

TERMS OF REFERENCE

LOCAL ADMINISTRATION REFORM PHASE III

LOCAL SENIOR INDIVIDUAL CONSULTANCY FOR DEVELOPMENT AND IMPLEMENTATION OF PARTICIPATORY LOCAL GOVERNANCE MODEL FOR 14 NEW METROPOLITAN MUNICIPALITIES

1 BACKGROUND

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

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

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

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

In line with the objectives of the 10th National Development Plan, the Strategic Plan of the MoI for 2015-2019 identifies the priorities and the core values of the MoI as; the rule of law, respect for human rights, transparency, commitment to ethic values, participation and delivery of efficient and good-quality services. The Strategic Plan highlights the importance of ensuring efficiency, effectiveness,

participation, openness and accountability at local administrations as one of its main goals. The Strategic Plan sets five thematic areas and results as i) Establishing a peaceful environment via strengthening internal security services and coordination in accordance with human rights norms; ii) Increasing pace and quality of services provided by local authorities, including governorates and district governorates; iii) Promoting development of civil society; iv) Deployment of information technologies as a facilitator in efficient provision of services; v) Increasing the pace and quality of the services provided by the MoI and MoEU.

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 the short and medium-term policies, those which will form the basis of long-term policy options for the Government of Turkey. Besides, the current Project 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, the current 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) is the executive agency of the Project and is working 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 management 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 and participatory mechanisms at local authorities will be addressed. General management and job skills training for MM staff and public awareness raising events for the disadvantaged population will also be undertaken within the scope of this component.

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. |
| <p>A.1.1.1. Establish a Support Group on Legislation Drafting Process of MoI and MoEU (SGL) and Consultative Group of Local Authorities (CGLA)</p> <p>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</p> <p>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</p> <p>A.1.1.4. Develop recommendations for amendment of the relevant provisions of the Law No: 3572 and Regulation for Business License</p> <p>A.1.1.5. Develop the standards and principles for the establishment of an effective human resources management system in local administrations</p> <p>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)</p> <p>A.1.1.7. Develop a comparative assessment on effective collection of municipal accounts receivable</p> <p>A.1.1.8. Develop a performance management system to be adopted in MMs and District Municipalities</p> <p>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</p> <p>A.1.1.10. Develop recommendations for the development of a draft legislation regulating the legal and institutional infrastructure of Water and Sewerage Administrations</p> <p>A.1.1.11. Conduct technical visits to 3 EU member states</p> <p>A.1.1.12. Develop recommendations for the development of a secondary legislation (regulation) for honours and ceremonies arranged by local authorities</p> <p>A.1.1.13. Assess the impact born by localizing EU acquis on the work and responsibilities of local authorities in Turkey</p> <p>A.1.1.14. Develop and publish a full comparative assessment study on functioning of the local authorities</p> | <p>A.2.1.1. Assess the impact of the implementation of legislation on local authorities</p> <p>A.2.1.2. Develop a software system for monitoring of the progress against the implementation of reforms in local administration</p> <p>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</p> <p>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</p> <p>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</p> <p>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</p> <p>R.2.2. Institutional capacity of the local authorities in terms of service delivery and adoption of the principles of democratic governance enhanced,</p> <p>A.2.2.1. Develop and implement local service delivery standards in order to simplify the processes for service provision</p> <p>A.2.2.2. Develop and Implement Participatory Local Governance Model for 14 new MMs</p> <p>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</p> <p>A.2.2.4. Develop a policy paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils</p> <p>R.2.3. Public awareness on urbanization enhanced through institutional and individual capacity enhancement programmes,</p> <p>A.2.3.1. Conduct Needs assessment for public awareness on urbanization targeting the disadvantaged groups (population affected by internal migration, youth, women, children)</p> <p>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</p> <p>A.2.3.3. Design and implement capacity enhancement programs on urban awareness to be delivered to selected staff of MM</p> | <p>A.3.1.1 Develop a software to facilitate the communication flow within the departments of the MoEU</p> <p>A.3.1.2. Update of the YEREL BILGI Project management system in the light of developed Software system</p> <p>A.3.1.3. Develop a user-friendly guideline for the use and update of the system</p> <p>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</p> |

2 OBJECTIVE AND SCOPE OF THE ASSIGNMENT

The subject Assignment is under Activity A.2.2.2. “**Develop and Implement Participatory Local Governance Model for new 14 MM**” within the scope of Component 2 of the LAR III Project. It is expected to serve the result R.2.1 “**Strengthening the administrative and operational capacities for efficient provision of local services in the implementation of the Metropolitan Municipality Model**” of Component 2.

Relying on the experiences and lessons learned from the previously implemented EU funded Projects by the MoI in the field of local governance, the Project will address the institutionalization of participatory local governance mechanisms in 14 new MMs. Participatory local governance mechanisms to be applied in referred MMs would include practical tools and guidance to measure citizen satisfaction on local services and improve participatory decision making at the local level. In addition, targeted trainings and awareness raisings interventions will be developed and realized for local governance structures including the citizen assemblies, NGOs and elected public officials at local level.

To this aim, the following sub-activities will be carried out:

1. Assess the current situation regarding local participatory mechanisms through:
 - Structured **online interviews or by telephone (to be decided by UNDP)**, with minimum 100 interviewees, with the local participatory mechanisms and the local stakeholders in 14 new MMs. This will be conducted by the PT with the support of senior STEs.
 - Three 2-day **workshops** with the participation of the local stakeholders and participatory mechanism (approximately 50 participants for each; in total 75 participants attending from out of town). The provinces where the workshops will be conducted will be determined by UNDP.
2. Develop a **current situation assessment report** on functioning of local participatory mechanisms. This report will be developed by the PT with support of senior STEs. The findings of Activity A.2.1.6. regarding EU experience will also be used in this sub-activity.
3. Draft guidelines for the effective operation of participatory mechanisms and organize two 1-day **workshops** to discuss the guidelines with the participation of selected representatives of local participatory mechanisms in 14 new MMs, UMT and MoI/MoEU (approximately 50 participants each). The Project will also benefit from the participatory guidelines developed under LAR II and other projects that produced similar guidelines. The provinces where the workshops will be conducted will be determined by UNDP after the completion of the situation assessment report.
4. Finalize the **guidelines** and disseminate among the 30 MMs and the local participatory mechanisms. In total, 100 copies will be produced and submitted to the Beneficiaries for further dissemination, along with the digital version.
5. Identify 4 MMs where **pilot practices** to improve participatory mechanism will be implemented. The pilots will be identified in consultation with MoI, MoEU and UMT, based on the findings of the assessment of the current circumstances that will be realized as explained above.
6. Conduct targeted **trainings** in 4 pilot provinces on practical tools of citizen engagement in local decision-making processes. The target groups of the training will be the representatives

of the local participatory mechanism, including citizen assemblies, mukhtars, etc. In total, it is planned to conduct two 2-day trainings in each pilot having approximately 50 participants for each (400 in total). This will be done by the PT with the support of senior STEs.

7. Organize **two awareness raising events** in each of 4 pilot provinces (8 in total) for the organized and un-organized civil society in pilot provinces, with the aim of enhancing the level of engagement in local decision making and cooperation with the local authorities. The events will be in the form of a town-hall meeting, where the level of interaction between the duty bearers (local administrators) and right holders will be strengthened and the key areas of need for service delivery and relevant policies will be discussed. In total approximately 400 local actors are expected to participate in the events.

(Outputs of Activity A.2.2.2: Current Situation Analysis Report; Guidelines on Participatory Mechanisms; Result Report on the Awareness Raising Events)

The activities will be carried out by a team of Individual Consultants composed of 1 international senior, 2 local senior and 1 local junior experts in close collaboration. All the tasks will be monitored and coordinated by the PT in conformity with the workplan. The “Local Senior Individual Consultant for Development and Implementation of Participatory Local Governance Model for 14 New Metropolitan Municipalities” will coordinate the integration of the inputs provided by the international senior expert into the respective phase of tasks.

3 ACCRONYMS AND ABBREVIATIONS

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
- SGLDP: Support Group on Legislation Drafting Process
- CGLA: Consultative Group of Local Authorities
- IDG: Inclusive and Democratic Governance
- WS: Workshop
- ToT: Training for trainers
- MM: Metropolitan Municipality

4 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.

5 DELIVERABLES

The following table indicates the deliverables for each task/activity together with the due date and estimated number of person/days to be invested by the Consultant for each specific deliverable. The Place of Work of the Deliverables may be revised by UNDP. The Consultant is expected to deliver each output/deliverable to the satisfaction of UNDP.

| No. | Activity | Deliverable | Due Date | Estimated Number of Person/days to be Invested by the IC | Place of Work |
|-----|--|---|------------------|--|---------------|
| 1 | Preparation of draft interview forms by target groups (citizens assemblies, mukhtars, CSOs, etc.) in collaboration with PT | Draft structured interview forms | 9 October 2020 | 1 | Home-based |
| 2 | Conduct of online interviews by target groups (100 interviews to be conducted in groups) | Interview records | 27 October 2020 | 5 | Home-based |
| 3 | Coding, loading and tabulation of interview data | Tabulated interview data | 4 November 2020 | 1 | Home-based |
| 4 | Preparation of interview report | Interview report | 9 November 2020 | 1 | Home-based |
| 5 | Design of workshop format and preparation of workshop documents | Workshop materials | 11 November 2020 | 1 | Ankara |
| 6 | Conduct of workshops | Workshop notes/records | 23 December 2020 | 6 | Ankara |
| 7 | Compile and report results of workshops | Workshop report | 28 December 2020 | 1 | Ankara |
| 8 | Preparation of the Current Situation Assessment Report | Draft Current Situation Assessment Report | 5 January 2021 | 2 | Ankara |
| 9 | Examination of the available guidelines on participatory | Note on the available guidelines in EU | 28 December 2020 | 1 | Ankara |

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|----|--|--|------------------|---|-------------------------|
| | mechanisms in metropolitan areas in Turkey and EU | countries and relevant samples guideline | | | |
| 10 | Development of practical recommendations to improve the functioning of participatory mechanisms in Turkish metropolitan municipalities | Note on how to improve the participatory mechanisms based on EU experience | 5 January 2021 | 2 | Ankara |
| 11 | Preparation of the Draft Implementation Guidelines to be adopted during the course of the activity | Comments on the Draft Implementation Guidelines | 2 February 2021 | 3 | Ankara |
| 12 | Design of workshop format and preparation of workshop documents | Proposed workshop format and workshop documents | 11 February 2021 | 1 | Ankara |
| 13 | Conduct of workshops | Workshop notes/records | 25 March 2021 | 2 | Provinces within Turkey |
| 14 | Preparation of workshop report | Workshop Report | 30 March 2021 | 1 | Ankara |
| 15 | Revision of Implementation Guidelines, by taking into account the results of the workshops and beneficiary views | Comments on proposed revisions on Implementation Guidelines | 2 April 2021 | 2 | Ankara |
| 16 | Development of criteria for selection of 4 pilot MMs and propose 4 pilot MMs | Note on the selection of 4 pilot MMs | 9 April 2021 | 1 | Ankara |
| 17 | Design of training format and preparation of training documents | Note on proposed improvements to training documents | 26 April 2021 | 2 | Ankara |
| 18 | Conduct of trainings | Support regarding conduct of trainings | 9 June 2021 | 4 | Provinces within Turkey |
| 19 | Compiling of and reporting of results of trainings | Report on results of trainings | 14 June 2021 | 1 | Ankara |
| 20 | Design of format of awareness raising events and preparation of documents | Awareness raising materials for events | 16 June 2021 | 2 | Ankara |
| 21 | Conduct of 8 awareness raising events (townhall meetings) | Records of awareness raising events | 9 August 2021 | 8 | Provinces within Turkey |
| 22 | Compiling of results of the awareness raising events | Compiled results of each awareness raising event | 12 August 2021 | 2 | Ankara |

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|--|--|---|----------------|-----------------------|--------|
| 23 | Receiving Beneficiary views regarding report on results of awareness raising events and finalisation of the report accordingly | Final report on results of awareness raising events | 26 August 2021 | 1 | Ankara |
| ESTIMATED MAXIMUM TOTAL NUMBER OF PERSON/DAYS | | | | 51 Person/days | |

*The “Estimated Number of Person/Days” indicated herein represent the maximum person/days that will be the basis of the payment to the Individual Consultant (IC) throughout the contract validity. The payments to the IC will be based on the actual number of person/days invested for the development of each specific deliverable. The total person/days of the IC (consecutive or non-consecutive person/days) dedicated to the assignment shall be at a maximum of 51 person/days throughout the contractual period. Payments to the IC within the scope of this Assignment cannot exceed equivalent of 51 person/days.

Reporting Language: Interim notes of the Consultant will be submitted in Turkish. Draft version of all main reports should be submitted in Turkish with Executive Summary in English and Turkish. The final version of the main reports (or outputs as specified in Article 2) will be translated into Turkish by the Consultant, in collaboration with local experts, after acceptance of revisions to the draft reports by UNDP. The Consultant is expected to ensure high quality of language and full consistency between the translated and original reports in English and Turkish. The proofreading of the translated English version of the Final Report will be undertaken by the “International Senior Individual Consultant for Assessing Current Situation on Participatory Mechanisms and Implementation Guidelines in EU Countries”.

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 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/outputs to UNDP.

The consultant is expected to establish a close cooperation with the other consultants assigned to conduct the activity. It is also essential to work in coordination with the LAR III Project Team.

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

6 ESTIMATED INPUTS BY THE INDIVIDUAL CONSULTANT (IC)

The Consultant will carry out the above activities/deliverables to the satisfaction of UNDP. The Individual Consultant will report to LAR III Project Manager and will work in close collaboration and consultation with the TAT.

7 MINIMUM QUALIFICATION REQUIREMENTS

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

General Qualifications

- University degree in Public Administration, Management, Political Science, Law or Urban and Regional Planning
- Advanced degree in Public Administration, Management, Political Science, Law or Urban and Regional Planning will be an asset
- Fluent written and spoken English and Turkish
- Full computer literacy in Microsoft Office applications
- Experience in using on-line meeting tools and distance learning techniques in 1 project will be an asset

General Professional Experience

- Minimum 10 years of general professional experience
- More than 15 years of general professional experience will be an asset
- Minimum 5 years of working experience in Turkish local administrations or research projects on local governments in Turkey
- More than 10 years of working experience in Turkish local administrations or research projects on local governments in Turkey will be an asset

Specific Professional Experience

- Experience as moderator, facilitator or rapporteur in participatory governance meetings with citizens, civil society organisations and local administrations in at least 1 project
- Experience as moderator, facilitator or rapporteur in participatory governance meeting with local administrations in more than 1 projects will be an asset
- Experience in at least 1 project/assignment/study targeting to improve participatory mechanisms between citizens and local administrations regarding the provision of municipal services
- Experience in preparation/authoring of guidelines on participatory tools at local level in at least 1 project will be an asset
- Experience in at least 1 project/assignment on the organisation and implementation of awareness raising events aiming at engagement of citizens and/or citizens representatives in local decision making and cooperation with local authorities
- Experience in more than 1 projects/assignments on the organisation and implementation of awareness raising events aiming at engagement of citizens and/or citizens representatives in local decision making and cooperation with local authorities will be an asset

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.

8 TIMING AND DURATION

The Assignment is expected to start on 7 October 2020 and be completed by 28 October 2021.

9 PLACE OF WORK

The Duty Stations for this assignment are 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 Individual Consultants are expected to take this into consideration whilst determining their Daily Fee. It may be expected that the Consultant travels within the scope of this Terms of Reference. 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 consultant or
- Reimbursed to the consultant upon the submission of the receipts/invoices of the expenses by the consultant and approval of the UNDP. The reimbursement of each cost item 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 consultant 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 payment will be made within 30 days upon acceptance and approval of corresponding deliverables by UNDP on the basis of payment terms indicated below and the pertaining Certification of Payment document signed by the consultant and approved by the responsible Project Manager.

| No. | Deliverables | Due Dates | Estimated Number of Person/days to be Invested by the IC | Payment Terms |
|-----|---|------------------|--|---|
| 1 | Draft structured interview forms | 9 October 2020 | 8 | Upon submission and completion of each pertaining deliverable/output to the satisfaction of UNDP and on the basis of actual number of person/days invested (not to exceed the estimated maximum person/days defined by UNDP for the whole assignment) |
| 2 | Interview records | 27 October 2020 | | |
| 3 | Tabulated interview data | 4 November 2020 | | |
| 4 | Interview report | 9 November 2020 | | |
| 5 | Workshop materials | 11 November 2020 | 8 | |
| 6 | Workshop notes/records | 23 December 2020 | | |
| 7 | Workshop report | 28 December 2020 | | |
| 8 | Draft Current Situation Assessment Report | 5 January 2021 | 8 | |
| 9 | Note on the available guidelines in EU countries and relevant samples guideline | 28 December 2020 | | |
| 10 | Note on how to improve the participatory mechanisms based on EU experience | 5 January 2021 | | |
| 11 | Comments on the Draft Implementation Guidelines | 2 February 2021 | | |
| 12 | Proposed workshop format and workshop documents | 11 February 2021 | 7 | |
| 13 | Workshop notes/records | 25 March 2021 | | |
| 14 | Workshop Report | 30 March 2021 | | |
| 15 | Comments on proposed revisions on Implementation Guidelines | 2 April 2021 | | |
| 16 | Note on the selection of 4 pilot MMs | 9 April 2021 | | |

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| 17 | Note on proposed improvements to training documents | 26 April 2021 | 7 | |
| 18 | Support regarding conduct of trainings | 9 June 2021 | | |
| 19 | Report on results of training | 14 June 2021 | | |
| 20 | Awareness raising materials for events | 16 June 2021 | 13 | |
| 21 | Records of awareness raising events | 9 August 2021 | | |
| 22 | Compiled results of each awareness raising event | 12 August 2021 | | |
| 23 | Final report on results of awareness raising events | 26 August 2021 | | |
| ESTIMATED MAXIMUM TOTAL NUMBER OF PERSON/DAYS | | | 51 person/days | |

The maximum total amount to be paid to the Consultant within the scope of this assignment cannot exceed equivalent of 51 person/days.

If a deliverable is not produced and delivered by the Consultant in due time and to the satisfaction of UNDP, no payment will be made even if the Consultant has invested person/days to produce and deliver such deliverable.

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