United Nations Development Programme, Turkey, Country Office

Terms of Reference for Gender Evaluation of Key Programmes

1.BACKGROUND AND OBJECTIVE

In Turkey, despite the important progress regarding women's rights since 1990s as a result of a strong women's movement and efforts of women's organizations as well as international monitoring activities on gender equality in Turkey, within various realms of social and economic life gender based discrimination and women's subordinated positions remains. Women's economic and political participation is still below expected levels, while gender-based violence continuous to be a significant problem. Knowing that gender equality is the primary part of development progress UNDP Turkey CO mainstream gender equality approach is within all interventions. UNDP Turkey CO is well aware of the fact that development assistance in various practice areas and in different regions of the country may effect and may be effected by above mentioned gender relations and inequalities. In this regard UNDP in Turkey prioritize gender equality approach and works for gender equality and women's empowerment.

This commitment has been well reflected within UN Turkey's key documents:

The UN Development Cooperation Strategy (UNDCS) covering 2016-2020 has two dedicated Outcomes focusing on gender equality and women's empowerment: *Outcome 3.1. "Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020."* and *Outcome 3.2. "Improved legislation, policies, implementation and accountability mechanisms (on prevention and protection) to promote gender equality and reduce all forms of Sexual and Gender Based Violence by 2020"*. Yet, different from the previous UNDCSs, a twin track approach is applied and gender is both mainstreamed into all interventions but also remains as a standalone outcome of the strategy.

Similarly, UNDP Turkey Country Programme Document (CPD), covering 2016-2020, applies the same approach as the UNDP Strategic Plan and gender mainstreaming is seen as a crosscutting issue: a sole output is dedicated to gender equality but it is also mainstreamed within all other CPD outputs.

In addition, UNDP Turkey is well aware of the importance of gender equality mainstreaming within the organization in order to ensure that UNDP Country Office in Turkey has the relevant and adequate capacity, systems and focus of its programme that would allow that the gender equality related interventions are met and UNDP makes substantive and transformative contribution to gender equality in Turkey. In this regard UNDP Turkey CO developed The Gender Equality Strategy 2017-2020 to guide the country team in three respects; (1) becoming a gender responsive organization, (2) implementing within a gender responsive way, (3) achieving better gender transformative results.

Within this framework and in line with the Evaluation Plan of UNDP Turkey, thematic evaluation of the Key programmes in UNDP Turkey CO will be conducted to assess the impact of UNDP's development assistance in the area of gender equality and women's empowerment. This evaluation will assess the overall performance of UNDP in mainstreaming gender and the organization's contribution to development and institutional change in gender equality and women's empowerment.

Though there is one dedicated Output in UNDP's Country Programme Document (CPD) for Turkey covering the period 2016-2020 on gender equality, all programmatic portfolios address different dimensions of the issue. In this regard, in addition to the concerned specific Outcome of the CPD, the proposed evaluation will focus on the 15 selected projects/programmes under other Outcomes/outputs of the CPS.

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2.PURPOSE OF ASSINGMENT

The purpose of this thematic evaluation of UNDP's contribution to Gender Equality and Women's empowerment to learn from the past experiences and to improve the future work accordingly. The Evaluation will mainly

- Focus on the practical results achieved in Key programs and the structural steps taken for gender mainstreaming within the organization.

- Indicate the relevance of structural steps and practical achievements to address the priorities in UN and national gender equality development goals and policies (national development strategy and its gender development priorities, other international commitments such as CEDAW).

- Asses the level of national ownership, national capacity development, partnerships between the UN system and national partners on gender equality and women's empowerment and provide recommendations for areas of intervention and improvement that may be required for enhancing effectiveness of UNDP's development assistance.

At the country office level, UNDP uses and applies learning from monitoring and evaluation to improve the overall performance and quality of results of ongoing and future projects, programmes and strategies. Learning is particularly significant for UNDP support to the policy reform process, which is often innovative and contains uncertainties. A monitoring and evaluation framework that generates knowledge, promotes learning and guides action is, in its own right, an important means of capacity development and sustainability of national results.

In this regard a thematic evaluation that focuses on the structural and practical issues on Gender Equality will be very helpful to revisit, revise, improve and enhance the actions taken for gender mainstreaming. UNDP will use this information for designing its activities as well as communicating to its present and future partners including government agencies and donors.

UNDP will incorporate the findings of the evaluation, experiences and lessons learned while preparing the strategic documents on gender equality and beyond, especially in the eve of reformulating its country programming in Turkey that will cover 2021-2025. This evaluation is also expected to bring recommendations regarding partnership strategies. Besides, it is expected that the CO will utilize the findings in terms of:

- Understanding the national context in respect to gender relations, needs and priorities and the key factors that have affected (both positively and negatively, contributing and constraining) the implementations and the results.

- Seeing how valid and relevant the implementations are in addressing Gender Equality and women's empowerment as well as the intended and unintended results and the overall sustainability of the interventions.

- Assessing shortcomings as well as achievements Pay more attention to overlook and over emphasized issues and identify the risks

- Identifying the necessary steps for increasing the level of national ownership and sustainability of the interventions

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3.DUTIES AND RESPONSIBILITIES OF THE CONSULTANT

As mentioned above, UNDP Turkey is committed to work for, gender equality and women's empowerment prioritizing gender equality and this commitment has been well reflected within UNDP Turkey's key documents such as UNDSC and CPD. In addition to that UNDP Turkey CO has been going through an intensive and comprehensive gender mainstreaming process in which implementations as well as working culture becomes gender responsive.

In this regard the evaluation will be a thematic evaluation and will have a dedicated focus on assessing the contribution of UNDPs development assistance to the Gender Equality and Women's Empowerment in Turkey. The evaluation must also address how the intervention sought to strengthen the application of the rights-based approach and mainstream gender in development efforts.

The evaluation should be in line with UNDPs existing monitoring tool namely the "Gender Marker" which is a tool that requires managers to code projects/outputs against a four-point scale, whether or not a project/output is designed to contribute to increase gender equality. Both development and management projects must be coded against a four-point scale that consists of

o GEN0 (not expected to contribute to gender equality),

o GEN1 (contributes to gender equality in a limited way),

o GEN2 (gender equality is a significant objective) and

o GEN3 (gender equality as a principal objective).

The evaluation will be conducted to the selected projects under four different practice areas of UNDP Turkey CO namely Inclusive and Democratic Governance (IDG), Inclusive and Sustainable Growth (ISG), Climate Change and Environment (CCE) and Syrian Response and Resilience. The selection will be done in consultation with UNDP. All the GEN 3 project will be subjected to evaluation. A certain proportion of GEN2, GEN1 projects will be selected considering the time, region, subject and budget variations. "Gender marker" will be one the main frame for the project evaluation.

According to the records of Turkey Country Office 37 projects are marked as GEN1, 12 projects were marked as GEN2 and 5 projects are marked as GEN3 among the ongoing projects and projects end dates are earliest 2016. This evaluation covers all GEN3 projects and approximately %20 of GEN1 and %25 of GEN2 projects the following have been selected to be subjected to the gender evaluation. Yet, the evaluator(s) can suggest any changes within the list in contribution with the Country Team.

GENDER MARKER 1: *Output at the project level* ***contributes in a limited way to gender equality****, but not significantly. Gender equality is not consistently mainstreamed and has not been critical in the project design.* Suggested GEN 1 projects to be subjected to evaluation:

- Mitigating the impact of Syrian Crisis on Southeast Anatolia
- Dreams Academy
- Support to Development of a Policy Framework on TFP
- ORGANIC AGRICULTURE CLUSTER DEVELOPMENT PROJECT

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- Future Lies in Tourism Support Fund-EFES
- Institutional Capacity Building of Ombudsman
- Integrated Approach to Management of Forests in Turkey, with Demonstration in High Conservation Value Forests in the Mediterranean Region

GENDER MARKER 2: *Gender equality is not the main objective of the expected output, but* ***the output promotes gender equality in a significant and consistent way.*** Suggested GEN 2 projects to be subjected to evaluation are as follows:

- Strengthening Social Stability in Southeast Anatolia
- Harnessing Financial Awareness Among Young Men&Women
- Legal Aid Practices
- Court of Cassation -Transparency & Code of Ethics
- Resource Efficiency in Agriculture & Agrobased Ind. GAP

GENDER MARKER 3: The **achievement of gender equality and/or the empowerment of women are an explicit objective** of the project and the main reason that this project was planned. Suggested GEN 3 projects to be subjected to evaluation are as follows:

- Gender Mainstreaming Cukurova RDA
- Turkey's Engineer Girls
- UNJP for Promoting the Human Rights of Women
- Innovations for Women's Empowerment-Phase 2

The evaluation shall assess Relevance, Effectiveness, Efficiency, Degree of Change, Sustainability of the project(s) and/or program(s) in regard to gender equality and women's empowerment.

UNDP's contribution to gender equality and women's empowerment development results will be evaluated with respect to four Areas of Practices. Assessment of implementation will be developed around criterions of relevance, effectiveness, efficiency, sustainability, impact and partnership with respect to the following questions.

- Has the programme/project impact the significant issues in women's lives and existing gender relations? How much does the programme considering and addressing women's priorities? Does the project/program intervene to the existing gender relations, If yes what is the consequences of this intervention?
- What is the significance of this programme and how the results meet the national goals on women empowerment and UNDP's Gender Equality Strategy?
- What is the contribution of project implementation to Gender Equality and Women's Empowerment in Turkey? What kinds of results were achieved? Is the selected

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projects/programmes were relevant given the country context and needs, and UNDP's niche?

- What are the impacts and the major achievements of the programme on gender equality? What are the gaps?
- What kinds of tools and mechanisms are used to ensure the gender responsiveness of the projects?
- Has gender analysis or gender screening conducted?
- How effective do the project implementations in creating gender transformative results?
- Has the programme been efficient in achieving gender equality results as compared to the past programmatic interventions under previous CPD? In what ways? What other approaches could have been taken to maximize efficiency?
- Whether the outcome indicators chosen are sufficient to measure the outcomes? What other SMART (specific, measurable, achievable, relevant and time-bound) indicators can be suggested to measure these outcomes?
- Is there an efficient risk management strategy for the project, which covers the possible effects of the existing gender relations within the realm of implementation?
- What are the main factors (positive and negative) that have/are affecting the achievement of the gender transformative results in four main areas of practice? Have these factors limited or facilitated the expected results or progress?
- To what extend the selected projects programmes were able to refer and respond to the differences in participation, benefits and results between women and men?
- In this programme period, how did UNDP position itself strategically? What are the advantages and disadvantages UNDP have as an actor working in the field of gender Equality and women's empowerment?
- Whether UNDP's partnership strategy has been appropriate and effective; UNDP's capacity with regard to management of partnerships; UNDP's ability to bring together various partners across sectoral lines?
- What is the prospect of the sustainability and replicability of UNDP interventions related to gender equality and women's empowerment?

All the above evaluation questions should include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

- Human rights
- Capacity development
- Institutional strengthening
- Innovation or added value to national development
- South-South Cooperation

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4.PRODUCTS EXPECTED FROM EVALUATION

The first product expected from the Evaluation Expert is an inception report providing information on the approach, work plan, methods and techniques that will be used in evaluation, resources to be and the draft layout of the actual evaluation report.

The key product expected from this thematic evaluation is a comprehensive analytical report that should, at least, include the following contents:

- Executive summary
- Introduction
- Description of the evaluation methodology
- Contextual and Normative framework on GEWE in UNDP
- Assessment of UNDPs contribution to GEWE
- Stakeholder analysis
- Key findings (including best and worst practices, lessons learned)
- Conclusions and recommendations, including suggestions for future programming.
- Annexes: e.g. TOR, field visits, people interviewed particularly women, documents reviewed, etc.

The **details** of the key products will be shared with the successful contractor. Individual contractor shall submit good quality key products to UNDP for approval in line with these **details**.

5.METHODOLOGY OR EVALUATION APPROACH

The evaluation will be a transparent, participatory process involving development stakeholders at the corporate, regional and country levels. It will be carried out within the framework of the UNDP Evaluation Policy and the United Nations Evaluation Group Norms and Standards.

The evaluation will seek to obtain data from a range of sources, including document analysis, surveys, as well as stakeholder consultations through semi-structured interviews and focus groups at UNDP CO and other relevant partners. The rationale for using a range of data sources (data, perceptions and evidence) is to triangulate findings in a situation where much of the data, due to the very nature of GEWE, is qualitative and thus interpretation is critically dependent on evaluator judgment.

A detailed evaluation plan will be developed in consultation with UNDP including but not limited to Assistant Resident Representative for Programmes (ARR-P), portfolio managers, programme/project managers, gender focal point and gender advisors, during the inception phase of the evaluation. The evaluation design will include an evaluation matrix to link the evaluation criteria and questions with data collection methods and sources of data and verification of evidences.

1. **Stakeholder analysis.** An important initial exercise will be the conduct of a stakeholder analysis in order to identify, *inter alia*, the institutional entities and individuals within UNDP involved in planning, management and implementation of UNDP GEWE activities; the primary target groups of different UNDP GEWE initiatives; and different partners and beneficiaries.

2. **Documentation reviews.** Due to the wide scope of UNDPs GEWE activities, a very large number of documents and reports (published and unpublished) will be collected. Some may be the subject of only a general review, while others will be subjected to detailed review. Some of the key sources of information will comprise: Programme documents and results frameworks, project documents, monitoring and financial reports, evaluations, as well as key project outputs; strategic partnership documentation; strategy, HR, LPAC related documents (minutes and checklists), ProDoc appraisal, Portfolio strategies, Communications strategies, project documents, Annual work plans, knowledge products, Web sites etc.

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4. Consultations. Structured, semi-structured and unstructured interviews and consultations will be conducted. The results of these consultations and interviews are to be documented for internal team analysis. Structured interview methods are also to be used for other consultations. In some cases, focus-group discussions may be held to capture the dynamic of information sharing and debate and to increase validity of findings. Where possible, the evaluation team will consider conducting interviews by telephone or skype/tele/video conference to cover as many country examples as possible and evidences as needed.

The outcome evaluation will include the following key activities:

- Evaluation design and workplan (to be shared with UNDP Turkey before start of the evaluation)
- Desk review of existing documents
- Briefing with UNDP Turkey
- Field visits, if needed
- Interviews with partners
- Drafting of the evaluation report
- Debriefing with UNDP Turkey
- Finalization of the evaluation report (incorporating comments received on first draft)

Though the evaluation methodology to be used will be finalized in consultation with the UNDP Turkey Country office, the following elements should be taken into account for the gathering and analysis of data:

- Pre-assessment of data availability
- Desk review of relevant documents including Country Programme Document (CPD), UNDCS, reports of relevant flagship projects, etc.
- Discussions with the Senior Management and programme staff of UNDP Turkey
- Presentation of an inception report and discussion of the content with UNDP management and partners
- Interviews: with key partners and stakeholders both at central and field levels.
- Focus group discussions: within UNDP and external parties both at central and field levels.
- Field visits to select key projects, if necessary.
- Regular consultation meetings with the UNDP staff, project staff and senior management as appropriate

This Evaluation will be conducted in accordance with the principles outlined in the Ethical Guidelines for Evaluation (UNEG 2008) and the evaluators must describe, in the inception report, the procedures they will use to safeguard the rights and confidentiality of their sources (e.g. measures to ensure compliance with legal codes governing, for example, provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; protocols to ensure anonymity/confidentiality.)

please see: **file:///Users/gokcebt/Downloads/UNEG_FN_ETH_2008_EthicalGuidelines.pdf**

6.IMPLEMENTATION ARRANGEMENTS

This evaluation exercise will be undertaken by an Evaluation Expert. The Evaluation Expert will be reporting to ARR-P. The Gender Advisor, Gender Focal Point and relevant Portfolio Manager(s) will establish the first contacts with the government partners and project staff. The expert will then set up

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his/her own meetings and conduct his/her own methodology upon approval of the methodology submitted in the inception report.

The draft and final reports will be submitted in English and then editorial support will be provided for the Turkish translation. The expert will work home/office-based with presence in UNDP premises as needed for the desk reviews and will make their own travel arrangements for the site visits.

The Evaluation Expert shall arrange all the resources he/she needs to complete the assignment, if needed, at his/her own cost. The resources to be used by the expert shall be subject to prior UNDP approval.

Evaluation Expert will have the overall responsibility for the conduction of the evaluation exercise as well as quality and timely submission of the final evaluation report to UNDP. S/he will specifically undertake the following tasks:

- Lead and coordinate the evaluation mission,
- Design the detailed evaluations scope, methodology and approach,
- Ensure efficient division of tasks between team members,
- Conduct the outcome evaluation in accordance with the proposed objective and scope of evaluation
- Draft, communicate and finalize the evaluation report as per the comments from UNDP,

7.WORKPLAN

The Consultant shall be responsible for preparation and submission of the outputs, activities of following workplan listed in the table below:

Subject	Target Date	Stakeholders involved
Meeting briefing with UNDP *(RR, DCD, ARR-P, Programme Managers and project staff as needed)*	11 March 2019	*UNDP Senior Management, portfolio managers and project team*
Sharing of the relevant documentation with the Evaluation Team	11 March 2019	N/A
Selection of the projects to be evaluated	11 March 2019	*UNDP Senior Management, and portfolio managers*
Desk review, Evaluation design, methodology and updated work plan including the list of stakeholders to be interviewed	11-18 March 2019	UNDP Turkey CO
Submission of the inception report including the evaluation design and work plan in English *(max. 20 pages)*	18-22 March 2019	UNDP Turkey CO
Review of the evaluation design and work plan	22-26 March 2019	UNDP Turkey CO
Identification of the relevant informants for consultations, interviews and focus groups	22-26 March 2019	*UNDP Senior management, and portfolio managers*

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Consultations and field visits, in-depth interviews and focus groups	26 March-19 April 2019	*UNDP Turkey Country Team,* *UNDP Regional Hub,* *UN Gender Equality Results Group Members,* *Main governmental partners,* *NGOs and academy* *Donors*
Preparation of draft evaluation report including the stakeholder analysis and an Executive Summary of approx. 5 pages	22-26 April 2019	*N/A*
Debriefing with UNDP for the provision of comments to the draft report	29 April 2019	*UNDP senior management, and portfolio managers*
Finalization and submission of the final evaluation report to UNDP Turkey (max. 50 pages excluding Executive Summary and Annexes)	09 May 2019	*UNDP senior management, portfolio managers and project team*
Presentation of the evaluation report in relevant format	13 May 2019	*UNDP CO,* *UNCT,* *UN Gender Equality Results Group*
Translation of the evaluation report in Turkish	20 May 2019	*Translation Office*
Revision of the translated report	23 May 2019	*N/A*
At least two dissemination meetings with partners	03 June 2019	*UN Gender Equality Results Group Members,* *Other Agency Heads* *Main governmental partners,* *NGOs and academy* *Donors*

*Each and every activity of Workplan to be conducted by the Consultant is subject to UNDP's approval. Each step shall be conducted upon approval of the previous step by UNDP.

- ***Reporting Line***

This evaluation exercise will be undertaken by an Evaluation Expert. The Evaluation Expert will be reporting to the ARR-P (Assistant Resident Representative-Programme) of UNDP Turkey, with delegated authority to the related Portfolio Manager. The Programme Manager and the Programme/Project Support Associate of UNDP Turkey will arrange the introductory meetings within UNDP and will establish the first contacts with the government partners and project staff, if needed. The expert will then set up her/his own meetings and conduct her/his own methodology upon approval of the methodology submitted in the inception report.

The Evaluation Expert shall arrange all the resources she/he needs to complete the assignment, if needed, at his/her own cost. The resources to be used by the expert shall be subject to UNDP approval.

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- ***Reporting Language***

All reports submitted to UNDP shall be in English.

- ***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.

8.DUTY STATION & PLACE OF WORK

The expert will work home/office-based with presence in UNDP premises at Yıldız Kule as needed for the desk reviews, and as the sites, as well as the times and durations for visits *-are not defined-*. Accommodation and living expenses (inter-city, intra-city travels, living costs such as breakfast, lunch, dinner, etc.) in duty stations (Ankara & Home-Based) will be borne by the Consultant. Assignment-related travel and accommodation costs for out of duty-station, which are pre-approved by UNDP will be borne by UNDP in line with UNDP's corporate rules and regulations. The costs of these missions may either be;

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	

The assignment will require frequent regular activity and monitoring visits to project sites and related site visits requested by the Programme Manager.

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9.DELIVERABLES/OUTPUTS

More specifically, the following are the deliverables/outputs which are linked to the payments as per below table:

# of Deliverable	Name of the Deliverable /Report	Expected Delivery Date Intervals of the Reports	Estimated Number of Days to be Invested*
1	Inception Report	22 March 2019	8
2	Draft Evaluation Report	26 April 2019	25
3	Final Evaluation Report	09 May 2019	3
4	Briefing reports and presentations	13 May 2019	3
5	Revised and Reviewed- Translated Report	23 May 2019	3
6	Dissemination Meetings Reports	03 June 2019	3
Estimated Total Number of Days Invested			45

** The Consultant may invest less or more days for each deliverable based on the project needs and at the sole discretion of UNDP, however # of days to be invested by consultant may subject to change **for each deliverable**, the total working days of the consultant dedicated to this assignment shall be at a maximum 45 days as indicated in this document.*

- ***Tax obligation***

The subscriber 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 subscriber.10.

10.TIME AND DURATION

The assignment shall start within March 2019, from the date of signature of an Individual Contract and shall be completed by June 2019. The consultant will be hired for **45 working** days on a non-consecutive basis.

Target Contract **Start** Date: 11.03.2019

Target Contract **End** Date: 31.06.2019

11.MININUM QUALIFICATION REQUIREMENT AND SKILLS

The expected qualifications of the expert are as follows:

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General Qualifications	General Professional Experience	Specific Professional Experience
• Minimum Masters degree in economics, business administration, regional development/planning or any other social sciences • Proficiency in English is required • Advanced degree (doctorate) on relevant field is an asset	• Minimum 3 years of professional experience in the area of development, environment and sustainable development, regional development. • Minimum 5 years of professional experience in the area of gender equality, women's empowerment and gender equality mainstreaming • At least 5 years of experience in conducting evaluations, • Strong working knowledge of UN and its mandate, the civil society and government authorities • Extensive knowledge of thematic evaluation, as well as participatory M&E methodologies and approaches, • Experience in applying SMART indicators and reconstructing or validating baseline scenarios, • More than seven (7) years of general professional experience will be considered as an asset	• At least 3 similar evaluation assignment completed within the last 5 years experience in conducting evaluations, • Minimum three (3) years of experience on results-based management evaluation and/or participatory M&E methodologies or approaches • Previous experience in working with UNDP, the civil society and government authorities in the scope of thematic evaluation will be an asset.

Competencies:

- Strategic thinking skills
- Strong reporting and communication skills both in Turkish and in English
- Excellent communication skills with various partners including donors
- Team work skills and experience in leading teams
- Result oriented

12.PAYMENT

The Consultant will be hired under an Individual Contract and be paid on the basis of the submission of outputs detailed in this Terms of Reference upon acceptance and approval of the outputs by UNDP Turkey Country Office. Payments will be made within 30 days upon acceptance and approval of the corresponding deliverables 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 consultant and approved by BOS Task Force. The total amount of payment to be effected to the Consultant within the scope of this contract **cannot exceed** equivalent of **45 working/days** throughout the contract validity.

Without submission and approval of the outputs, the Consultant shall not be entitled to receive any payment even if he/she invests time in the assignment. The amount paid shall be gross and inclusive of all associated costs such as social security, pension and income tax. The consultant will be paid in TRY in case s/he is a Turkish national otherwise in USD upon submission of the outputs as detailed above. The price proposal will be given in USD. The rate of exchange shall be the official rate applied by the United Nations on the day UNDP instructs its bank to effect the payment(s).

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