

## **TERMS OF REFERENCE**

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

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

## **1 BACKGROUND**

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IPA II Indicative Strategy Paper for Turkey (2014-2020) targets the improvement of Public Administration Reform (PAR) coordination, policy-making, civil service and public administration organization and governance and service delivery to citizens and businesses, including at local level.

The new legislation adopted in the past years in the field of local administration, has expanded the scope of the responsibilities of local administrations in the provision of public services, as well as in the promotion of the social and economic development of the relevant communities.

Relevant to the recent developments in the field, the 10<sup>th</sup> National Development Plan, put into effect in June 2013, underlines the negative effect of lack of technical and institutional capacities at the local level on quality and efficiency of local service delivery, while reiterating the importance of increasing institutional capacities of the new metropolitan municipalities (MMs) established in accordance with the Law No. 6360. The Plan also highlights the importance of deploying participatory tools in local administrations in order to support further reforms on including non-governmental organizations, private sector and unorganized civil society to local decision-making processes. In this vein, the 10<sup>th</sup> National Development Plan focuses on identification of priorities at the local level and efficient use of local resources as it identifies the main beneficiaries of the Plan as local authorities, MMs, universities, professional organizations and NGOs. In specific terms, the following objectives for LAR under the Plan are entrusted to the coordination of Ministry of Interior (MoI):

- Increased efficiency in local service delivery,
- Strengthened capacities of local administrations in terms of human resources, management and strategic planning,
- Strengthened capacities of local administrations in terms of project management,
- Enhanced inclusion of universities, NGOs and professional organizations in local decision-making processes.

In line with the objectives of the 10<sup>th</sup> National Development Plan, the Strategic Plan of the MoI for 2015-2019 identifies the priorities and the core values of the MoI as; the rule of law, respect for human rights, transparency, commitment to ethic values, participation and delivery of efficient and good- quality services. The Strategic Plan highlights the importance of ensuring efficiency, effectiveness, participation, openness and accountability at local administrations as one of its main goals. The Strategic Plan sets five thematic areas and results as i) Establishing a peaceful environment via strengthening internal security services and coordination in accordance with human rights norms, ii) Increasing pace and quality of services provided by local authorities including governorates and district governorates, iii) Promoting development of civil society, iv) Deployment of information technologies as a facilitator in efficient provision of services and v) Increasing the pace and quality of the services provided by the MoI.

The Government of Turkey adopted the Strategy for Increasing Transparency and Strengthening the Fight against Corruption in 2010 and updated the Strategy in 2016. One of the strategic objectives of the referred Strategy also focuses on increase of institutional capacities of local administrations, strengthening decentralization and democracy by ensuring attendance and transparency. Currently, the local authorities are obliged to develop their own websites and disclose the important decisions taken at the referred websites for a period of 15 days.

In the scope of the LAR-II, a white paper was developed for the MoI, which outlines the short, medium- and long-term policy options to be pursued to have a full-fledged LAR in the scope of Turkey's EU Accession process. This Project addresses to the short-and medium-term policies those will form the basis of long-term policy options for the Government of Turkey. Besides, the Project at hand represents a continuum of the first and second phases of EU-funded LAR projects, in the scope of which required legislative framework were improved and put into place through phased approach. Besides, this Project, which is the third phase of LAR, will also address the needs that will be explored for effective implementation of the metropolitan municipality model that was introduced after the completion of LAR-II.

With a view to further support implementation of Local Administration Reform in Turkey, MoI and UNDP collaborated on design and implementation of the third phase of the LAR Project. In this sense, Local Administration Reform Phase III Project is an EU-funded technical assistance project.

Within the scope of a Direct Grant Agreement, signed between Central Finance and Contracts Unit (CFCU) and UNDP and endorsed by Delegation of the European Union to Turkey (EUD), MoI General Directorate for Provincial Administrations (MoI/GDPA) will be the executive agency of the Project and will work closely with Ministry of Environment and Urbanization (MoEU/GDLA) to achieve the expected outputs. In that respect, the implementing partners of the Project are Ministry of Environment and Urbanization (MoEU), Ministry of Treasury and Finance (MoTF) and Union of Municipalities of Turkey (UMT).

The overall objective of the Project is to ensure effective, inclusive, accountable and participatory local governance in Turkey, in particular through support to further implementation of the LARs undertaken between 2003-2013, in line with international standards. The specific objective of the project is to develop and strengthen the administrative capacity and cooperation of MoI, MoEU and Local Authorities themselves in the task of ensuring the effective implementation of the new local administration model in line with principles of democratic governance.

The Project aims to achieve the following results:

- Administrative and operational capacities for efficient provision of local services enhanced,
- Administrative and operational capacities of the local authorities for the implementation of new Metropolitan Municipality Model strengthened,
- Institutional capacity of the local authorities in terms of service delivery and adoption of the principles of democratic governance enhanced,
- Public awareness on urbanization enhanced through institutional and individual capacity enhancement programmes,
- Efficiency of the local services enhanced through online managements systems.

LAR Phase III is composed of three components:

### **Component 1- Effective Local Service Delivery:**

The main objective of Component 1 is to provide support and recommendations to the MoI and MoEU for the development of draft legislations, which will enable MoI and MoEU and their staff as well as local administrators (mayors; deputy mayors; heads of the clerk's department, the financial services department and the planning departments of municipalities) to exercise effective local service delivery methods in the overall local administration scheme.

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

The main objective of Component 2 is to assess the impact of municipal legislation and enhance the institutional capacity of the local authorities responding to the new responsibilities they are to undertake with the enforcement of new Metropolitan Municipality Model in 2012. In addition, the needs for transparent processes at local authorities will be addressed in the scope of Component 2.

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

The MoI initiated two important databases with YEREL BILGI and BEPER Projects in the past, one of which is not in use anymore. YEREL BILGI aims to provide information about local administrations, special provincial administrations, their corporations, municipalities and corporations belonging to municipalities, district governorates, villages, and associations affiliated to GDLA through a single database. With this Component, the Project will contribute to improved flow of information and increased accessibility of the available data produced in the form of secondary legislation, decrees and decisions, both at the national and local levels and within the country. Under the current state of functioning, there is no systematic that enables to access all relevant and updated data which prevent to make decisions in a holistic way. MoEU holds its new responsibilities concerning the local authorities after the introduction of the presidential system of government in July 2018 and the Project will address the effective communication flow within the departments of the MoEU as well as update of the YEREL BILGI in a way to ensure its linkage with the local. In addition, the technical capacity for effective use of YEREL BILGI will be enhanced and relevant MoI staff will transfer the accumulated knowledge to the staff of MoEU.

Against this background architecture of project components and activities are as the following:

Local Administration Reform Project in Turkey- LAR III		
Overall Objective		
to ensure effective, inclusive, accountable and participatory local governance in Turkey, in particular through support to further implementation of the LARs undertaken between 2003-2013, in line with international standards		
Specific Objective		
To develop and strengthen the administrative capacity and cooperation of Turkish MoI, MoEU and Local Authorities themselves in the task of ensuring the effective implementation of the new local administration model in line with principles of democratic governance.		
Component 1: Effective Local Service Delivery	Component 2: Capacity Building for New Metropolitan Municipality Model and Inclusive Local Governance Processes	Component 3: Online Management Information Systems
R.1.1. Administrative and operational capacities for efficient provision of local services enhanced	R.2.1. Administrative and operational capacities of the local authorities for the implementation of new Metropolitan Municipality Model strengthened,	R.3.1. Efficiency of the local services enhanced through online managements systems.
A.1.1.1. Establish a Support Group on Legislation Drafting Process of MoI and MoEU (SGL) and Consultative Group of Local Authorities (CGLA)	A.2.1.1. Assess the impact of the implementation of legislation on local authorities	A.3.1.1 Develop a software to facilitate the communication flow within the departments of the MoEU
A.1.1.2. Develop recommendations for the development of a draft legislation for strengthening the loan system of local authorities through assessment of country experiences	A.2.1.2. Develop a software system for monitoring of the progress against the implementation of reforms in local administration	A.3.1.2. Update of the YEREL BILGI Project management system in the light of developed Software system
A.1.1.3. Develop recommendations for the development of a draft legislation for increasing the income of local authorities in line with other country experiences	A.2.1.3. Develop modelling for the implementation of new Metropolitan Municipality Model in different contexts and enhance cooperation and collaboration among the MM based on the modeling developed	A.3.1.3. Develop a user-friendly guideline for the use and update of the system
A.1.1.4. Develop recommendations for amendment of the relevant provisions of the Law No: 3572 and Regulation for Business License	A.2.1.4. Develop and Deliver Customized General Management and Job Skills Training Modules for the Use of the GDLA/MoEU and GDPA/MoI to be delivered to new MM	A.3.1.4. Deliver tailor-made trainings to the staff of MoI on effective use of the software system in alignment with YEREL BILGI management system
A.1.1.5. Develop the standards and principles for the establishment of an effective human resources management system in local administrations	A.2.1.5. Conduct a study on the projection of new local administration system, which will be introduced with the abolishment of special provincial administrations in accordance with the Law No: 6360	
A.1.1.6. Develop the service standards ensuring the MMs and its District Municipalities to use 10% of their budgets for the infrastructure works in rural areas (as defined in the Law No: 6360)	A.2.1.6. Conduct a current situation analysis concerning the evolving role of neighbourhood management and road map for its improvement in light with the new local administration system, mainly the introduction of new MMs	
A.1.1.7. Develop a comparative assessment on effective collection of municipal accounts receivable	R.2.2. Institutional capacity of the local authorities in terms of service delivery and adoption of the principles of democratic governance enhanced,	
A.1.1.8. Develop a performance management system to be adopted in MMs and District Municipalities	A.2.2.1. Develop and implement local service delivery standards in order to simplify the processes for service provision	
A.1.1.9. Develop recommendations for the development of a draft legislation on the functioning of municipality-led enterprises in line with EU Member States experiences	A.2.2.2. Develop and Implement Participatory Local Governance Model for 14 new MMs	
A.1.1.10. Develop recommendations for the development of a draft legislation regulating the legal and institutional infrastructure of Water and Sewerage Administrations	A.2.2.3. Assess EU experiences with good practices and lessons learned for enhancing transparency and accountability in local authorities and develop recommendations to a draft secondary legislation for enhancing transparency and accountability in local authorities	
A.1.1.11. Conduct technical visits to 3 EU member states	A.2.2.4. Develop a policy paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils	
A.1.1.12. Develop recommendations for the development of a secondary legislation (regulation) for honours and ceremonies arranged by local authorities	R.2.3. Public awareness on urbanization enhanced through institutional and individual capacity enhancement programmes,	
A.1.1.13. Assess the impact born by localizing EU acquis on the work and responsibilities of local authorities in Turkey	A.2.3.1. Conduct Needs assessment for public awareness on urbanization targeting the disadvantaged groups (population affected by internal migration, youth, women, children)	
A.1.1.14. Develop and publish a full comparative assessment study on functioning of the local authorities	A.2.3.2. Design and implement capacity enhancement programs on urban awareness for the staff of Women Centers, Child Development Centers and other relevant social service units	
	A.2.3.3. Design and implement capacity enhancement programs on urban awareness to be delivered to selected staff of MM	

## 2 OBJECTIVE AND SCOPE OF THE ASSIGNMENT

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The objective of this assignment is to assist the Local Short-Term Expert on “Developing Standards and Principles for the Establishment of an Effective Human Resources Management System in Local Administrations” (Local IC) and the International Short-Term Expert on “Developing Standards and Principles for the Establishment of an Effective Human Resources Management System in Local Administrations” (International IC) for receiving high-quality technical consultancy and support services within the scope of Activity A.1.1.5. **“Develop the standards and principles for the establishment of an effective human resources management system in local administrations”** of Component 1 of the LARIII Project.

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

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

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

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

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

- Lack of number of qualified staff,
- Multiplicity of legislations in human resource management,
- The need for developing human resource management strategy by taking different municipal structures into consideration,
- Different interpretations of the same legislative documents,
- Lack of technical competences,
- Problems associated with staff employment,<sup>1</sup>
- The needs for developing a career development system and merit-based selection systems,
- The need for establishing career-based specialist positions specific to local governments,<sup>2</sup>
- The lack of adequate opportunities for in-house training,
- The reluctance by mayors to recruit staff through objective selection systems and develop tendency to select staff from their local political circles,

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<sup>1</sup> From Special Ad Hoc Committee Report on Local Governments (Report prepared as a background document for 11<sup>th</sup> 5-year Development 2019-2023)

<sup>2</sup> Development of career specialist system is regarded as an area of importance attached by MoEU. Not all positions in local governments are filled with career specialist. Only exemptions are some technical positions most important of which is being financial services specialist whose training programs and certifications are conducted by MoTF and local governments have to employ only those who passed such exams.

- The need for developing staff performance monitoring and evaluation systems complete with rewards and punishment mechanisms,
- The reluctance of young and talented college graduates to seek employment in local governments compared to central government offices due to political and economic (relatively lower pay prospect) reasons.

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

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

In this sense, an Individual Consultant (IC) will be mobilized as Local Junior Short-Term Expert on “Developing Standards and Principles for the Establishment of an Effective Human Resources Management System in Local Administrations” who will be expected to support the Project Team, as well as the Local IC and International IC within the scope of the Project activities, whose specific duties and responsibilities are stipulated within Article 4 and Article 6 of this Terms of Reference.

#### **Assignment Details for the IC Team**

The IC Team comprises: **i)** Local Junior Short-Term Expert on “Developing Standards and Principles for the Establishment of an Effective Human Resources Management System in Local Administrations”; **ii)** Local Short-Term Expert on “Developing Standards and Principles for the Establishment of an Effective Human Resources Management System in Local Administrations”; **iii)** International Short-Term Expert on “Developing Standards and Principles for the Establishment of an Effective Human Resources Management System in Local Administrations”.

- At the beginning of the assignment, the IC Team will conduct **a factfinding study** through number of meetings with MoI, MoEU, UMT and related central government offices such as PSB, MoTF and selected municipalities to assess and identify main challenges broadly described above and faced by municipalities in human resources management. The factfinding meetings will be organized by UNDP in the form of semi-structured online interviews. The IC Team will draft interview questions.
- Following factfinding review, the IC Team will prepare a “**Current Situation Analysis Report About the Current Stance and Functioning of Human Resource Management in Turkish Local Governments**” with insights from EU experiences. To this aim, comparative assessment report will include but not limited to following topics, **especially from standards setting perspectives**, to tackle with the problem areas enlisted above for Turkish municipalities,
  - Overall legislative practices in human resources,
  - Human resource planning,
  - Job classification and organization (norm cadres),
  - Differentiation on norm cadres by municipality type and/or size,
  - Staff recruitment (career based competitive exams vs. direct contracting),
  - Merit-based selection with particular focus on contracted ones,
  - Support to new employees (career development, planning – salary setting),
  - Staff training,
  - Staff promotion,
  - Monitoring and evaluating the performance of employees,
  - Incentive and disciplinary mechanisms,
  - Roles and responsibilities of human resources departments,
  - Attracting talented graduates for employment in Local Governments,
  - Gender policies in terms of hiring, career development and promotion of municipal staff.

This report will also propose **certain recommendations for improvements in the context of Human Resource Management in Local Governments benefitting from the inputs from factfinding interviews and insights from the International IC**. TAT will assist, guide and support the IC Team in developing the report.

Both draft reports will be completed at the same time. Then two reports will be merged into “**First Draft Report of Principles and Standards for Effective Human Resources in Turkish Local Administrations**” under the coordination of the International IC. This draft report will include recommendations of the International IC and the Local IC. Final editing of this report will be done by the International IC. This report will first be shared and discussed with the members of the CGLA in one of the monthly online meetings of CGLA, with a view of hearing the first reactions before revisioning of the report.

- Two 2-day **consultative meetings** in Ankara (or online, as deemed necessary by UNDP) will be organized with the participation of CGLA and other municipalities selected in consultation with the Beneficiaries (approximately 30 representatives in each, out of 20 will be coming out of Ankara) in order to discuss the first draft report on standards and principles.
- The IC Team will finalize “**Report on Principles and Standards for Effective Human Resources in Turkish Local Administrations**” and submit to the higher authorities of MoI and MoEU for their assessment and possible endorsement.
- PT will then submit the “**Final Report on Principles and Standards for Effective Human Resources in Turkish Local Administrations**” to MoI and MoEU for the dissemination and use of MMs and District Municipalities. In total, 100 hard copies and digital copies in Turkish will be produced and submitted to MoI and MoEU for further dissemination of the standards and principles via e-mail and/or Project website.

### 3 ACRONYMS AND ABBREVIATIONS

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Unless otherwise noted;

- LAR: Local Administration Reform
- UNDP: United Nations Development Programme
- MoI: Ministry of Interior
- MoTF: Ministry of Treasury and Finance
- MoEU: Ministry of Environment and Urbanization
- GDLA: General Directorate of Local Authorities
- UMT: Union of Municipalities of Turkey
- IC: Individual Consultant
- CO: UNDP Country Office in Turkey
- PSB: Presidency of Strategy and Budget
- PT: Project Team
- TAT: Technical Assistance Team
- STE: Short-Term Expert
- SGLDP: Support Group on Legislation Drafting Process
- CGLA: Consultative Group of Local Authorities
- IDG: Inclusive and Democratic Governance
- WS: Workshop
- ToT: Training of trainers
- MM: Metropolitan Municipality

## **4 DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT**

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The IC is expected to fulfil the following duties and responsibilities within the scope of the activities described in Article 2, the IC will be responsible of, including but not limited to the following tasks:

- i. Conducting desk research and literature review to feed the main reports.
- ii. Supporting the Local IC and the International IC in any related activity mentioned in Article 2.
- iii. Supporting communication between experts within the Project in accordance with the delivery programme.
- iv. Collection of primary and secondary data and data processing through IT systems (PMS, SPSS, etc.).
- v. Contribution to and participation in the field research activities if deemed necessary by UNDP and design/edit the draft questionnaire/interview forms.
- vi. Drafting, reviewing and editing activity reports and outputs produced within the scope of above-listed activities.
- vii. Making appointments for the meetings and helping identification of venues / participant contact lists.
- viii. Contribution to the preparation and production of outputs.
- ix. Planning and oversight of meetings and workshops, including receipt of participant confirmations.
- x. Contribution to the organization of online meetings/events.
- xi. Preparation of minutes of meetings, evaluation reports, etc. (both in Turkish and in English).
- xii. Ensuring application of EU visibility rules in awareness raising activities.
- xiii. Conducting consecutive / whisper interpretation / written translation, as deemed necessary by UNDP.
- xiv. Attending coordination meetings with the project stakeholders and presenting findings if requested by UNDP.
- xv. Assisting in preparation of schedules for interviews/focus group meetings and meeting agendas for selected MMs and District Municipalities and central government agencies, with the support of TAT and other experts of the Project.
- xvi. Any other tasks, in line with the duties and responsibilities stipulated throughout this Terms of Reference, to be requested by UNDP.

If required by UNDP, the IC may be requested to provide additional consultancy services on topics related to the above-listed areas for other activities of the Project.

The Individual Consultant is expected to establish a close cooperation with the consultants assigned to conduct the activities, assist them communicate effectively through written and spoken translation from English into Turkish or vice versa, if deemed necessary by UNDP. It is also essential to work in coordination with and under the overall guidance of the LAR III Project Team.

## **5 DUTIES AND RESPONSIBILITIES OF UNDP**

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

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



## 6 DELIVERABLES

The IC is expected to invest (at maximum) **25 person/days** for the completion of the services that will be requested through specific “Service Requests”.

The Assignment will include interim and final deliverables which will be identified throughout the execution of the contract. Deliverables will be identified in specific “Service Requests”.

The deliverables of the Individual Contractor shall be subject to approval of UNDP (Local Administration Reform Phase III Project Manager) within the deadlines to be set in the specific “Service Requests”.

**Reporting Language:** All reports should be submitted in Turkish, along with an Executive Summary. The final version of the main reports (or outputs as specified in Article 2 and Article 6) will be translated into English by UNDP for contractual purposes. The Individual Consultant is expected to check the content and proof-read both the English and Turkish versions of the translated documents.

**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 Individual Consultant 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:** The Individual Consultant should respect visibility rules applied in EU-funded projects which can be found in the link below:

[https://www.avrupa.info.tr/sites/default/files/2018-01/communication-visibility-requirements-2018\\_en\\_0.pdf](https://www.avrupa.info.tr/sites/default/files/2018-01/communication-visibility-requirements-2018_en_0.pdf)

## 7 REQUIRED QUALIFICATIONS

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

General Qualifications & Skills	Minimum Qualification Requirements	Assets
	University degree in public administration, business management, human resource management, economics, public finance, international relations, political science, law or other relevant fields of administrative and social sciences or any other relevant discipline	Advanced degree in public administration, business management, human resource management, economics, public finance, international relations, political science, law or other relevant fields of administrative and social sciences or any other relevant discipline
	Fluent written and spoken English and Turkish	
General Professional Experience	Minimum Qualification Requirements	Assets
	Minimum 5 years of general professional experience	More than 5 years of general professional experience
		Experience in at least 1 assignment/project in local administrations or at human resources department of institutions

		Experience in projects financed by EU, UN or similar international organizations
<b>Specific Professional Experience</b>	<b>Minimum Qualification Requirements</b>	<b>Assets</b>
	Experience in research projects including quantitative and qualitative research and/or analysis regarding public policies or public administration in at least 1 project/assignment	Experience in at least 1 project/assignment in civil service reform and/or human resources management in central/local governments
		Experience in drafting legal analysis papers or policy report preparation or strategic advice on development of the principles and standards on human resources management system

**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 22 February 2021 and is expected to be completed by 28 October 2021.

## **9 PLACE OF WORK**

Place of work for the assignment is Home-based and Ankara, Turkey. The costs to arise regarding flight tickets to be acquired by the Individual Consultant in order to join and leave the Duty Stations shall be borne by the Individual Consultant. The prospective ICs are expected to take this into consideration whilst determining their Daily Fee. The assignment may require travels to other provinces within Turkey with respect to project needs and the duties and responsibilities of the IC stated above.

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

The costs of these missions may either be;

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

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

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

## 10 PAYMENTS

The contract to be signed between UNDP and successful candidate will **not** entail a financial commitment from UNDP. UNDP's financial commitment will be established on an *ad-hoc* basis every time as services are officially requested by UNDP.

The Contract is based on a daily fee. For each specific service request, UNDP makes payments based on the total actual number of person/days worked for the respective specific service request.

"Individual Contractor Time Sheet" containing number of person/days worked and tasks completed, must be submitted by the Individual Contractor, duly approved by the responsible Project Manager, which shall serve as the basis for the payment of fees.

Payment terms and conditions will be specified in the specific service requests. Payment terms and conditions along with the daily fee rate (indicated in the contract) and number of person/days invested (***not to exceed maximum number of person/days in the service request***) will be the basis of payment to the IC. Payments will be made against submission of the deliverable(s) stipulated in the specific service requests by the IC and approval of such deliverables by UNDP. UNDP will cover pre-approved travel and accommodation costs of the IC when traveling outside of the Duty Stations and upon submission of relevant documentation.

The IC shall be paid in TRY, if he/she resides in Turkey. The IC shall be paid in USD through conversion of the TRY amount by the official UN exchange rate valid on the date of money transfer if he/she resides in a country different than Turkey. The amount paid to the expert shall be gross and inclusive of all associated costs such as social security, pension and income tax etc.

**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.