

Terms of Reference for the Expert Supporting Acceleration Phase of “SDG Impact Accelerator Initiative”

1. BACKGROUND

For the 8th year in a row, Turkey has been the world’s largest host country of displaced persons with over 4 million refugees, including 3,6 million Syrians under Temporary Protection. The Government of Turkey provides a rights-based legal framework through the Temporary Protection regulation, which offers access to education, health care, employment and social security to Syrians. Currently, out of the 3.6 registered Syrians under Temporary Protection (46% women and 54% men) more than 3.4 million Syrians live amongst Turkish host communities.¹ 40 % of the 3.6 million Syrians under Temporary Protection are concentrated in 4 provinces in the South East. However, substantial populations are also found in Izmir, Ankara and other large cities of Turkey. It is estimated that over 500,000 refugees are living in Istanbul making it the largest refugee hosting city in Turkey.

Considering the protracted nature of the refugee situation, there is a progressive shift from humanitarian to resilience and development assistance. This includes increased efforts to reduce the reliance on external cash assistance and enhance self-reliance through support to sustainable jobs and livelihoods opportunities. For Syrians under temporary protection to access new opportunities created in the private sector remains highly dependent on accessing work permits. Since the issuance of the Work Permit Regulations in January 2016, the Government has issued about 60,000 work permits to Syrians (both under temporary protection and under regular residence permits).

The Government of Turkey has not only been very active in the global discussions on migration and displacement but has also led the way in demonstrating how such principles can be implemented in practice. For instance, both national institutions and affected municipalities have served as an example on the implementation of the New Way of Working and of key principles agreed in the New York Declaration for Refugees and Migrants (September 2016). As a result, Turkey is now the largest humanitarian donor per capita globally, and has spent over 30 billion USD on the Syria response over the last 6 years within a conducive legislative protection framework. This includes the principles to allow refugees to: i) benefit from national services and integrate them into national and local development plans, ii) strengthen inclusion, ensure more predictable support in protracted refugee situations; and iii) decrease refugee dependency on aid. As such, Turkey provides a privileged setting to reflect with municipalities and local authorities from the region and beyond on their experiences of responding to migration and displacement which will be a crucial contribution to the global conversation related to the implementation of the New Way of Working.

In line with this, the Government of Turkey also has promoted approaches that respond to issues going beyond simply providing aid, but rather offer solutions that have the potential to generate exponential growth, have an impact outside of Turkey and explore innovative avenues to deal with the challenges faced by refugees and resulting from growing numbers of forced displacement. In this regard, the SDG Impact Accelerator initiative of the Government of Turkey (SDG IA) aims to accelerate “systems entrepreneurs” for market-creating innovations. It will do so initially for refugee populations.

The SDG IA initiative has been designed jointly by the UNDP’s Regional Service Center in Istanbul with the Government of Turkey through a process that started in June 2018.² According to the feasibility study of the SDG IA, the first phase of which has been completed in March 2019, the SDG IA will consist of: a) a Systems Lab to provide access to insights and information, in particular through human-centered design techniques and systems tools, and a focus on specific challenges; (b) an accelerator with a cohort structure to bring different stakeholders together around specific challenges and provide challenge-focused – instead of generic – acceleration services towards systems change through lean

¹ Mostly in the South East, particularly Gaziantep, Kilis, Sanliurfa, and Hatay

² Feasibility study for SDG Impact Accelerator was jointly funded by the Bill and Melinda Gates Foundation and UNDP

enterprise methods; and (c) the Impact Investment Fund to provide its alumni with direct access to flexible funding to scale-up. The SDG IA is responding to the impacts (positive and negative) of large scale displacement- an issue that affects Turkey and the world internationally. The SDG Impact Accelerator will accelerate “systems entrepreneurs” for market-creating innovations for the Syrians under temporary protection in Turkey. The Accelerator will act as a platform to breakdown siloes to mobilize different stakeholders to work together for systemic change to address complex challenges. The plan is for the innovations to be first used in Turkey but scaled up to other refugee/displaced populations. Turkey’s strategic location and dynamic private sector provides fertile ground for ideas to have global impact.

The next phase of the feasibility study of the SDG IA is to test the assumptions and apply the concept SDG Impact Accelerator outlined in the feasibility study through this project. The following two pilot projects, which will target refugees in Turkey, will be carried out on the basis of the challenges jointly identified in consultation with the relevant Turkish institutions and international organizations dealing with refugees in Turkey.

- *The design and implementation of a new non-sewage portable toilet and sanitation systems.* This pilot will be designed based on the experience of Bill and Melinda Gates Foundation’s WASH (Water Sanitation Health) team, which is working on a global non-sewage sanitation technology; and Eczacibasi Vitra, a major sanitation systems manufacturer based in Turkey working on local user design for non-sewage sanitation. This pilot initiative of the SDG IA will run a challenge to invite systems entrepreneurs to combine global and local technology and design, and test commercialization of user-friendly non-sewage toilet and sanitation systems in the seasonal agricultural worker camps, a significant portion of whom are refugees.
- *The development of a digital identification system.* This pilot, to be managed by UNDP in close cooperation with the relevant Turkish institutions, will aim to provide access to basic services and enhance livelihood opportunities to a selected group of refugees through an accredited and verifiable digital ID. A scoping process that works at the national scale will be carried out to understand what existing players, tools, and frameworks could be harnessed, and at the international scale to understand what existing initiatives could be used as models for local work. This scoping would feed into a rapid implementation process in line with the approach and objectives of the SDG Impact Accelerator.

The current Project will address the design and implementation of the pilots that form the second phase of the SDG IA Feasibility Study, managed by UNDP Turkey in close coordination and cooperation with the Government of Turkey Ministry of Foreign Affairs and the Strategy and Budget Department of the President’s Office. Based on its leading role as the SDG integrator, UNDP Turkey will utilize the regional and global expertise in the field, also aligning it to its global interventions on Migrant Nations, SDG Acceleration Lab and SDG impact as well as its piloting in Turkey. UNDP co-leads the overall coordination of the Syria response in Turkey at strategic level- UNDP is the lead agency on resilience, including the mainstreaming of resilience across the overall response. UNDP is also leading the 3RP Livelihoods Sector. Another important initiative that can feed into this Project is the SDG Accelerator for SMEs. This initiative is also a UNDP programme aiming to accelerate business solutions with the Sustainable Development Goals (SDGs). The programme is funded by The Danish Industry Foundation and is tested in Denmark in 2018 and 2019 with 30 Danish small and medium-sized industrial companies, after which the aim is to roll out across the Nordics and globally.

In order to support pilot implementation phase, two consultants will be mobilized for acceleration phase.

2. OBJECTIVE AND SCOPE

The objective of the assignment is to provide consultancy services for the acceleration phase of the Project to test the assumptions stated in the feasibility report; to support programme design; to support to the acceleration programme and system design and advocacy actions.

In this context, it is expected from “Accelerator Program & Network Design Expert” to provide advisory and guidance services throughout the Project. The scope of these services will include but not limited to preparation of the application ground rules, finalization of the selection criteria, consultation with potential entrepreneurs, evaluation of the application documents, recommendations for prototyping, advising shortlisted entrepreneurs. The details of the assignment are provided in the below section.

Accelerator Program & Network Design Expert will support the piloting project to reach the aim of accelerating “systems entrepreneurs” for market-creating innovations for the Syrians under temporary protection in Turkey through two pilots: “The design and implementation of a new non-sewage portable toilet and sanitation systems”; and “The development of a digital identification system”.

3. DUTIES & RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT (IC)

UNDP will mobilize one consultant to support implementation phase. Duties and responsibilities of the assignment are as follows;

| Accelerator Program & Network Design Expert | | | |
|--|--|--|--------------------|
| Component | Duties & Responsibilities* | Deliverables | Expected # of Days |
| I- Assumptions will be tested for proving the concept of the SDG Impact Accelerator outlined in the feasibility report | <ul style="list-style-type: none"> - Scoping for the pilots - Preparing the application ground rules - Finalization of the selection criteria - Consultation with potential entrepreneurs. | Accelerator Preliminary Design & Comparison Report <i>(All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)</i> | 10 days |
| II – Program Design & Curriculum will be communicated to Potential Founders & Possible Program Partners | <ul style="list-style-type: none"> - Consultation with potential entrepreneurs - Building an Outreach Network - Evaluation of application documents - Finalization of the selection - Advising short listed entrepreneurs | Accelerator Interview Report & Network Mapping <i>(All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)</i> | 10 days |
| III – Founders will be Enrolled and Accelerated | <ul style="list-style-type: none"> - Recommendations for prototyping - Recommendations for scale up selection committees - a Metrics Driven Decision Making Structure will be customized for founders | Progress Report <i>(All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)</i> | 10 days |
| IV- System design will be finalized depending on the feedback on the Component 1. | <ul style="list-style-type: none"> - Reflection of the lessons learned for final strategy. | Draft Lessons Learned Report | 10 days |
| V- Overall advocacy and communication plan for the proposed System Design on the SDG Impact Accelerator | <ul style="list-style-type: none"> - Recommendation notes for communication activities | -Draft notes on communication/advocacy activities | 5 days |
| | | | 45 |

*Further details of duties and responsibilities shall be shared with the successful offeror at the time of contract signature.

4. INSTITUTIONAL ARRANGEMENTS

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

The Individual Consultant will report directly to the Assistant Resident Representative (Programme) of UNDP Turkey CO.

After submission of the deliverables listed in Section 5, UNDP may have some comments and revision requests on the submitted deliverables. The Consultant shall address the comments of UNDP and if there are comments on the submitted deliverables, shall revise the deliverables as per the comments within latest 10 calendar days following notification by UNDP of the comments to the consultant.

5. DURATION AND DELIVERABLES

The assignment is expected to start in May 2019 and be completed by 31 December 2019. The table below outlines the number of working days that are allocated to the Consultant 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 actual number of days invested for that respective deliverable; however, the overall number of days to be invested for all deliverables cannot exceed **45 days for the “Accelerator Program & Network Design Expert” throughout the contract validity**. The amount paid shall be gross and inclusive of all associated costs such as social security, pension and income tax.

The deliverables expected from the “Accelerator Program & Network Design Expert” are as follows:

| NO. | ACTIVITY | DELIVERABLE | ESTIMATED NUMBER OF WORKING/DAYS TO BE INVESTED | TARGET DATE FOR SUBMISSION TO UNDP* |
|-----|---|--|--|---|
| 1 | Assumptions will be tested for proving the concept of the SDG Impact Accelerator outlined in the feasibility report | Accelerator Preliminary Design & Comparison Report <i>(All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)</i> | 10 days | 30 May 2019 |
| 2 | Program Design & Curriculum will be communicated to Potential Founders & Possible Program Partners | Accelerator Interview Report & Network Mapping <i>(All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)</i> | 10 days | 30 July 2019 |
| 3 | Founders will be Enrolled and Accelerated | Progress Reports <i>(All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)</i> | 10 days | 30 August 2019 |



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|------------------------|--|--|----------------|--|
| 4 | System design will be finalised depending on the feedback on the Component 1. | Draft Lessons Learned Report | 10 days | 15 October 2019 |
| 5 | Overall advocacy and communication plan for the proposed System Design on the SDG Impact Accelerator | Draft notes on communication/advocacy activities | 5 days | 29 November 2019 |
| ESTIMATED TOTAL | | | 45 days | *Dates may be changed according to contract start date |

6. MINIMUM QUALIFICATION REQUIREMENTS

The minimum qualification requirements and/or experience for “Accelerator Program & Network Design Expert” are presented below:

| | Minimum Requirements | Assets |
|--|---|---|
| General Qualifications | <ul style="list-style-type: none"> • Master’s degree in international development, business management, economics or other relevant area. • Bachelor’s degree in international development, business management, economics or other relevant area. • Excellent writing, editing, and oral communication skills in Turkish and English. | <ul style="list-style-type: none"> • N/A |
| General Professional Experience | <ul style="list-style-type: none"> • At least five years of out of Turkey experience in entrepreneurship/start-up/accelerator actions. | <ul style="list-style-type: none"> • N/A |
| Specific Experience | <ul style="list-style-type: none"> • Experience working with Turkish ecosystem players, i.e. private sector actors and unions, business support systems and relevant government units/line ministries. | <ul style="list-style-type: none"> • At least five years of experience in accelerator programs, selection processes etc. • A strong network of international actors in the field of incubators and accelerators, validated with active memberships in unions, chambers, networks etc. • Experience in managing investments in early stage, pre revenue, pre product Startups |
| 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. | | |

7. PLACE OF WORK

Place of work for the assignment is home-based and Ankara. Travel, accommodation and living costs in duty stations (home based and Ankara) will be covered by the Consultant. It may be required that the Consultant travel out of the duty stations 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. It is required that the terms of such travels are discussed with the responsible ARR-P prior to each travel. The costs of these missions shall be;

- Reimbursed to the consultant upon the submission of the receipts/invoices of the expenses by the consultant and approval of the UNDP. All travels will be subject to prior approval of UNDP. There will not be a daily subsistence allowance payments in the scope of this assignment. Due to the budget constraints of the project; only economy class travels and maximum four-star hotels accommodations will be reimbursed

8. PAYMENTS

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 consultant and approved by the Assistant Resident Representative-(Programme)/ARR-P. The total amount of payment to be effected to the Consultant within the scope of this contract **cannot exceed equivalent of 45 working/days**.

If the deliverables are not produced and delivered by the consultant to the satisfaction of UNDP as approved by the responsible ARR-P, no payment will be made even if the consultant has invested working/days produce and deliver such deliverables.

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

Tax Obligations: The IC 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.

THE GLOBAL GOALS For Sustainable Development

