Annex 1:

Terms of Reference

Deliverable Based Individual Consultancy Services as Tourism Sectorial Expert 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 disadvantageous 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)

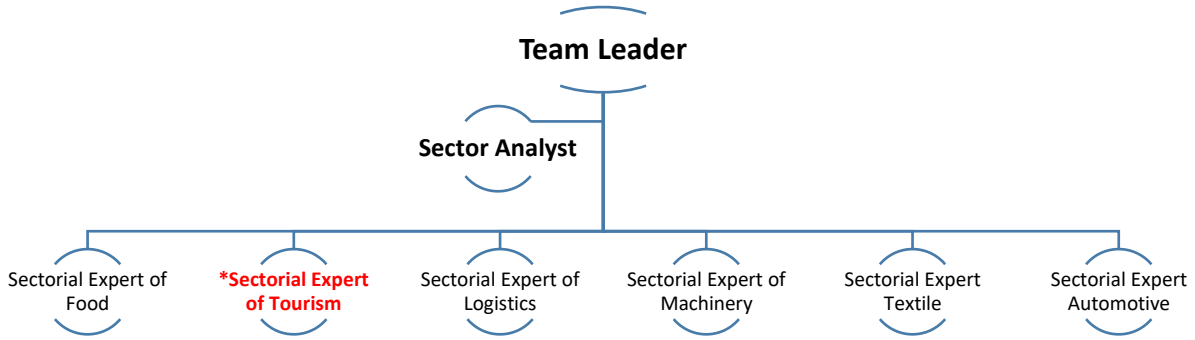
Textile: 6 regions including Bursa Eskişehir Bilecik Development Agency (BEBKA), Çukurova Development Agency (Çukurova KA), DAP Region (East Anatolia Development Agency (DAKA), Fırat Development Agency (FIRAT KA)), South Aegean Development Agency (GEKA), İzmir Development Agency (İZKA), Karacadağ Development 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 *"Tourism Sectorial Expert"* will provide deliverable-based consultancy services for supporting the preparation of Region-based sectoral analysis and guidelines for tourism sector within the scope of the Project.

2. OBJECTIVE and SCOPE

The overall objective of the Assignment will be to provide and report data and information covering 10 regions' tourism sector to the Sector Analyst with other Sectorial Experts (each will be responsible for one of the vulnerable sectors) and submitting the final reports to UNDP. The Tourism Sectorial Expert* (IC) will be responsible to provide technical inputs to the design of the strategy and guidelines by collecting data and information by validating them via field visits or field level online/telephone surveys/meetings/working groups etc. and report to the Sector Analyst that will be responsible for modelling and reporting of the data collected by all 6 Sectorial Experts (food, tourism, logistics, machinery, textile and automotive) for the preparation of 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 to the Team Leader. 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.

Overall 35 Region-based sectoral analysis and guidelines reports will be reported to the Team Leader in close cooperation with the Sector Analyst, 6 Sectorial Experts and related General Directorates of the Ministry of Industry and Technology (MoIT), and the UNDP Project Team. The IC will only be responsible for supporting to preparation of 10 Region-based tourism sector analysis and guidelines reports.

The target audience of the consultancy services 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 Tourism Sectorial Expert will support the preparation Region-based sectoral analysis and guidelines for tourism sector within the scope of the Project.

The Individual Consultant (IC) as Tourism Sectorial Expert shall deliver guidance, technical inputs, data and information gathering, creating and analyzing support to the Sector Analyst for preparation of in total 10 Region-based tourism sector 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 expert shall provide guidance and technical inputs and report the collected data and information for Region-based Tourism Sector Analysis and Guidelines for selected regions. In total, 10 different "Region-based Sectoral Analysis and Guidelines Reports" will be developed. The selected regions for tourism sector are as follows:

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).

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 within the support of the Sector Analyst.

The consultancy services 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 of Sector Analyst and the Tourism Sectorial Expert. 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. Preparation of the tourism sector existing situation report for The Inception Report is planned to be completed until the end of the October 2020.

The Inception Report will be sent to the UNDP Local Socio-Economic Development Expert and Development Agencies Working Group for review and will be approved by the UNDP ISG Portfolio Manager 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 support the preparation and development of the 10 "*Draft Region-based Tourism Sectoral Analysis and Guideline*

Reports" for above mentioned tourism sector in the defined regions and will deliver 10 draft tourism sector reports to UNDP. The reports shall be prepared and completed until the end of January 2021.

In total, 35 "*Draft Region-based Sectoral Analysis and Guideline Reports*" shall be prepared and completed with the Team Leader, Sector Analyst and 6 Sectorial Experts.

In cooperation with the Team Leader and Sector Analyst, UNDP Project Team, Implementing Partner, key stakeholders, umbrella organizations and businesses, the data and information for Report's outline, methodology, data identification and sources, data analysis, content development will be collected by the IC and reported to the Sector Analyst. The following sections are not exhaustive. Other sections could be added at Phase-1 of the Assignment.

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

a) Executive Summary

b) Methodology

c) Background

d) Sectoral Overview

e) Covid-19 Impact on Sector/Region

f) Regional/National International Trends

g) 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 sent to the UNDP Local Socio-Economic Development Expert and Development Agencies Working Group for review and will be approved by the UNDP ISG-PPI Portfolio Manager 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 " 35 Region-based Sectoral Analysis and Guidelines Reports" will be submitted by the Team Leader with the contribution of the Sector Analyst and 6 Sectorial Experts (including the IC) to the UNDP Local Socio-Economic Development Expert and Development Agencies Working Group for review and will be approved by the UNDP ISG-PPI Portfolio Manager by consultation with MoIT. IC will only be responsible for supporting to preparation and submission of 10 "*Region-based Tourism Sectoral Analysis and Guideline Reports*" and delivering the reports to UNDP.

3. DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT

UNDP will mobilize an Individual Consultant (IC) as "Tourism Sectorial Expert" to provide deliverable-based consultancy services for supporting the preparation Region-based sectoral analysis and guidelines

for tourism sector within the scope of the Project. Within this scope, the IC will work closely with the UNDP Project Team and will report to Team Leader and ISG-PPI Portfolio Manager.

The duties and responsibilities of IC as tourism sectorial expert will be to;

- conduct field study to collect data and information to report the Sector Analyst, 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, conduct also In-depth interviews / group discussions with Project Beneficiaries in targeted regions and sectors,
- support preparation of Inception Report,
- Participate and prepare the "*Draft Region-based Sectoral Analysis and Guideline Reports*" for tourism sector in selected regions,
- Participate and prepare the "*Final Region-based Sectoral Analysis and Guideline Reports*" for tourism sector in selected regions
- Determine, in collaboration and agreement with the other relevant members of the Assignment Team, the appropriate methodology
- Support the other team members for determination of the appropriate techniques and analyses for the activities described in the Terms of Reference
- Provide guidance and technical inputs for the relevant deliverables/outputs and draft the relevant entire and/or some related sections of the deliverables of the assignment primary responsibility of which are designated
- Participate in major events involving stakeholders (meeting, visits, assessments and workshops) as well as consultation sessions to be conducted with the participation of the UNDP, MoIT and Development Agencies' representatives

The listed activities are subject to development and change with consent of UNDP Turkey Local Socio-Economic Development Expert, Portfolio Manager (ISG-PPI). 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. DURATION AND DELIVERABLES

The assignment is expected to start in **October 2020** and be completed by **31 March 2021**. The tables below outlines the number of working days that are allocated to the IC to carry out the assignment.

In order to fulfill required tasks for the development of deliverables as defined and listed in the table below, the estimated number of days to be invested are also provided. The number of days presented as 'estimated number of working days to be invested' are indicative. The IC may invest less/more than the estimated number of days for each deliverable and finalize the respective deliverable.

The payment for each deliverable will be made on the basis of the estimated number of days for that respective deliverable. The overall number of days to be invested for all deliverables cannot exceed **60 working days** throughout the contract validity.

IC's deliverables will be subject to certification and approval by the UNDP Portfolio Manager within the deadlines, and the payment will be done upon approval of the reports by UNDP Portfolio Manager in consultation with MoIT, DGDA.

The deliverables expected from the IC are as follows;

Major Activities	**Deliverables**	**Estimated Number of Working Days to be Invested**	**Due Date***
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;	***Deliverable no.1:*** *"Inception Report" including Inception Plan; Data Collection and Methodology Formation of the strategies and guidelines (for above mentioned Tourism Sector and detailed pilot regions)*	5 working days	30 October 2020
2. Assessment & Content Development 2.1.Design/plan the content of the tools: surveys, interviews, workshops, platforms, coordination and communication etc. 2.2.DA Sector Working Group Meetings: Conducting regular meetings with Sector Working Groups; 2.3.Implementation: conducting the selected tools for 6 sectors, at selected pilot regions; 2.6. Analysis: Compiling the results from the implemented tools and analysing the results;	***Deliverable no.2:*** *10 pieces of "Draft Strategy Analysis and Guidelines Reports" (for above mentioned Tourism Sector and in detailed pilot regions, totally 10 Reports will be prepared.)*	40 working days	01 February 2021
3. Preparation of Region-based Sectoral Analysis and Guidelines 3.1.Synthesis of Results; 3.2.Draft Reports: Preparation of 10 Region-based Tourism Sectoral Analysis and Guidelines 3.3.Feedback from DAs and stakeholders: Validation meetings/workshops; 3.4.Finalization of 10 Region-based Tourism Sectoral Analysis and Guidelines	***Deliverable no.3:*** *10 pieces of "Final Strategy Analysis and Guidelines Reports" (for above mentioned Tourism Sector and in detailed pilot regions, totally 10 Reports will be prepared.)*	15 working days	01 March 2021
Estimated Total		**60 working days**	

*Dates may be changed according to actual contract start date.

The acceptable minimum standards of the deliverables are as follows:

Deliverables	**Acceptable Minimum Service Standards**
Inception Report	Shall include analysis of existing situation and the work plan for the Report.
10 Draft Region-based Tourism Sectoral Analysis and Guidelines	Shall involve the following areas (but not limited to them upon the IC's approved Inception Report delivery); a)Executive Summary b)Methodology c)Background d)Sectoral Overview e)Covid-19 Impact on Sector/Region f)Regional/National International Trends g)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
10 Final Region-based Tourism Sectoral Analysis and Guidelines	Shall involve the following areas (but not limited to them upon the IC's approved previous delivery); a)Executive Summary b)Methodology c)Background d)Sectoral Overview e)Covid-19 Impact on Sector/Region f)Regional/National International Trends g)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

5. REQUIRED QUALIFICATIONS

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

	Minimum Requirements	**Assets**
General Qualifications	• University degree in Engineering, Architecture, Arts and Sciences, Economics and Administrative Sciences, and/or related fields (5 points) • Proficiency in Turkish (4 points)	• **Asset:** Advanced degree in development studies, Natural and Applied Sciences, Social Sciences, and/or related fields (3 points) • **Asset:** Proficiency in English (3 points)
Professional Experience	• At least 7 years of general professional experience is required (10 points)	
Specific Experience	• At least 5 years of professional experience in Tourism Industry and other related areas (10 points) • Specific experience in programmes/ projects/studies (10 points) • Specific experience in sectoral report preparation (10 points)	• **Asset:** Specific experience working with stakeholders from government, civil society and development partners (5 points) • **Asset:** Specific experience in programmes/ projects/ studies in tourism sector (5 points)

		• **Asset:** Specific experience in tourism sectoral report preparation (5 points)
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.		

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.

6. 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.

7. 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
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	Up to 20% of effective DSA rate of UNDP for the respective location	

cost from /to terminals, etc.)		the invoices and F-10 Form.

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.

8. PAYMENTS

Payments will be made upon submission of the deliverable(s) defined in the ToR by the IC and approval of such deliverables by UNDP. If the deliverables are not produced and delivered by the Consultant to the satisfaction of UNDP as approved by the responsible UNDP Portfolio Manager, no payment will be made even if the IC has invested working days to produce and deliver such deliverables. The total amount of payment to be affected to the IC within the scope of this contract **cannot exceed equivalent of 60 working days.**

The amount paid to the expert 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 on the basis of actual number of days invested in that respective deliverable and the pertaining Certification of Payment document signed by the IC and approved by the responsible UNDP Portfolio Manager.

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.