



Annex 1:

Terms of Reference

Framework Based Individual Consultancy Services as Team Leader for Preparation of Region-Based Sectoral Analysis and Guidelines for Fragile Sectors

1. BACKGROUND

Countries have shut down the economy to slow the spread of the COVID-19 to contain the Pandemic and put in place several measures to mitigate the short-term impact of the Pandemic Crisis. The main policy measure used is social distancing that implies a drastic decline in economic mobility, first leading to a sudden stop in urban services sector, triggering cash flow issues for firms and declining income and unemployment for people.

Turkey reported its first positive case of COVID-19 on 11 March 2020. Similar to other countries responding to the pandemic, the number of positive cases in Turkey has increased daily with an expansion in the number of tests conducted nation-wide. As of 10 June, the number of cases stand at 173,036, including 4,746 deaths. The temporary closure of businesses, including 10,000 Syrian-owned businesses in Turkey, have been causing unemployment and loss of income through decreasing wages, affecting all parts of society. UNDP rapidly developed an integrated response to COVID-19 health, humanitarian and developmental crisis at global, regional and national levels. The response is consistent with both, the UN Socio Economic Response Framework and the WHO led Strategic Preparedness and Response Plan and aligned with country-specific needs. The interventions tackle three phases of preparedness, response and recovery in three areas: health systems support, inclusive and integrated crisis management, social and economic needs assessment. UNDP in Turkey is reprogramming its current activities in all of its areas of intervention with a focus on most disadvantaged groups. UNDP also co-leads the UN response to the medium and long-term socio-economic impacts and is also co-coordinating with UNHCR the 3RP -Regional Refugee and Resilience Plan- Turkey chapter to support Syrian refugees and host communities in Turkey.

UNDP's solid partnerships with private sector and the Business for Goals (B4G) Platform that was established in 2018, have allowed for a quick response to support private sector needs to the impacts of the pandemic, with a focus on small and medium-scale enterprises (SMEs) that stand at the core of Turkey's employment and economy. In collaboration with B4G, surveys have been conducted to better understand how the COVID-19 has affected micro and small and medium-scale enterprises (MSMEs) in Turkey including Syrian-owned businesses. The survey shows that 62% of local enterprises responded that they were «substantially impacted» while this rate is 65% for Syrian owned enterprises. The business volume of more than half of the companies has decreased by more than 50% for local businesses while this rate is 70% for Syrian businesses. It is evident that SMEs are the hardest hit and the ones employing the most vulnerable sectors of population. Socio-economic impacts of COVID-19 on 4 million refugees in Turkey are observed severely as they have limited access to the livelihoods opportunities, public services and information on protective measures for COVID-19. As the Leading Agency in Livelihoods Sector of 3RP, UNDP has reprogrammed the projects under Syria Crisis Response and Resilience Portfolio aiming at not only alleviating the impact of the COVID-19 on businesses and refugees but also increase resilience among Syrian community against current and future crises by providing business development support and digital livelihoods opportunities. The COVID-19 pandemic is devastating lives, public health systems, livelihoods and economies all over the world.

In response to the above mentioned impacts of COVID-19 and the needs identified in consultation with the stakeholders at national and local levels, the Project at hand aims to accelerate supporting firms for technological transformation and undertaking investments towards more inclusive, sustainable and climate friendly business models in response to the medium and long term impacts of COVID-19. This will be based on Government's development priorities and UNDP's already existing cooperation and partnerships with the Government, private sector through B4G Platform and local authorities for the achievement of SDGs with a specific focus on green growth and Syria Crisis response and resilience. UNDP's long-standing partnership with Ministry of Industry and Technology and Development Agencies (DA) that were established to ensure a bottom-up approach to address Turkey's development needs will be utilized in achievement of the relevant Project outputs.

The Project is also in full alignment with UN socio-economic response strategy and planning to mobilize joint action of the public and private sector for Covid-19 response and recovery towards a rights-based, gender sensitive, refugee inclusive and low-carbon economy.

The project will support national and sub-national capacities for planning, coordination and crisis management and in partnership with Development Agencies by developing Region-based sectoral analysis and guidelines for selected fragile sectors including tourism, automotive, machinery, textile, food and logistics sectors and conducting a global market analysis and product space analysis in selected Development Agencies. In total, it is aimed to develop 35 region-based sectoral analysis and guidelines. Development Agencies already started to evaluate the problems and opportunities at regional level to provide feedbacks for national policies and actions as well as regional priorities. Being mostly based on qualitative data through comprehensive surveys and interviews, ongoing analyses will provide a reference for the project actions. The regions selected in consultation with General Directorate for Development Agencies (DGDA) are as follows:

Food: 7 Regions including West Mediterranean Development Agency (BAKA), Dicle Development Agency (DİKA), South Marmara Development Agency (GMKA), Northeast Anatolia Development Agency (KUDAKA), Mevlana Development Agency (MEVKA), Trakya Development Agency (TRAKYAKA), Zafer Development Agency (Zafer KA)

Tourism: 10 regions including Ahiler Development Agency (AHİKA), West Mediterranean Development Agency (BAKA), Western Black Sea Development Agency (BAKKA), Çukurova Development Agency (Çukurova KA), GAP Region (Dicle Development Agency (DİKA), Silk Road Development Agency (İPEKYOLU KA), Karacadağ Development agency (KARACADAĞ KA)), DAP Region (Eastern Anatolian Development Agency (DAKA), Serhat Development Agency (SERKA), Northeast Anatolia Development Agency (KUDAKA), Middle Anatolian Development Agency (ORAN)), Eastern Black Sea Development Agency (DOKA), Eastern Marmara Development Agency (MARKA), South Aegean Development Agency (GEKA), North Anatolian Development Agency (KUZKA).

Logistics: 4 regions including Eastern Mediterranean Development Agency (DOĞAKA), Marmara Region (Eastern Marmara Development Agency (MARKA), Istanbul Development Agency (İSTKA), Trakya Development Agency (TRAKYAKA)), İzmir Development Agency (İZKA), Serhat Development Agency (SERKA),

Machinery: 4 regions including Ankara Development Agency (ANKARA KA), Silk Road Development Agency (İPEKYOLU KA), Mevlana Development Agency (MEVKA), Middle Black Sea Development Agency (OKA)

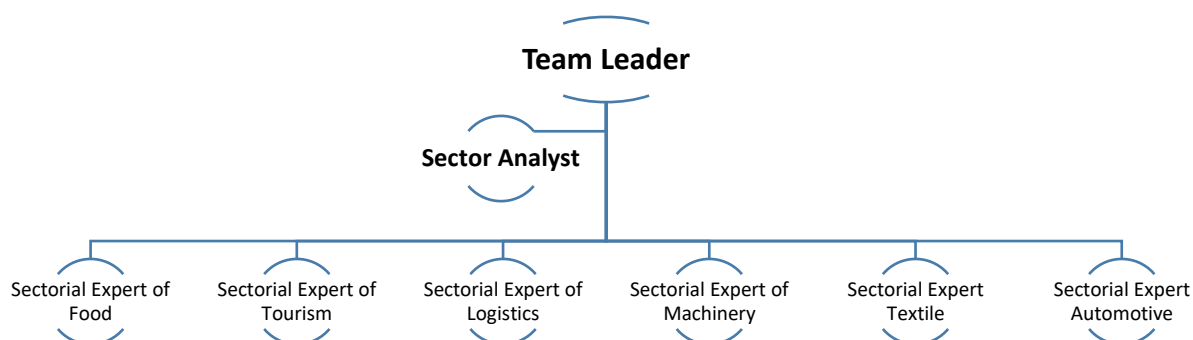
Textile: 6 regions including Bursa Eskişehir Bilecik Development Agency (BEBKA), Çukurova Development Agency (Çukurova KA), DAP Region (East Anatolia Development Agency (DAKA), Fırat Development Agency (FIRAT KA)), South Aegean Development Agency (GEKA), İzmir Development Agency (İZKA), Karacadağ Development agency (KARACADAĞ KA)

Automotive: 4 regions including Ahiler Development Agency (AHİKA), Bursa Eskişehir Bilecik Development Agency (BEBKA), Eastern Marmara Development Agency (MARKA), Zafer Development Agency (Zafer KA)

In the view of the above, a consultant as Team Leader will provide framework-based consultancy services for coordination and monitoring the preparation of 35 Region-based sectoral analysis and guidelines for selected fragile sectors within the scope of the Project.

2. OBJECTIVE and SCOPE

The overall objective of the Assignment will be to coordination and monitoring of preparing 35 Region-based sectoral analysis and guidelines for selected fragile sectors in selected pilot regions to support these sectors against crises in order to enhance their resilience and adaptive capacities in all regions with the Sector Analyst that will be responsible for modelling and reporting the 6 Sectorial Experts to the IC. The strategy/guidelines should be developed in a systemized approach with a view to provide linkages and complementarities among the following components as well as elaborate options for policy recommendations on mitigating COVID-19 impacts in short/mid and long term.



Tourism sector was heavily affected from Covid-19 crisis. New market management strategies are needed for the recovery of tourism sector almost in all regions. Textile, automotive and machinery sectors are vital for employment and export revenues. Changes in demand side require adaptive production strategies in textile, automotive and machinery sectors. A list of emergent needs of regions regarding textile, automotive and machinery sectors will be prepared, and accordingly adaptive strategies will be developed. Covid-19 crisis revealed the importance of reliable food supply chain starting with crop producers and ending in food industry. Guidelines for specific sub-sectors (wheat, cotton, animal feed etc.) that will be addressed in the Reports.

Covid-19 crisis will certainly change global production and supply chain management patterns. Turkey is a transit country in Eurasia Region and bears a huge potential in logistics sector. A crisis management strategy for the logistics sector will be prepared for changing production and supply chain patterns.

The consultant; Team Leader, will deepen the study methodology, which may include: Quantitative/Qualitative data collection through secondary sources, online surveys, meetings/workshops with key stakeholders, interviews and telephone meetings with key stakeholders and target groups from the SMEs, Ministries, Local Authorities, Policy Makers, Umbrella Organizations, including the Universities/Research Centers, B4G Platform; and also In-depth interviews / group discussions with Project Beneficiaries in targeted regions and sectors.

The Assignment shall deliver in total 35 Region-based sectoral analysis and guidelines in the selected pilot regions on comprehensive and clear overview, analysis and short/mid and long-term

implementation Region-based sectoral analysis and guidelines and to adequately elaborate within the context of Section 1 “Background” in this ToR.

The 35 Region-based sectoral analysis and guidelines Report will be delivered by the Team Leader in close cooperation with the Sector Analyst and related General Directorates of the Ministry of Industry and Technology (MoIT), and the UNDP Project Team.

The target audience of the assignment includes selected pilot Development Agencies and the Region-based sectoral analysis and guidelines will contribute to the line Ministries’ Policies at national level. Furthermore, the Region-based sectoral analysis and guidelines aim to facilitate/support SMEs and other industrial institutions in the fragile sectors identified above.

The Team Leader shall coordinate the preparation of Region-based Sectoral Analysis and Guidelines for selected fragile sectors including tourism, automotive, machinery, textile, food and logistics sectors and conducting a global market analysis and product space analysis. In total, 35 different “Region-based Sectoral Analysis and Guidelines Reports” will be developed. The selected regions under each fragile sector are as follows:

Food:

- West Mediterranean Development Agency (BAKA),
- Dicle Development Agency (DİKA),
- South Marmara Development Agency (GMKA),
- Northeast Anatolia Development Agency (KUDAKA),
- Mevlana Development Agency (MEVKA),
- Trakya Development Agency (TRAKYAKA),
- Zafer Development Agency (Zafer KA).

Tourism:

- Ahiler Development Agency (AHİKA),,
- West Mediterranean Development Agency (BAKA),
- Western Black Sea Development Agency (BAKKA),
- Çukurova Development Agency (Çukurova KA),
- GAP Region (Dicle Development Agency (DİKA), Silk Road Development Agency (İPEKYOLU KA), Karacadağ Development agency (KARACADAĞ KA)),
- DAP Region (Eastern Anatolian Development Agency (DAKA), Serhat Development Agency (SERKA), Northeast Anatolia Development Agency (KUDAKA), Middle Anatolian Development Agency (ORAN))
- Eastern Black Sea Development Agency (DOKA),
- Eastern Marmara Development Agency (MARKA),
- South Aegean Development Agency (GEKA),
- North Anatolian Development Agency (KUZKA).

Logistics:

- Eastern Mediterranean Development Agency (DOĞAKA),
- Marmara Region (Eastern Marmara Development Agency (MARKA), Trakya Development Agency (TRAKYAKA), Istanbul Development Agency (İSTKA)),
- İzmir Development Agency (İZKA),
- Serhat Development Agency (SERKA),

Machinery:

- Ankara Development Agency (ANKARA KA),
- Silk Road Development Agency (İPEKYOLU KA),
- Mevlana Development Agency (MEVKA),
- Middle Black Sea Development Agency (OKA).

Textile:

- Bursa Eskişehir Bilecik Development Agency (BEBKA),

- Çukurova Development Agency (Çukurova KA),
- DAP Region (East Anatolia Development Agency (DAKA), Firat Development Agency (FIRAT KA)),
- South Aegean Development Agency (GEKA),
- İzmir Development Agency (İZKA),
- Karacadağ Development agency (KARACADAĞ KA).

Automotive:

- Ahiler Development Agency (AHİKA),
- Bursa Eskişehir Bilecik Development Agency (BEBKA),
- Eastern Marmara Development Agency (MARKA),
- Zafer Development Agency (Zafer KA).

The Assignment shall be completed in 3 phases in total and each phase shall be completed with the activities described below.

Phase-1: Inception - Research and Data Analysis:

A short “*Inception Report*” will be delivered by the Team Leader with the contribution and support of Sector Analyst. The Inception Report is expected to be between 5-15 pages. The Report will contain work plan, which is planned to be based on desk review, interviews/meetings/workshops conducted by the Sector Analyst with the 6 Sectorial Experts (each expert will be responsible for one of the 6 fragile sectors), UNDP Project Team, Implementing Partner, key stakeholders, umbrella organizations, business etc. The Inception Report is planned to be completed until the end of October 2020.

The Inception Report will be finalized by Team Leader and sent to the UNDP Local Socio-Economic Development Expert and Development Agencies Working Group for review. The Inception Report will be approved by UNDP by consultation with MoIT.

Phase 2: Assessment, Content Development and Draft Region-based Sectoral Analysis and Guideline Reports:

At this phase, after the approval of the Inception Report by UNDP, the IC shall start to coordination and monitoring the preparation and development of the “*Draft Region-based Sectoral Analysis and Guideline Reports*” for above mentioned fragile sectors and regions. In total, 35 “*Draft Region-based Sectoral Analysis and Guideline Reports*” shall be prepared and completed until the end of January 2021.

In cooperation with the Sector Analyst and 6 Sectorial Experts, UNDP Project Team, Implementing Partner, key stakeholders, umbrella organizations and businesses, the Report’s outline, methodology, data identification and sources, data analysis, content development will be coordinated and managed by the IC. The following sections are not exhaustive. Other sections could be added at Phase-1 of the Assignment.

Within the scope of the Assignment, each “Draft Region-based Sectoral Analysis and Guideline Report” to be developed within the scope of the Assignment will include at the minimum the following sections;

- Executive Summary
- Methodology
- Background
- Sectoral Overview
- Covid-19 Impact on Sector/Region
- Regional/National and International Trends
- Sectoral Analysis

- h) Horizontal Areas (Resource Efficiency, Climate Change, Gender Mainstreaming, Crisis Prevention and Management)
- i) Short, Mid and Long-Term Strategies
- j) Draft Sectoral Action Plan and draft budget
- k) Policy Recommendations for Short, Mid and Long Term on the Fragile Sectors in Selected Pilot Regions

Each draft report shall be between **50-100 pages** long and the reports will be finalized by the Team Leader and sent to the UNDP Local Socio-Economic Development Expert and Development Agencies Working Group for review and will be approved by UNDP by consultation with MoIT.

Phase 3: Final Region-based Sectoral Analysis and Guideline Reports:

After the review and comments of the UNDP Project Team, Development Agencies, MoIT, key stakeholders, umbrella organizations, businesses, the draft reports will be finalized after the review and comments of the UNDP on draft reports until the end of February 2021.

Finalized “Region-based Sectoral Analysis and Guidelines Reports” will be finalized by Team Leader and submitted to the UNDP Local Socio-Economic Development Expert and Development Agencies Working Group for review and will be approved by the UNDP by consultation with MoIT.

The Outputs/Deliverables of the Project Related with this Assignment:

The indicative outputs/deliverables are as follows;

Project Outputs	Major Activities	Expected Outputs	Due Date
Inclusive and integrated crisis management and responses <i>2.1. Support national and sub-national capacities for planning, coordination and crisis management</i>	1. Inception – Desk Review and Scope of the Work 1.1. Time Plan: Preparation of the Report Development Activity Time Plan; 1.2.Desk Review: sectoral analysis, global, national and regional trends; 1.3.Defining the Scope of the Reports: Defining/designing the method/models/tools and scope of the reports; 1.4.Preparation of the Inception Report / Presentation;	<i>“Inception Report” including Inception Plan; Data Collection and Methodology Formation of the strategies and guidelines For above mentioned 6 Sectors and detailed pilot regions)</i>	End of October 2020

<p>Indicator 2.1.1: Preparation of guidelines for fragile sectors tourism, automotive, machinery, textile, food and logistics) against crises in order to enhance their resilience and adaptive capacities in all regions.</p>	<p>2. Assessment & Content Development</p> <p>2.1.Design/plan the content of the tools: surveys, interviews, workshops, platforms, coordination and communication etc.</p> <p>2.2.DA Sector Working Group Meetings: Conducting regular meetings with Sector Working Groups;</p> <p>2.3.Implementation: conducting the selected tools for 6 sectors, at selected pilot regions;</p> <p>2.6. Analysis: Compiling the results from the implemented tools and analysing the results;</p>	<p><i>35 pieces of “Draft Strategy Analysis and Guidelines Reports” (for above mentioned 6 Sectors and in detailed pilot regions, totally 35 Reports will be prepared.)</i></p>	<p>End of the January 2021</p>
<p>Target: 35 region based sectorial analysis including (i) New market management strategy for the recovery of tourism sector, (ii) a list of emergent needs of regions and adaptive strategies for textile, automotive and machinery sectors, (iii) guidelines for specific sub-sectors of food sector (wheat, cotton, animal feed etc.) and (iv) a crisis management strategy for the changing production and supply chain patterns of the logistics sector.</p>	<p>3. Preparation of Region-based Sectoral Analysis and Guidelines</p> <p>3.1.Synthesis of Results;</p> <p>3.2.Draft Reports: Preparation of 35 Region-based Sectoral Analysis and Guidelines</p> <p>3.3.Feedback from DAs and stakeholders: Validation meetings/workshops;</p> <p>3.4.Finalization of 35 Region-based Sectoral Analysis and Guidelines</p>	<p><i>35 pieces of “Final Strategy Analysis and Guidelines Reports” (for above mentioned 6 Sectors and in detailed pilot regions, totally 35 Reports will be prepared.)</i></p>	<p>End of the February 2021</p>

3. DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT

UNDP will mobilize an Individual Consultant (IC) as Team Leader to provide framework-based consultancy services for management and monitoring of preparing 35 Region-based sectoral analysis and guidelines for selected fragile sectors within the scope of the Project. Within this scope, the IC will work closely with the UNDP Project Team and will report to ISG-PPI Portfolio Manager.

Team Leader (IC) together with the Sector Analyst have a crucial role in implementing the assignment. The assignment will be conducted by a team consist of 2 (two) key experts (Team Leader and Sectoral Analyst) and 6 Sectorial Experts under the joint supervision of representatives from UNDP and Ministry of Industry and Technology. The multidisciplinary team will lead the method/model development, data

collection, field coordination workshops/meetings/interviews, analysis and report writing. The Assignment has a complex nature, which requires strong coordination. This will be primarily ensured by the UNDP Project Team responsible for the Project. The Team Leader, Sector Analyst and 6 Sectoral Experts will work in close cooperation and collaboration with the UNDP Project Team.

The Assignment Team composed of complementary expertise and competencies and will jointly be responsible for ensuring the quality of the deliverables/outputs of the Assignment and will be managed by the Team Leader (IC).

The tasks and duties of the IC will be to;

- Support the other team members for determination of the scope, appropriate techniques/tools and analyses for the activities described in the Terms of Reference
- Act as the focal point of the Assignment Team vis a vis the UNDP, MoIT and Development Agencies
- In coordination with the focal points, coordinate the smooth implementation of the activities and facilitate the work of the members of the Assignment Team
- In liaison with UNDP respond to the potential deviations from the original work plan and (if necessary) update the work plan of the assignment
- Review the outputs to be developed within the scope of the assignment and assure quality, coherence, complementarity of the deliverables and responsiveness to the Terms of Reference
- Moderate and/or take a leadership role in major events involving stakeholders as well as consultation sessions to be conducted with the participation of the UNDP, MoIT, and Development Agencies
- To provide technical inputs regarding the modelling and reporting.

The listed activities are subject to development and change with consent of UNDP Turkey Local Socio-Economic Development Expert, Portfolio Manager (ISG-PPI) and MoIT, DGDA. These possible developments and changes will be shared with the IC throughout the contract execution, the IC will conduct activities in accordance with the sections 2 and 3 of this Terms of Reference.

4. EXPECTED OUTPUTS AND DELIVERABLES

The IC will work as a consultant and expected to invest (at maximum) **80 working days** throughout contract duration.

The framework contract will be executed based on assignments detailed in each specific service requests to be prepared by UNDP. Service requests will be developed by ISG-PPI Portfolio Manager and the time schedule for each activity will be determined by UNDP in consultation with the IC. Service request will be effective upon signing and return by the IC.

The deliverables will be subject to certification and approval by ISG-PPI Portfolio Manager within the deadlines to be set in specific service requests.

Reporting:

All reports shall be submitted in English and/or Turkish as will be elaborated in specific service requests. The reports shall be submitted to ISG-PPI Portfolio Manager for final approval. All the reports are subject to approval from ISG-PPI Portfolio Manager to realize the payments to the IC.

The IC shall be solely liable for the accuracy and reliability of the data provided, links to sources of information used.

The title rights, copyrights and all other rights whatsoever their nature in any material produced under the provisions of this ToR will be vested exclusively in UNDP Turkey CO.

5. TIMING AND DURATION

The assignment is expected to start on **23 October 2020** and is expected to be completed by on **31 March 2021**. The IC is expected to invest **maximum 80 working days throughout the contract duration**.

6. REQUIRED QUALIFICATIONS

The following table demonstrates the required qualifications of the IC to be selected for this Assignment. The required qualifications of the IC are as follows:

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none">• B.S. in economics, business administration, administrative, engineering, statistics, city and regional planning, social sciences and/or relevant fields. (10 points)• Proficiency in Turkish (3 points)• Proficiency in English (3 points)	<ul style="list-style-type: none">• Asset: Master's Degree or PhD. in economics, business administration, administrative, Engineering, Statistics social sciences and/or relevant fields (5 points)
Professional Experience	<ul style="list-style-type: none">• At least 10 (ten) years of general professional experience (15 points)	<ul style="list-style-type: none">• Asset: Previous affiliation/experience working in international organizations such as UN agencies, World Bank, European Union etc. (5 points)
Specific Experience	<ul style="list-style-type: none">• Specific experience in coordinating and/or implementing development projects/programs. (12 points)• Specific capacity to accommodate a complementary expertise at least on one of the following: strategy/guidelines preparation; method/model/toolkit development, sectoral analysis/strategy development, and/or regional development. (12 points)	<ul style="list-style-type: none">• Asset: Specific experience working with multiple stakeholders from government, civil society and development partners (5 points)
Notes: <ul style="list-style-type: none">• 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.		

UNDP is committed to achieving workforce diversity in terms of gender, race, ethnicity, indigenous identity, disability and culture. Individuals from all genders, minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with utmost confidentiality.

7. INSTITUTIONAL ARRANGEMENT

UNDP will provide to IC 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 the UNDP and relevant stakeholders, such facilities may be provided at the disposal of the IC. UNDP will facilitate meetings between the ICs and other stakeholders, when needed.

All document 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.

8. PLACE OF WORK

Place of work for the assignment is home-based. All travel, accommodation and living costs in duty station (home based) will be covered by the IC. It may be required that the IC travels out of the duty stations within the scope of this Terms of Reference. In case of travel out of the duty station is needed, the travel and accommodation costs of these missions will be borne by UNDP. The cost and terms of reimbursement of any travel authorized by UNDP for IC must be negotiated prior to travel. The respective travels of the IC 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 the above options

The following guidance on travel compensation is provided per UNDP practice.

Cost item	Constraints	Conditions of Reimbursement
Travel (intercity)	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	

As per UNDSS rules, the IC is responsible for completing necessary online security trainings and submitting certificates and travel clearance prior to assignment-related travels.

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. Service Requests will be detailed and signed by both

parties for a Service Request to be effective. However, if the deliverables are not produced and delivered by the IC to the satisfaction of UNDP as approved by ISG-PPI Portfolio Manager, no payment will be made even if the IC has invested working/days to produce and deliver such deliverables.

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 days invested (***not to exceed maximum number of days in the service request***) will be the basis of payment to the IC. Payments will be made against submission of the deliverable(s) in the specific service requests by the IC and approval of such deliverables by UNDP.

The amount paid to the IC shall be gross and inclusive of all associated costs such as social security, pension and income tax etc.

Payments will be made within 30 days upon acceptance and approval of the corresponding deliverable by UNDP based on actual number of days invested in that respective deliverable and the pertaining Certification of Payment document signed by the expert and approved by ISG-PPI Portfolio Manager. **The total amount of payment to be affected to the IC within the scope of this contract cannot exceed 80 working days.**

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.