

Terms of Reference for Accelerator Program & Network Design Expert Supporting Acceleration Phase of “SDG Impact Accelerator Initiative” Phase II

1. BACKGROUND

For the 8th year in a row, Turkey has been the world’s largest refugee hosting country with over 4 million externally displaced persons, 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 3.5 million Syrians live amongst Turkish host communities. 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 over 68,000 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 37 billion USD on the Syria response over the last 8 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 2018.¹ According to the feasibility study of the SDG IA, the first phase of which has been completed in March 2019, the SDG IA will

¹Feasibility study for SDG Impact Accelerator was jointly funded by the Bill and Melinda Gates Foundation and UNDP. An initial draft concept note titled “Inclusive Business Incubator for SDGs” was prepared by Istanbul International Center for Private Sector in Development (IICPSD) upon the request of the Ministry of Foreign Affairs in July 2017 which was taken over by the UNDP RSC in Istanbul in 2018

consist of: a) a Systems Lab to provide access to insights and information, in particular through human-centred 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 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.

Results of the “Supporting Piloting of SDG IA Project Phase I” in 2019

In 2019, Supporting Piloting Phase of SDG IA Project was started to test the assumptions and apply the concept SDG Impact Accelerator outlined in the feasibility study. While the initial partners were MFA and UNDP completing the feasibility study, piloting phase took additional financial and operational support from leading private sector actors in Turkey. Limak Energy Investments and Eczacıbaşı was among the partners of the Project. Throughout the implementation WFP and BMGF also joined as partners both contributing to technical aspects as well as adding financial contribution to the Project.

Accelerator program design is completed and calls are announced in May 2019. Themes are selected in line with the feasibility study and linked with SDGs.

- a. Digital ID within the theme of Livelihoods and Access to Essential Services (SDG 6)– with the support of UNDP and WFP
- b. Non-Sewage Portable Toilets within the theme of Clean Water and Sanitation Systems (SDG 16) – with the support of Bill & Melinda Gates Foundation and Eczacıbaşı

In total 150 applications were received from 35 different countries. 25 teams were chosen and started the pre-accelerator program on 6 June 2019. 4 teams in the first theme and 6 teams in the second theme were selected for the accelerator program.

The Accelerator program provided teams the opportunity of collaborating with public institutions, private sector representatives and international organizations in order to support them on the development of their business models and reaching new customers and collaboration opportunities. In addition, program managers also monitored cooperation and partnership opportunities among the teams.

Demo Day was held in September 2019. Instead of supporting only one team for each challenge area, providing allocated support for more teams are decided subject to funding available and as of writing the funding allocation is being finalized in line with available budget.

While accelerator program progresses, Project partners initiated a parallel advocacy process to lead establishment of impact investment fund in Turkey as the second important pillar of the SDGIA. Although a level of progress is achieved, additional time will be needed since the establishment of the impact fund pillar of the SDGIA will depend on the formation of a private sector-led foundation as a new legal entity to take the ownership of the SDGIA. Until now, key private sector partners are consulted and UNDP’s Istanbul Center for Private Sector Development (IICPSD) have prepared a comprehensive ecosystem mapping² on impact investment where it was communicated widely within

²<https://www.iicpsd.undp.org/content/istanbul/en/home/library/the-impact-investing-ecosystem-in-turkey.html>

Turkish ecosystem actors in parallel to its global launch in connection with Global Steering Group Impact Investment ³. All these efforts will be serving for establishment of an enabling ecosystem that impact investment nurtures in a scaled-up effort to help paradigm shift in investment ecosystem is realized to serve realization of SDGs.

In addition to the Accelerator and Impact Investment Fund, another main pillar of the SDGIA is the Systems Lab, which will provide access to insights and information regarding the specific challenges, in particular through human-centred design techniques and systems tools. Complex, unpredictable and emergent nature of these specific challenges require a new way of thinking and problem-solving techniques in order to be effective. Systems thinking which focuses on the system as a whole rather than its parts and the relationships is the most effective way to address these inter-related complex challenges. In 2019, the SDGIA has looked into different approaches for design of the Lab and necessary actions will be taken in scope of Phase II project. Accordingly:

- The Systems Lab based on systems perspective will use some systemic inquiry methods such as systems maps and human-centered research that engage people and helps them to understand the nature of the challenge and make choices about where to start engaging and innovating. The Systems Lab will employ a trans-disciplinary and participatory approach involving scientists, citizens, policy-makers as well as local actors and community to ensure all the essential knowledge as well the solution options related to the challenge is incorporated. Thus, the Lab will work to increase the dialogue between diverse stakeholders to build trusted relationships and foster creative and collaborative working styles to promote collective intelligence and innovation. In practice, the Systems Lab is designed to identify the *grand challenges* and big questions, form the cohorts around these questions, prepare system maps, bring relevant data and information together for the use of different stakeholders, provide measurement and evaluation for the activities of the SDGIA and communicate the results to the policy-makers, partners and general public.
- Once the challenge is identified, a *system map* will be prepared to reveal the inter-dependencies and to shape a shared agenda, a common language and mutual visibility among diverse stakeholders. A system map offers systems entrepreneurs knowledge beyond the technical understanding of the solution⁴; it provides in-depth understanding of the context. Furthermore, the ecosystem map will be used to identify the key stakeholders to establish new collaborations and develop networking opportunities for the entrepreneurs.
- Another core function of the Systems Lab is *to make use of diverse data sources*. Understanding the inter-connected issues within the system, developing strategies and monitoring the outcomes of interventions depends on dynamic and cross-organizational data flow. In addition, it will develop data networks and tools for data collection to provide the data required for impact assessment.
- The next step is to frame the challenge around *big questions* that will enable a range of stakeholders to actively engage in experimentation opportunities in a collaborative way. The system map illustrates many components of a grand challenge, around which it is possible to come up with a number of questions in each grand challenge. Each question could be responded to by projects that provide systemic solutions⁵. The second phase of the SDGIA will also address the issues related to Systems Lab.

³<https://gsgii.org/>

⁴Kirsch, Vanessa Jim Bildner, Jeff Walker (2016). Why Social Ventures Need Systems Thinking. Harvard Business Review.

⁵Our big questions resemble Mazzucato et al's missions approach: See Kattel, R., Mazzucato, M., Ryan-Collins, J., Sharpe, S. (2018). The economics of change: Policy appraisal for missions, market shaping and public purpose. UCL Institute for Innovation and Public Purpose, Working Paper Series (IIPP WP 2018-06) (p. 6)

Rationale for Supporting Piloting of SDG IA Project, Phase II

During the process of the establishment of the SDGIA Foundation, the Government of Turkey committed to contribute to the work of the UNTB with 1M USD, which will be used in partnership with UNDP Turkey for the second phase of the SDGIA, whose details and approach are detailed in this Project Document. This partnership will be open for the participation of other funding partners. In the scope of the 2nd phase, accelerator experience of UNDP Turkey and MFA in SDGIA initiative will be replicated in LDC setting to enhance global perspective and global experiences for fine-tuning the structure of SDGIA which is an important tool for global development with multi-stakeholder involvement. the Government of Turkey (GoT) will be channeling seed capital for this initiative to the UNTB for the second pilot phase, and UNDP will manage the activities that are subject to this Project Document at hand.

Headquartered in Gebze, Turkey, the UNTB actively engages with national, regional and international partners to deliver its programme and projects which strengthen science, technology and innovation capacity in least developed countries. The UNTB supports national and regional technological efforts, reinforces partnerships across sectors and helps nations identify and use appropriate technologies to transform their economies and improve livelihoods. Being among the founding partners of UNTB, GoT plans to combine its support to UNTB benefiting from SDGIA experience.

At the inauguration of the UNTB, a Memorandum of Understanding (MoU)⁶ was signed between the Scientific and Technological Research Council of Turkey (TÜBİTAK), the Global Good Fund and the Technology Bank to promote access to technologies and increase sciences, technology and innovation capacity for Least Developed Countries (LDCs). This is the first partnership agreement which was signed and it will be a true example of partnership between all stakeholders of the Technology Bank working to achieve the Sustainable Development Goals for LDCs. The Project at hand targets to benefit from these strong partnerships and will lead to great implementation samples to be replicated in many ways to serve development.

In order to support second implementation phase, two consultants, “Accelerator Program & Network Design Expert” and “Accelerator Operator & Startup Value Creation Expert”, will be mobilized for accelerator services.

2. OBJECTIVE AND SCOPE

The objective of the assignment is to provide consultancy services; to support to the acceleration programme and to support 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 accelerator actions for the decided challenge areas ie. Financial inclusion, health, agriculture etc.

⁶<http://unohrlls.org/custom-content/uploads/2018/06/Final-MoU-PR.pdf>

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

UNDP will mobilize one individual consultant (IC) to support accelerator programme phase. Duties and responsibilities of the assignment are as follows;

Accelerator Program & Network Design Expert			
Activity	Duties & Responsibilities*	Deliverables	Expected # of Days
Inception Phase	<ul style="list-style-type: none"> -Review SDGIA first phase documents will be reviewed -Communication with implementing partners (UNTB, MFA, UNDP as well as recommended partners from pilot countries) -Review Prodoc and develop updated AWP 	<p>Fact Finding Report</p> <p>Updated Annual Work Plan</p>	10 days
Implementation Phase	<ul style="list-style-type: none"> - Scoping for the pilots in Uganda and Bangladesh - Preparing the application ground rules - Finalization of the selection criteria - Consultation with potential entrepreneurs. 	<p>Accelerator Preliminary Design & Comparison Report</p> <p><i>(All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)</i></p>	20 days
Program Design & Curriculum development	<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 	<p>Accelerator Interview Report & Network Mapping</p> <p><i>(All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)</i></p>	20 days
Founders will be Enrolled and Accelerated through the programs	<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 	<p>Progress Report</p> <p><i>(All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)</i></p>	20 days
Lessons Learned Documented	<ul style="list-style-type: none"> - Reflection of the lessons learned for final strategy. 	Draft Lessons Learned Report	10 days
Recommendation notes prepared	<ul style="list-style-type: none"> - Recommendation notes for communication activities 	-Draft notes on communication/advocacy activities	5 days

*Further details of duties and responsibilities shall be shared with IC at the time of contract signature. Both actions will be implemented for respective pilots in Bangladesh and in Uganda in close coordination with PB members and local focal points.

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 Project Manager responsible for SDGIA 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 IC 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 IC.

5. DURATION AND DELIVERABLES

The assignment is expected to start in **May 2020** and be completed by **31 December 2021**. 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 **85 working 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	Inception Phase	Fact Finding Report Updated Annual Work Plan	10 days	30 June 2020
2	Implementation Phase	Accelerator Preliminary Design & Comparison Report (All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)	20 days	30 September 2020
3	Program Design & Curriculum development	Accelerator Interview Report & Network Mapping (All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)	20 days	30 November 2020



4	Founders will be Enrolled and Accelerated through the programs	Progress Report (All reports will be covering relevant annexes, like MoMs, recommendation notes, evaluation papers etc)	20 days	31 March 2021
5	Lessons Learned Documented	Draft Lessons Learned Report	10 days	30 May 2021
6	Recommendation notes prepared	Draft notes on communication/advocacy activities	5 days	30 June 2021
ESTIMATED TOTAL			85 days	*Dates may be changed according to contract start date

6. REQUIRED QUALIFICATION

The 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"> Bachelor’s degree in international relations, business administration, economics or other relevant area. (5 points) Excellent skills in Turkish and English. (4 points) 	N/A
General Professional Experience	<ul style="list-style-type: none"> At least 5 years of general professional experience (10 points) Experience working with Turkish ecosystem players, i.e. private sector actors and unions, business support systems and relevant government units/line ministries. (5 points) 	<ul style="list-style-type: none"> Asset: More than 5 years of global experience. (7 points)
Specific Experience	<ul style="list-style-type: none"> At least 5 years of experience in entrepreneurship / start-up / accelerator actions. (15 points) At least five years of experience in accelerator programs (selection processes etc.) (10 points) 	<ul style="list-style-type: none"> Asset: A strong network of international actors in the field of incubators and accelerators, validated with active memberships in unions, chambers, networks etc. (7 points) Asset: Experience in managing investments in early stage, pre revenue, pre product Startups (7 points)
Notes: <ul style="list-style-type: none"> Internships (paid/unpaid) are not considered professional experience. Obligatory military service is not considered professional experience. Professional experience gained in an international setting is considered international experience. 		

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

7. PLACE OF WORK

Place of work for the assignment is home-based. Travel, accommodation and living costs in duty stations (home based) will be covered by the IC.

It may be required that the IC 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 Project Manager prior to each travel. The costs of these missions shall be reimbursed to the IC upon the submission of the receipts/invoices of the expenses by the IC 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 IC and approved by the Project Manager. The total amount of payment to be effected to the IC within the scope of this contract **cannot exceed equivalent of 85 working/days.**

If the deliverables are not produced and delivered by the IC the satisfaction of UNDP as approved by the responsible Project Manager, no payment will be made even if the IC 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 IC 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

