her working time for the Project.

Qualifications and skills:

- He/she shall be a university graduate with degree in political/administrative sciences, engineering advanced degrees preferred.

- Full proficiency in Turkish and English, and computer literacy are required.

General professional experience:

- He/she should have a minimum of five (5) years of professional experience,
- He/she should have a minimum of three (3) years of international experience,

Specific professional experience:

- S/he is expected to have experience of working with international organizations, ideally not less than 3 years;
- S/he is expected to have experience of working with governmental organizations, ideally not less than 3 years;
- S/he is expected to have experience in working with local administrations ideally not less than 3 years.

Duration: 27 working/months

Project Associate (27 months)

The project associate is an experienced support staff that will mainly support the CTA. More specifically the PAS will:

- Work in close cooperation with the CTA,
- Support the CTA in all day-to-day activities, including taking appointments from the relevant authorities, accompanying CTA in all meetings, taking notes in the meetings, developing minutes of meetings,
- Develop terms of reference for short-term experts to be mobilized within the scope of the Project, participate (if need be) in evaluation processes,
- Keep in close contact with the short-term experts in order to monitor the services to be delivered by such experts,
- Provide soft assistance to the CTA's counterparts at the Mol and other key experts, as deemed necessary by the CTA.
- Support the Project Manager in development of substance (i.e. technical parts) of contractual reports,
- Monitor the outputs of the short-term experts and ensure that all short-term experts deliver their reports in a timely manner, be provided with timely feedback by the TAT, UNDP or Mol,
- Fulfil other project-related duties as assigned by the CTA,
- Report to the CTA

Qualifications and skills:

- He/she shall be a university graduate with degree in political/administrative sciences, advanced degrees preferred.
- Full proficiency in Turkish and English, and computer literacy are required.
- General professional experience:
- He/she should have a minimum of 4 (four) years of professional experience,
- He/she should have a minimum of 2 (two) years of international experience,

Specific professional experience:

- S/he is expected to have experience of working with international organizations;
- S/he is expected to have experience of working with governmental organizations;
- S/he is expected to have experience in similar settings, i.e. international projects;

Contracts and Procurement Assistant

The Procurement and Finance Assistant will be responsible for keeping the accounts and doing the financial reporting of all Project activities in coordination with the PM. When necessary, s/he will also be stationed at the UNDP CO premises.

The incumbent's duties include:

- Keep the accounts and maintain adequate records for all expenditures incurred,
- Develop regular expenditure reports and update the PM on the financial standing of the Project
- Facilitate project-based internal and external financial assessment(s) (if any),
- Liaise with the UNDP Procurement Associate for certain purchases under the project, and develop and submit annual procurement plans,

- Liaise with the UNDP Programme Manager and HR Associate for contracting of short-term experts.

S/he should have a university degree, and at least 2 years of specialised experience in the related field. He/she should possess excellent computer skills including Word, Excel. Knowledge of functioning of online ERP systems is an asset.

Duration: 27 working/months

Project Assistants (2)

Two project assistants will be hired for providing the technical assistance team with sufficient administrative support. In addition to their daily routine, project assistants will also fulfil the tasks to be assigned by CTA and/or PM. The assistants will be tasked to assist the experts (including STEs) who cannot speak Turkish to interact with the Project's stakeholders most of whom are not fluent in English. In addition to the assistants some interpretation and translation services for more professional work such as simultaneous interpretation in high-profile events and professional translation of legislative pieces. Qualifications and skills:

- He/she shall be a university degree in relevant field,
- Full proficiency in Turkish and English, and computer literacy are required.

General professional experience:

- He/she should have a minimum of 3 (three) years of experience,

Specific professional experience:

- S/he is expected to have experience of working with international organizations;
- S/he is expected to have experience in similar settings (i.e. international projects);

Duration: 54 working/months

Office Assistant (Secretary)

A secretary will be hired for providing logistical support to TAT.

Qualifications and skills:

- He/she shall be at least a degree from a tertiary education school,
- Full proficiency in Turkish and elementary English skills are required, computer literacy is a plus.

General professional experience:

- He/she should have a minimum of 5 (five) years of experience,

Specific professional experience:

- Experience in office management,
- Experience in similar working environments (int'l) and undertaking driver/messenger duties;

Duration: 27 working/months

Driver/Messenger

The Driver/Messenger will also report directly to the CTA. He/she will fulfil logistical duties notably in regards to delivery of documentation and official carrier services as well as for driving the designated car for official duty travel. The Driver/Messenger also delivers office tasks related to office maintenance and ad hoc small cleaning and servicing works.

Qualifications

The Driver/Messenger is expected to have a certification of literacy. He/she should have a valid drivers' license. S/he is expected to know the local road conditions and directions very well so as not to need any assistance.

Annex 3: Lessons Learned from First Phase of LAR

General Directorate of Local Authorities acquired an important experience with the first phase of LAR project on working with the EU and on project management. This is an important contribution to strengthening the capacity of the general directorate and the experience will set an example for future projects. The Project highlights the importance of having an institutionalized capacity for the General Directorate of Local Authorities in policy formulation, implementation and evaluation. It also highlights the importance of more frequent cooperation with relevant units of the Ministry, particularly the Board of Controllers in the field of data collection, evaluation and training.

Need for a training programme including the representatives of certain civil society organisations for enhancing the role of civil society in the decision making process in order to make progress in the fields of participation, transparency and accountability is an important learned lessons of the implementation process.

The very limited expertise in Turkey in the private sector for the provision of local government trainings made it compulsory to employ civil servants as trainers for the training programmes. During the implementation of the first phase, controllers play a very important role in the training programmes. This experience highlights the importance of establishing a trainer group within the ministry, particularly from the members of the Board of Controllers, and if possible from the Board of Inspectors.

A well developed training programme that is carried out with expert trainers turns out to be highly effective for local governments. The evaluations made by the participants at the end of the training programmes shows that almost all trainees had highly benefited from the programme. However, it is also stressed that the managers in other units of local governments and especially those who are spending authorities and managers preparing expenditure documents should receive similar trainings.

The number of local government personnel trained within the scope of the project is limited compared to the size of local governments in Turkey with more than 200.000 personnel. The fact that the number of local government personnel trained within the scope of the project is limited with 500 people created the difficulty of having to make a decision on what type of personnel should be trained from which local governments. It became apparent that the elected officials, especially the members of budget commissions, strategic plan commissions and audit commissions also need to receive training. Taking into consideration that the importance of the special provincial administrations will gradually increase, a specific training programme needs to be developed for special provincial administrations. Due to the same limitation, the training programme developed within the scope of the project could not be delivered in all regions of Turkey. For the same reason, the personnel working at metropolitan municipalities, which are making two thirds of the municipal expenditures, could not be sufficiently trained, especially in terms of financial management. The Ministry of Interior, relying on these lessons, concluded that financial management training for municipalities needs be continued; but trainings should not be limited only to this topic but needs to be diversified in various fields such as land development, tourism, environment, health, education, earthquake and crisis management. Adoption of a context-specific approach, that is the need of developing trainings in accordance with the different characteristics of municipalities is another consensual conclusion of the beneficiary.