

1. BACKGROUND

The overall objective of the Inclusive and Sustainable Growth Portfolio (ISGP) is to contribute to inclusive and sustained growth of the national economy. As such, the ISGP is about the pace, pattern and most importantly the quality of growth. Inclusiveness is a concept that encompasses equity, equality of opportunity, and protection in market and employment transitions, such as the one Turkey is going through.

The ISGP aims at linking micro and macro determinants of growth with a particular emphasis on strengthening the micro determinants. The ISG portfolio's core strategy is policy prototyping and where applicable piloting. This strategy has important implications on how ISGP design and deliver its projects. ISGP emphasizes continuous learning as the main means of individual and institutional capacity development and enables voice and participation of not only institutions but also individuals.

In addition to prototyping, the ISG portfolio will aim at contributing to the policy debate particularly on equitable social policies through policy-oriented research. This will be done with a view to providing the evidence base for policy recommendations particularly in the area of structural economic and social policies. Possible areas of such policy-oriented studies (to be further elaborated with policy makers and partners) could be effective implementation and monitoring of social policies, social policy reform, total factor productivity analysis, enabling policy suggestions for increasing women's economic and labor force participation and measurement of multidimensional poverty in Turkey. Such policy work, aligned with national development priorities will provide opportunities for evidence-based policy making and will provide UNDP with the credibility to more strongly engage with academics, NGOs and think tanks as well as guide the targeting of UNDP interventions.

The ISG Portfolio is composed of two programmes that complement each other. Each programme has a specific objective (purpose), which will collectively help the ISG Portfolio progress towards achievement of its overall objective. In principle, the ISG Portfolio will focus more on productive employment rather than income redistribution, even though both are critical issues. The work on social policies and services will promote equal access to opportunities and therefore, will contribute to equitable growth. Hence the emphasis will be not only on employment growth but also on productivity growth.

The two programme areas are:

- Competitiveness, Economic Growth and Innovation
- Local Economic Development and Social Policies/Services.

Between 2016 and 2018, ISG Portfolio initiated important initiatives at policy level and implementation level. In November 2018 Support to Development of a Policy Framework on Total Factor Productivity Project was completed with the introduction of White Paper, which presents policy framework for improving total factor productivity in Turkey Overall policy framework is expected to feed into 11th Development Plan and is complemented with implementation level recommendations for a well-equipped ecosystem to promote productivity and growth.

In parallel a comprehensive assessment on OIZs has been completed and two alternative proposals have been developed for next generation OIZs for Ministry. In a complementary action first SME Applied Capability Center for Turkey was opened in Ankara in December 2018 with corresponding contribution from Government and Ankara Industry (Ankara Chamber of Industry and ASO I. Organised Industrial Zone). These actions are the implementation level steps for the overall policy framework for productivity and experience from these actions will be reflected to relevant actors.

In 2019, these implementation level actions will be further improved and will continue to feed into Government of Turkey's policy development efforts. However, some of the macro level initiatives should be elaborated more in depth especially the ones on innovation and entrepreneurship ecosystem to provide better insight and recommendations. In addition, ISG Portfolio also targets to increase number of initiatives in innovation and entrepreneurship ecosystem through new partnerships with TOBB, KOSGEB, TGBs, related NGOs and think tanks etc.

Therefore,³ Individual Consultants will be mobilized under framework contract modality for ISG portfolio for 2019-2020 period for supporting ongoing initiatives as well as new pipeline development.

2. OBJECTIVE AND SCOPE

As mentioned above, main target of Consultancy Services is to support ISG portfolio in general for ongoing initiatives especially in areas of innovation, entrepreneurship, SME Development in industry, technology development etc.

The objective of the assignment is to receive high quality quantitative and qualitative assessments, analysis, reports, concept notes/proposals, draft policy notes and policy papers, supporting the preparation of specific Terms of References not only for ongoing initiatives but also for pipeline development.

The IC(s) will be mobilized with Framework based Individual Contract. Specific expectations from the IC(s) will be articulated in specific service requests to be made by UNDP during the course of the contract.

3. ACCRONYMS AND ABBREVIATIONS

Unless otherwise noted;

- UNDP refers to United Nations Development Programme Country Office in Turkey,
- The Assignment refers to the present Assignment,
- IC refers to the Individual Consultant,
- MoIT refers to Ministry of Industry and Technology,
- OIZ refers to Organised Industrial Zones,
- KOSGEB refers to SME Support Agency,
- SME refers to Small and Medium-Sized Enterprises
- COSME Programmes refers to Competitiveness of Enterprises and SMEs
- R&D refers to Research and Development
- EU refers to European Union
- TUBITAK refers to The Scientific and Technological Research Council of Turkey
- TGB refers to technology development zones,

4. DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT

UNDP will mobilize 3 Individual Contractors as Senior Advisor for ISG Portfolio on a framework contract basis. The following duties and responsibilities are indicative and subject to further detailing through specific service requests to be made by UNDP during the contract duration.

Within the scope of the Assignment; the Senior Advisors is expected to provide consultancy services for the below listed generic activities:

Subject	Generic Activities
<p>Technical Assistance on Innovation, Competitiveness and Entrepreneurship</p>	<ul style="list-style-type: none"> ▪ Providing qualitative assessments ▪ Providing quantitative assessments ▪ Performing diagnostic studies in expertise areas in line with UNDP CO priorities ▪ Preparing analysis in relation to focus areas determined by ISG Portfolio supporting preparations for new Country Programme Document ▪ Prepare tools for effective implementation of the technical activities of the Portfolio. ▪ Prepare/revise sector specific reports related to Portfolio focus areas. ▪ Recommend/prepare key knowledge products within focus areas of the Portfolio. ▪ Provide sector specific/ thematic background in line with international/national priorities for ongoing and pipeline projects ▪ Participating to relevant Project meetings ▪ Moderating relevant Project meetings ▪ Holding in-depth interviews, interviews with policy makers and/or managers, entrepreneurs, business people, academicians to support relevant assessments. ▪ Delivering capacity building seminars/meetings/presentations for implementing partners according to needs/requirements. ▪ Preparing high quality reports, diagnosis, policy papers, concept notes, recommendation papers for ongoing and future actions. ▪ Supporting the preparation of specific Terms of References in relation to Project activities ▪ Supporting pipeline development with potential partners via concept notes, project proposals etc.
<p>Technical Assistance on SME Development and industrial policies</p>	<ul style="list-style-type: none"> ▪ Providing qualitative assessments ▪ Providing quantitative assessments ▪ Performing diagnostic studies in expertise areas in line with UNDP CO priorities ▪ Preparing analysis in relation to focus areas determined by ISG Portfolio supporting preparations for new Country Programme Document ▪ Prepare tools for effective implementation of the technical activities of the Portfolio.

	<ul style="list-style-type: none"> ▪ Prepare/revise sector specific reports related to Portfolio focus areas. ▪ Recommend/prepare key knowledge products within focus areas of the Portfolio. ▪ Provide sector specific/ thematic background in line with international/national priorities for ongoing and pipeline projects ▪ Participating to relevant Project meetings ▪ Moderating relevant Project meetings ▪ Holding in-depth interviews, interviews with policy makers and/or managers, entrepreneurs, business people, academicians to support relevant assessments. ▪ Delivering capacity building seminars/meetings/presentations for implementing partners according to needs/requirements. ▪ Preparing high quality reports, diagnosis, policy papers, concept notes, recommendation papers for ongoing and future actions. ▪ Supporting the preparation of specific Terms of References in relation to Project activities ▪ Supporting pipeline development with potential partners via concept notes, project proposals etc.
<p>Supporting ISG Portfolio on project implementation</p>	<ul style="list-style-type: none"> ▪ Supporting ISG Portfolio for conceptualising project ideas via concept notes. ▪ Supporting ISG Project teams where relevant with assessments, analysis, field reports, evaluation reports. ▪ Supporting ISG Portfolio for partnership development in related areas. ▪ Fulfilling additional relevant tasks, as required by UNDP Portfolio Managers (ISG) through Service Requests.

The above listed activities are subject to further revision with the consent of UNDP in line with the emerging requirements of the Project. If required by UNDP, ICs may provide additional consultancy services related to her/his competencies and expertise in line with this Terms of Reference.

Individual Consultants will report to ISG Portfolio Manager and/or Project personnel to whom delegates by Portfolio Manager.

5. INSTITUTIONAL ARRANGEMENTS

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

6. DELIVERABLES

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 the relevant Portfolio

Managers and the time schedule for each assignment will be determined by UNDP in consultation with the consultant. Service request will be effective upon signing and return by the consultant.

Reporting language: Reporting language will be English and/or Turkish and will be specified in each Service Request.

7. MINIMUM QUALIFICATION REQUIREMENTS

The required qualifications and/or experience are presented below:

	General Qualifications	General Professional Experience	Specific Professional Experience
Minimum Requirement	<ul style="list-style-type: none"> ▪ University degree in in the field of social sciences, economics, engineering or relevant field. ▪ Master’s Degree in the field of social sciences, economics, engineering or relevant field. ▪ Fluency in English and Turkish, ▪ Computer skills (i.e. MS Office applications). 	<ul style="list-style-type: none"> ▪ A minimum of 15 years of general professional experience in Government, Academia and/or “Industry Sector with focus on one or more of the areas; including entrepreneurship, SME Development and innovation. 	<ul style="list-style-type: none"> ▪ Minimum 10 years of specific experience in working with key governmental actors on innovation and entrepreneurship ecosystem like MoIT, KOSGEB, TUBITAK, EU COSME Programmes, Regional Development Administrations/Agencies , Technology Development Zones
Assets	<ul style="list-style-type: none"> ▪ PhD Degree in engineering, social sciences, or economics in relevant field 		<ul style="list-style-type: none"> ▪ Minimum 5 years of experience in R&D policies ▪ Minimum 5 academic research/paper/recommendation notes for industrial development policies or entrepreneurship ecosystem or innovation policies ▪ Formulation/implementation of minimum 5 programmes/projects in industrial development, SME development, R&D, technology development ▪ Proven knowledge of quantitative and qualitative assessment methods in research

8. TIMING AND DURATION

The Assignment is expected to start in late February 2019 and is expected to be completed by the end of August 2020 and IC(s) are expected to invest **maximum 240 working/days over 18 months** throughout the contract validity. UNDP does not entail into a commitment through signature of the contract with regards to requesting service from the expert or using the maximum number of man days indicated in this Terms of Reference.

9. PLACE OF WORK

Place of work for the assignment is Ankara. All travel, accommodation and living costs in duty station (Ankara) will be covered by the Consultant. It may be required that the Consultant travels out of the duty station (Ankara) within the scope of this Terms of Reference. In case, travel out of the duty station is needed, the travel and accommodation costs of these missions will be borne by UNDP.

Only travel related costs (economy class flight/bus/train tickets and work related inter-city transportation) of the missions out of the duty station (Ankara) and full-board accommodation costs (in 3 or 4-star hotel) will be borne by UNDP. Any mission travel shall be approved by responsible Portfolio Manager. The details with regards to any travels within the scope of these assignments will be elaborated in specific service requests. These missions will be arranged, and aforementioned costs will be covered by UNDP CO from the respective project budget without making any reimbursements to the Consultants and through the travel agency UNDP works with.

10. PAYMENTS

The contract to be signed between UNDP and successful candidate(s) 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 Consultant to the satisfaction of UNDP as approved by the responsible Portfolio Manager(s) no payment will be made even if the consultant 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 total amount of payment to be affected to the Consultant within the scope of this contract cannot exceed equivalent of 240 working/days.

The Consultant will be paid in TRY within 30 days upon submission and approval of the corresponding deliverables by the UNDP. The consultant shall be paid in USD if he/she resides in a country different than Turkey. In that case, the payment shall be realized in USD through conversion of the TRY amount by the official UN exchange rate valid on the date of money transfer.

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

Tax Obligations: The ICs are 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.