



Terms of Reference for

Deliverable-Based Consultancy Services for Innovation Programs of Innovation Centers to be established within the scope of Developing a Model to Improve Technology Use in OIZs Project

1 BACKGROUND

UNDP Turkey aims to find practical solutions to Turkey's development challenges and manages projects together with the Turkish Government and other partners to address them. Since 1986 it has implemented over 80 programs across the country. In addition, the UNDP has played a major role in response to crises and disasters in Turkey and the surrounding region. UNDP Turkey has positioned to contribute through three core areas: 1) Inclusive and Democratic Governance (IDG); 2) Inclusive and Sustainable Growth (ISG); and 3) Climate Change and Environment (CCE); and in addition to these core areas, UNDP Turkey is emphasizing the role of Strategic Partnerships that cut across the entire country program as well as regionally and globally.

ISG Portfolio is geared towards addressing structural economic problems, such as productivity, innovation, the middle-income trap, multi-dimensional poverty, energy security and regional disparities, as well as challenges with social, environmental and economic repercussions, such as urbanization. Within the scope of the Economic-Growth and Competitiveness Cluster of the ISG portfolio, UNDP aims to support Turkey in its economic and social development and to enhance competitiveness. Increasing productivity is critical for improvement of the manufacturing capacity, enhancement of competitiveness and acceleration of growth and thus economic and social development.

Developing a Model to Improve Technology Use in OIZs Project is designed to contribute to enhancing competitiveness of Turkey through developing such models that will enable Organized Industrial Zones (OIZs) to assume an active role in entrepreneurship, innovation and technology development.

The project was initiated in November 2016 and has been implemented in partnership with Ministry of Industry and Technology, Presidency of Strategy and Budget and United Nations Development Programme (UNDP). The project has three main components; Baseline Analyses and Model with the purpose to undertake an overall assessment of current situation of all actors within the technology development ecosystem; A Piloting Phase to pilot short term actions with a view to test enabling factors of the proposed model upon the findings of the Component 1 and test some of the findings in order to fine-tune proposed model and the roadmap and Development of Institutional Competence Phase to develop awareness-raising and competence-building programs for the relevant institutions including mainly the Ministry of Industry and Technology and OIZs in line with the requirements of the Technology Development and Use (TD&U) value chain analyses.

Manisa OIZ has been selected as one of the OIZs to initiate the piloting process of the models. Within the scope of the pilot implementation, an Innovation Center was established in Manisa OIZ on 23 November 2020 to support the role of Manisa OIZ in technology development, innovation and entrepreneurship and better serve to the changing needs of the actors in Manisa regional innovation ecosystem. Followingly, Manisa OIZ Innovation Center launched its first innovation program. The Innovation Program was designed for the purpose of measuring, analyzing and developing the innovation management capacities of companies. Within the scope of the program, a unique innovation management capacity measurement tool named iMAGE (Innovation Management Assessment Gadget for Enterprises) was developed. The aim of the program is to provide mentorship, consultancy and

training support to the projects of enterprises that will be prepared in the light of measurement and analysis studies carried out. Within the scope of the Innovation Program, the innovation management capacity of each company was measured and analyzed. Within this scope, the level of maturity in the field of innovation management was comprehensively evaluated and the strengths and areas open to improvement of each company in the field of innovation management were determined, and action suggestions regarding areas open to improvement were also presented for evaluation and Innovative Capacity Development Projects were developed for each company.

In July 2021, 4th extension to the Developing a Model to Improve Technology Use in OIZ Project is approved by Ministry of Foreign affairs and additional funding was added to the Project budget and the Project end date was extended to 31 December 2023 due to success and experience gained from the Manisa OIZ Pilot Program. With the additional funding from the government to the Project budget, the scope of the Project has been extended to include the establishment of Çerkezköy, Başkent and Yalova IMES OIZ Innovation Centers. Current situation and needs analysis, strategy and road map preparation and Implementation Plan of Pilot Program were completed for Başkent OIZ Innovation Center. Background studies for Çerkezköy and Yalova IMES Innovation Center have also been completed. . The innovation programs will also be conducted in Başkent OIZ, Çerkezköy OIZ and Yalova IMES OIZ Innovation Center as a part of the project in line with the timeline of the Project.

In the view of the above, a Senior Consultant was recruited for the coordination of Innovation Programs of Innovation Center. An Individual Consultant will be mobilized under the coordination of Senior Consultant to provide deliverable based consultancy services to support the first phase of Innovation Programs of Başkent, Çerkezköy and Yalova IMES OIZ Innovation Centers in cooperation with UNDP and Manisa OIZ Innovation Center Team. The Individual Consultant will closely work under the coordination and monitoring of UNDP Project Team, UNDP Senior Consultant, related OIZ personnel and Manisa OIZ Innovation Center.

2 OBJECTIVE AND SCOPE

The main aim of this assignment is to support Başkent, Çerkezköy and Yalova IMES OIZ Innovation Centers to measure the innovation capacity of the 20 firms (at most) in each Innovation Center that will participate to the Innovation Programs. In this sense, the Individual Consultant will have crucial importance in reaching the strategic goals of the project by supporting UNDP Senior Consultant on providing technical advisory services on the implementation of first phase of innovation programs in mentioned OIZs by use of iMAGE innovation capacity measurement tool which has been developed within the scope of the Project. Since the first part of the Innovation Program has already been completed in Manisa OIZ Innovation Center, Manisa OIZ Innovation Center Team has important experience in implementation. Therefore, IC is expected to work in close coordination with Manisa OIZ Innovation Center Team.

3 DUTIES AND RESPONSIBILITIES OF THE INDIVIDUAL CONSULTANT

UNDP will mobilize an Individual Consultant (IC) to provide professional support on the fields mentioned above under the coordination UNDP Senior Consultant, related OIZs Personnel, UNDP and Manisa OIZ Innovation Center on a delivery-based contract basis. Within the scope of the assignment, duties and responsibilities of the IC is as follows:

- Providing technical support under the coordination of UNDP Senior Consultant for finalizing the Standard Content Template for Company Reports that will be produced within the scope of innovation programs in Başkent, Çerkezköy and Yalova IMES OIZ Innovation Centers,
- Providing technical support to Başkent, Çerkezköy and Yalova IMES OIZ Innovation Centers and the Project Team under the coordination of UNDP Senior Consultant for the implementation of iMAGE innovation capacity measurement tool (applying surveys and analyzing results of surveys) that will be applied 20 Companies (at most) in Innovation Centers selected for Innovation Programs.

- Providing consultancy services to 20 companies (at most) for each Innovation Center that will participate to the innovation and capacity development programs in mentioned OIZs and support UNDP Senior Consultant for the preparation of Innovation Management Capacity Reports and Project Reports of selected Companies.

4 DURATION AND DELIVERABLES

The Assignment is expected to start on 18 July 2022 (starting date is indicative and may be updated considering actual contract signature date) and be completed on 30 April 2023.

The deliverables and activities expected from the IC is as follows, the IC will work under the coordination of UNDP Senior Consultant and submit the deliverables to approval of UNDP CEG Projects Coordinator's approval.

<u>Major Activities</u>	<u>Deliverables</u>	<u>Estimated Number of Working Days to be Invested by IC (Indicative)*</u>	<u>Due Date**</u>
<p>1. Implementation of the Innovation Program of Başkent OIZ IC In cooperation with Manisa OIZ Innovation Center:</p> <p>1.1 Reviewing and finalizing the standard content template for innovation program company reports</p> <p>1.2 Supporting Başkent OIZ Innovation Center under the coordination of UNDP Senior Consultant for the application of the iMAGE innovation capacity measurement tool (applying surveys and conducting in-dept interviews) to candidate companies (20 companies at most) that applied to Innovation Program</p> <p>1.3 Analyzing company results in line with the iMAGE templates and drafting Innovation Management Capacity Reports</p> <p>1.4 Redaction and revisions of the Combined Innovation Management Capacity Reports</p> <p>1.5 Designing standard projects specific to each company under the Project Reports of the Companies</p>	<p>Deliverable-1: Final Standard Content Template for Company Reports</p>	10 days	30 July 2022
	<p>Deliverable-2: Draft Innovation Management Capacity Reports</p>	20 days	20 August 2022
	<p>Deliverable-3: Final Innovation Management Capacity Reports</p>	15 days	10 September 2022
	<p>Deliverable-4: Project Reports of Companies</p>	20 days	30 September 2022
<p>2. Implementation of the Innovation Program of Çerkezköy OIZ IC In cooperation with Manisa OIZ Innovation Center:</p> <p>2.1 Supporting Çerkezköy OIZ Innovation Center under the coordination of UNDP Senior Consultant for the application of the iMAGE innovation capacity measurement tool (applying surveys and conducting in-dept interviews) to candidate companies (20 companies) that applied to Innovation Program</p>	<p>Deliverable-5: Draft Innovation Management Capacity Reports</p>	20 days	31 October 2022
	<p>Deliverable-6: Final Innovation Management Capacity Reports</p>	15 days	30 November 2022
	<p>Deliverable-7: Project Reports of Companies</p>	20 days	31 December 2022

2.2 Analyzing company results in line with the iMAGE templates and drafting Innovation Management Capacity Reports 2.3 Redaction and revisions of the Innovation Management Capacity Reports 2.4 Designing standard projects specific to each company under the Project Reports of the Companies			
3. Implementation of the Innovation Program of Yalova IMES OIZ IC 3.1 Supporting Yalova IMES OIZ Innovation Center- under the coordination of UNDP Senior Consultant for the application of the iMAGE innovation capacity measurement tool (applying surveys and conducting in-depth interviews) to candidate companies (20 companies) 3.2 Analyzing company results in line with the iMAGE templates and drafting Innovation Management Capacity Reports 3.3 Redaction and revisions of the Innovation Management Capacity Report 3.4 Designing standard iMAGE company projects specific to each company under the Project Reports of the Companies	Deliverable-8: Draft Innovation Management Capacity Reports	20 days	31 January 2023
	Deliverable-9: Final Innovation Management Capacity Reports	15 days	28 February 2023
	Deliverable-10: Project Reports of Companies	20 days	15 March 2023
<u>Total Estimated Number of Working Days:</u>		175 days	

* These number of days for each deliverable are solely just provided to give the IC an idea on the assignment and deliverables to be undertaken. The payments will be made in line with the table given under Section 8. Payments, irrespective of the number of days to be actually invested by the IC for the completion of each respective deliverable.

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

The acceptable minimum standards of the above-mentioned deliverables are as follows:

Deliverables	Acceptable Minimum Service Standards
<u>Deliverable-1:</u> Final Standard Content Template for Company Reports	Shall include the following issues (including but not limited to); - Executive summary - Overall Assessment of Companies' Innovation Management Capacity - Evaluation of company innovation management capacity according to sub-dimensions - Obstacles and recommendations
<u>Deliverable-2:</u> <i>Başkent OIZ Innovation Center</i> Draft Innovation Management Capacity Reports	Shall include the following issues (including but not limited to); - Executive summary - Overall Assessment of Companies' Innovation Management Capacity by use of IMAGE - Evaluation of companies' innovation management capacity according to sub-dimensions - Obstacles and recommendations
<u>Deliverable-3:</u> <i>Başkent OIZ Innovation Center</i> Final Innovation Management Capacity Reports	Shall include the following issues (including but not limited to); - Executive summary - Overall Assessment of Companies' Innovation Management Capacity by use of IMAGE

	<ul style="list-style-type: none"> - Evaluation of companies' innovation management capacity according to sub-dimensions - Obstacles and recommendations
<u>Deliverable-4:</u> <i>Başkent OIZ Innovation Center</i> Project Reports of Companies	<p>Shall include the following issues (including but not limited to);</p> <ul style="list-style-type: none"> - Company information - Innovation Management Capacity Evaluation Report Findings - Project Information
<u>Deliverable-5:</u> <i>Çerkezköy OIZ Innovation Center</i> Draft Innovation Management Capacity Reports	<p>Shall include the following issues (including but not limited to);</p> <ul style="list-style-type: none"> - Executive summary - Overall Assessment of Companies' Innovation Management Capacity by use of IMAGE - Evaluation of companies' innovation management capacity according to sub-dimensions - Obstacles and recommendations
<u>Deliverable-6:</u> <i>Çerkezköy OIZ Innovation Center</i> Final Innovation Management Capacity Reports	<p>Shall include the following issues (including but not limited to);</p> <ul style="list-style-type: none"> - Executive summary - Overall Assessment of Companies' Innovation Management Capacity by use of IMAGE - Evaluation of companies' innovation management capacity according to sub-dimensions - Obstacles and recommendations
<u>Deliverable-7:</u> <i>Çerkezköy OIZ Innovation Center</i> Project Reports of Companies	<p>Shall include the following issues (including but not limited to);</p> <ul style="list-style-type: none"> - Company information - Innovation Management Capacity Evaluation Report Findings - Project Information
<u>Deliverable-8:</u> <i>Yalova IMES OIZ Innovation Center</i> Draft Innovation Management Capacity Reports	<p>Shall include the following issues (including but not limited to);</p> <ul style="list-style-type: none"> - Executive summary - Overall Assessment of Companies' Innovation Management Capacity by use of IMAGE - Evaluation of companies' innovation management capacity according to sub-dimensions - Obstacles and recommendations
<u>Deliverable-9:</u> <i>Yalova IMES OIZ Innovation Center</i> Final Innovation Management Capacity Reports	<p>Shall include the following issues (including but not limited to);</p> <ul style="list-style-type: none"> - Executive summary - Overall Assessment of Companies' Innovation Management Capacity by use of IMAGE - Evaluation of companies' innovation management capacity according to sub-dimensions - Obstacles and recommendations
<u>Deliverable-10:</u> <i>Yalova IMES OIZ Innovation Center</i> Project Reports of Companies	<p>Shall include the following issues (including but not limited to);</p> <ul style="list-style-type: none"> - Company information - Innovation Management Capacity Evaluation Report Findings - Project Information

5 INSTITUTIONAL ARRANGEMENTS

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

All document and data provided to the IC are confidential and cannot be used for any other purposes or shared with a third party without any written approval from UNDP.

The IC will be responsible to the CEG Projects Coordinator for the completion of the tasks and duties assigned. The reports shall be submitted to the CEG Projects Coordinator for final approval. All the reports are subject to approval from the CEG Projects Coordinator to realize the payments to the IC.

The language for all reports shall be in Turkish. Some of the documents may be in English as per request of the Ministry of Industry and Technology and UNDP. The IC will be responsible to quality check and edit the translation (Turkish to English / English to Turkish) of the reports if needed.

The IC shall be solely liable for the accuracy and reliability of the data provided, links to sources of information used.

The title rights, copyrights and all other rights whatsoever their nature in any material produced under the provisions of this ToR will be vested exclusively in UNDP Turkey CO.

6 MINIMUM QUALIFICATION REQUIREMENTS

The following table demonstrates the required qualifications of the candidate to be recruited for this assignment. The required qualifications of the expert is as follows:

	Minimum Requirements
General Qualifications	<ul style="list-style-type: none"> • Bachelor’s degree in the field of economics, administrative and social sciences, engineering, or other related fields. • Good command of English and Turkish • Master’s or PhD degree in a relevant field will be an asset.
Professional Experience	<ul style="list-style-type: none"> • Minimum of 10 years of general professional experience,
Specific Experience	<ul style="list-style-type: none"> • Minimum of 4 years specific experience in Innovation, Innovation Management • Minimum of 4 years specific experience in conducting surveys and in-dept interviews • Minimum of 4 years specific experience in technical reporting • Specific experience in qualitative and/or quantitative analysis will be an asset. • Specific experience on conducting theoretical and / or applied studies or projects on innovation management will be an asset.
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. 	

The consultant should avoid any kind of

- -discriminatory behavior including gender discrimination and ensure that human rights and gender equality is prioritized as an ethical principle within all actions;
- activities are designed and implemented in accordance with “Social and Environmental Standards of UNDP”;
- any kind of diversities based on ethnicity, age, sexual orientation, disability, religion, class, gender are respected within all implementations including data production; differentiated needs of women and men are considered;
- inclusive approach is reflected within all actions and implementations, in that sense an enabling and accessible setup in various senses such as disability gender language barrier is created; necessary arrangements to provide gender parity within all committees, meetings, trainings etc. introduced.

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

The place of work (duty stations) for the assignment is **Ankara, Yalova and Tekirdağ**. All travel, accommodation and living costs in duty stations (Ankara, Yalova and Tekirdağ) shall be covered by the IC. The IC is expected to take this into consideration whilst determining the price of each deliverable.

Please see below for the details of estimated field visits:

Activity	# Of Travel	# of Stay
Activity 1: Deliverable 2	2 travels to Başkent OIZ	5 day stay for each travel
Activity 1: Deliverable 4	2 travels to Başkent OIZ	5 day stay for each travel
Activity 2: Deliverable 5	2 travels to Çerkezköy OIZ	5 day stay for each travel
Activity 2: Deliverable 7	2 travels to Çerkezköy OIZ	5 day stay for each travel
Activity 3: Deliverable 8	2 travels to Yalova İMES OIZ	5 day stay for each travel
Activity 3: Deliverable 10	2 travels to Yalova İMES OIZ	5 day stay for each travel

If there is any additional unforeseen travel and accommodation required within the scope of this Terms of Reference, the costs of these missions may either be;

- Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the IC or,
- Reimbursed to the IC upon the submission of the receipts/invoices of the expenses by the IC and approval of the UNDP. The reimbursement of each cost item is subject to the following constraints/conditions provided in the table below.
- Covered by the combination of both options.

The following guidance on travel compensation is provided by UNDP practice.

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 IC 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,	Up to 20% of effective DSA rate of UNDP for the respective location	

transfer cost from (to terminals, etc.)		
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As per UNDSS rules, the IC are responsible for completing necessary online security trainings and submitting certificates and travel clearance prior to assignment related travels.

8 PAYMENTS

Payments will be made within 30 days upon acceptance and approval of the corresponding deliverables listed in “Section 4. Duration and Deliverables” by UNDP on the basis of payment terms indicated below table and the pertaining Certification of Payment document signed by the IC and approved by the CEG Projects Coordinator.

<u>Deliverable</u>	<u>Payment Terms</u>
<u>Deliverable-1: Final Standard Content Template for Company Reports</u>	Upon acceptance and approval of the corresponding deliverable by UNDP, on the basis of the lump-sum price of the deliverable
<u>Deliverable-2: Başkent OIZ Innovation Center Draft Innovation Management Capacity Reports</u>	Upon acceptance and approval of the corresponding deliverable by UNDP, on the basis of the lump-sum price of the deliverable
<u>Deliverable-3: Başkent OIZ Innovation Center Final Innovation Management Capacity Reports</u>	Upon acceptance and approval of the corresponding deliverable by UNDP, on the basis of the lump-sum price of the deliverable
<u>Deliverable-4: Başkent OIZ Innovation Center Project Reports of Companies</u>	Upon acceptance and approval of the corresponding deliverable by UNDP, on the basis of the lump-sum price of the deliverable
<u>Deliverable-5: Çerkezköy OIZ Innovation Center Draft Innovation Management Capacity Reports</u>	Upon acceptance and approval of the corresponding deliverable by UNDP, on the basis of the lump-sum price of the deliverable
<u>Deliverable-6: Çerkezköy OIZ Innovation Center Final Innovation Management Capacity Reports</u>	Upon acceptance and approval of the corresponding deliverable by UNDP, on the basis of the lump-sum price of the deliverable
<u>Deliverable-7: Çerkezköy OIZ Innovation Center Project Reports of Companies</u>	Upon acceptance and approval of the corresponding deliverable by UNDP, on the basis of the lump-sum price of the deliverable
<u>Deliverable-8: Yalova IMES OIZ Innovation Center Draft Innovation Management Capacity Reports</u>	Upon acceptance and approval of the corresponding deliverable by UNDP, on the basis of the lump-sum price of the deliverable
<u>Deliverable-9: Yalova IMES OIZ Innovation Center Final Innovation Management Capacity Reports</u>	Upon acceptance and approval of the corresponding deliverable by UNDP, on the basis of the lump-sum price of the deliverable
<u>Deliverable-10: Yalova IMES OIZ Innovation Center Project Reports of Companies</u>	Upon acceptance and approval of the corresponding deliverable by UNDP, on the basis of the lump-sum price of the deliverable

If the deliverables are not produced and delivered by the IC to the satisfaction of UNDP as approved by UNDP Competitiveness and Economic Growth Projects Coordinator, no payment will be made even if the IC has invested time to produce and deliver such deliverables.

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

Proposals shall be submitted in Turkish Liras (TRY). The IC will be paid in TRY in case s/he is Turkish national otherwise in USD upon submission and acceptance/approval of the deliverables as detailed above. The rate of exchange shall be the official rate applied by the United Nations on the day the UNDP instructs its bank to affect the payment(s).

Tax Obligations: The IC is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the IC.