



## **TERMS OF REFERENCE**

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

#### **INDIVIDUAL CONSULTANCY FOR TRAINING NEEDS ASSESSMENT (TNA)**

##### **[JUNIOR TNA AND TRAINING STATISTICS EXPERT]**

## **1 BACKGROUND**

---

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

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

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

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

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

---

The objective of this Individual Consultancy is to receive high quality technical consultancy and support services within the scope of Result.2.3. “Public awareness on urbanization enhanced through institutional and individual capacity enhancement programmes” of Component 2, particularly on below-mentioned activities of the project.

In this sense, an Individual Consultant (IC) will be mobilized as “Junior TNA and Training Expert” who will be expected to support the Project Team and Senior Needs Assessment Expert within the scope of the activities of which details are explained below. Duties and responsibilities of the IC are defined in Article 4A and Article 5.

### ***A.2.3.1 Needs assessment for public awareness on urbanization targeting the disadvantaged groups (population affected by internal migration, youth, women, children)***

European Urban Charter highlights the need of policies that integrate rather than over-protect the disadvantaged persons. The SDG framework considers inclusivity as a cross-cutting issue and highlights it in most of the goals where relevant. Furthermore, the New Urban Agenda (NUA) introduces the right to the city approach to the UN Community. Although the NUA is not defining a right per se, it undoubtedly presents a global effort towards making cities just, inclusive, and equal. The issue was covered in the Urbanisme Forum in 2017, organized by the MoEU. The Commission on the Role of Local Administrations in the New Vision of Urbanisation recommends awareness raising for equal and fair access to services.

With this framework of global perspective, the activity aims at assessing the existing situation and proposing interventions to increase the awareness of the disadvantaged on urbanization. Based on the needs assessment study and additional research to be conducted, this activity will include preparation of the tailor-made capacity enhancement programmes to be realized in Activities 2.3.2 and 2.3.3.

- In order to measure the level of public awareness on urbanization, a **survey study** addressing the population affected by internal migration, youth, women, and children has been launched within the scope of Activity A.2.3.1. The number of expected interviewees is approximately 10.000, which would also represent citizens’ perspectives, including all referred population that is affected by urbanization in the 30 metropolitan provinces or national level. The interviews were made face-to-face by the surveyors, who are the staff of the professional company. The survey will approach to urban awareness, not only from a perspective of having knowledge on the intricacies of the urban. The content of the survey will be enriched by covering:
  - i. Concepts and issues regarding right to the city principle.
  - ii. Access to services, experience with the public administration, satisfaction from services and behavioural patterns.
  - iii. Friendliness concept such as women friendly city, youth friendly city, children friendly city etc.
- Based on the results of the survey, the needs for the public awareness raising interventions will be proposed by a **needs assessment report**, including the design and scope of the capacity development programs to be realized under A.2.3.2 and A.2.3.3. An overall evaluation of what municipalities offer to the disadvantaged groups is important in order to compare and mutually inspire from experiences. The reporting may be structured according to disadvantaged group profiles (all services offered to certain groups) and/or service domains. Further, there is a vast literature on the needs and demands of disadvantaged groups. A review of literature would contribute to the findings of the survey and development of the capacity enhancement programmes in Activities A.2.3.2 and A.2.3.3.

*(Outputs A.2.3.1: Survey Report and Needs Assessment Report on public awareness on urbanization)*

### ***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***

With this framework of global perspective, the activity aims at designing and implementing capacity enhancement programmes to increase the awareness of the disadvantaged segments of the population on urbanization. Based on the Needs Assessment Study and additional research to be conducted, this activity will include preparation and

implementation of tailor-made capacity enhancement programmes to train the relevant staff of social service units as trainers.

Tailor made training modules will be developed and delivered to the staff of Women Centers, Child Development Centers and other relevant social service units at the local level responding to the needs explored under A.2.3.1. It is expected that these staff will transfer the knowledge that they have to their target groups of service.

In total, it is planned that 350 staff in total will benefit from five 1-day programs, each having approximately 70 participants. The programs will be delivered to the referred social service units/institutions in 10 provinces where the survey will be conducted.

*(Outputs A.2.3.2: Tailor made Training modules)*

#### **A.2.3.3. Design and implement capacity enhancement programs on urban awareness to be delivered to selected staff of MMs**

With this framework of global perspective, the activity aims at designing and implementing capacity enhancement programmes to increase the awareness of the disadvantaged segments of the population on urbanization. Based on the Needs Assessment Study and additional research to be conducted, this activity will include preparation and implementation of tailor-made capacity enhancement programmes to train as trainers the relevant staff of metropolitan municipalities.

Tailor-made training modules will be developed and delivered to the selected staff of MMs responding to the needs explored under A.2.3.1. It is expected that these staff will transfer the knowledge that they have to their target groups of service. In total, approximately 350 staff of MMs are expected to benefit from five 1-day training programs (each having 70 participants). The provinces where the trainings will be held will be determined by UNDP prior to the launch of the survey study in accordance with the defined criteria.

*(Outputs A.2.3.3: Tailor made Training modules)*

### **3 ACCRONYMS AND ABBREVIATIONS**

---

Unless otherwise noted;

- 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
- CO: UNDP Country Office in Turkey
- PSB: Presidency of Strategy and Budget
- TAT: Technical Assistance Team
- IC: Individual Consultant
- SGLDP: Support Group on Legislation Drafting Process
- CGLA: Consultative Group of Local Authorities
- IDG: Inclusive and Democratic Governance
- FG: Focus Group
- WS: Workshop
- PT: Project Team LAR: Local Administration Reform
- STE: Short Term Expert
- MM: Metropolitan Municipality

## 4 DUTIES AND RESPONSIBILITIES

---

### 4.A. DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT

The IC is expected to fulfil the following duties and responsibilities:

Within the scope of the activities described in Article 2 of this Terms of Reference, 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 Senior Needs Assessment Expert in execution of above-listed activities throughout Article 2.
- (iii) Collection of primary and secondary data, along with data processing through IT systems (PMS, SPSS, etc.).
- (iv) Contribution to and participation in the field research activities if deemed necessary by UNDP and design/edit the draft questionnaire/interview forms.
- (v) Drafting, reviewing and editing activity reports and outputs produced within the scope of the above-listed activities.
- (vi) Making appointments for the meetings and helping identification of venues/participant contact lists.
- (vii) Contribution to the preparation, production and dispatchment of training materials.
- (viii) Planning and oversight of meetings, workshops and trainings along with receipt of participant confirmations.
- (ix) Preparation of minutes of meetings, training evaluation reports, etc.
- (x) Ensuring application of EU visibility rules in awareness raising activities.
- (xi) Consecutive / whisper interpretation / written translation as deemed necessary by UNDP.
- (xii) Attending coordination meetings with the project stakeholders and presenting findings if requested by UNDP.
- (xiii) Providing support to the TAT throughout the execution of above- listed activities.

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. **Reporting Language:** Draft versions of all reports should be submitted in Turkish with Executive Summary in English. The final versions of the reports (or outputs as specified in Article 2) will be translated into English by the IC, upon integration of revisions made by UNDP to the draft reports. The IC is expected to ensure high quality of the language and full consistency between the translated and original reports in English and Turkish, respectively.

**Title Rights:** The title rights, copyrights and all other rights whatsoever nature in any material produced under the provisions of this ToR will be vested exclusively in UNDP.

The IC will have the overall responsibility for the conduct of the evaluation exercise as well as quality and timely submission of the above indicated reports to UNDP.

**Visibility:** IC should respect visibility rules applied in EU-funded projects which can be found in the link below:

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

#### **4.B. DUTIES AND RESPONSIBILITIES OF UNDP**

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

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.

### **5 DELIVERABLES**

---

The IC is expected to invest (at maximum) 50 person/days for the completion of the services which will be detailed and 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”.

### **6 REQUIRED QUALIFICATIONS**

---

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

#### **General Qualifications**

- University degree in Educational Sciences, Public Administration, Management, Economics, Statistics, Political Science, Law, Urban and Regional Planning, or other relevant fields.
- Advanced degree in Educational Sciences, Public Administration, Management, Economics, Statistics, Political Science, Law, Urban and Regional Planning, or other relevant fields will be an asset.
- Good command of spoken and written Turkish and English.

#### **General Professional Experience**

- Minimum 5 years of general professional experience.

#### **Specific Professional Experience**

- More than 5 years of relevant professional experience will be an asset.
- Knowledge of survey statistics and tools including SPSS.
- Experience in statistical compilation of needs assessment household surveys of the staff of Women Centers, Child Development Centers or other relevant social service unit and/or staff of metropolitan municipalities and/or staff of public administration in at least 1 project/assignment.
- Experience in statistical compilation of needs assessment household surveys of the staff of Women Centers, Child Development Centers or other relevant social service unit and/or staff of metropolitan municipalities and/or staff of public administration in more than 1 projects/assignments will be an asset.



The evaluation will be based on cumulative analysis (i.e. technical qualifications and price proposal). The weight of the technical criteria is 70%; the weight of the financial proposal is 30%. After conclusion of the technical evaluation, candidates who have obtained a minimum of 49 points out of a maximum 70 points will be considered for the financial evaluation. Candidates who could not meet the minimum qualification requirements will be disqualified.

**Notes:**

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

**7 TIMING AND DURATION**

---

The Assignment is expected to start on 17 February 2020 and be completed by 5 May 2020.

**8 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 (terminal expenses, intra-city travel costs, lunch, dinner, etc.) of the missions to other provinces 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 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

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
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	the IC with the UNDP's F-10 Form 3- Acceptance and Approval by UNDP of the invoices and F-10 Form.
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	

## 9 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 will make 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.

Payments will be made against submission of the deliverable(s) in the specific service requests by the IC and within 30 days upon approval of such deliverables and Certification of Payment Form by UNDP.

The maximum total amount to be paid to the Consultant within the scope of this assignment cannot exceed equivalent of 50 person/days.

If any of the deliverables to be stipulated in a specific service request are not produced and delivered by the expert in due time and to the satisfaction of UNDP, no payment will be made even if the expert has invested person/days to produce and deliver such deliverables.

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.

The daily fee to be paid to the Consultant 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.