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The Ministry of Foreign Affairs of the Republic of Turkey presents its compliments to the Office of the Resident Representative of the United Nations Development Programme in Turkey and with reference to the Latter's Letter No: UNDP-TUR-2021-0518-0010171, dated 10 May 2021, has the honour to enclose herewith three copies of the document of the project titled "Developing a Model to Improve Technology Use in OIZs Project".


The Ministry of Foreign Affairs of the Republic of Turkey avails itself of this opportunity to renew to the Office of the Resident Representative of the United Nations Development Programme in Turkey the assurances of its high consideration.

Ankara, 02 July 2021



Encl: As stated

**The Office of the Resident Representative of the UNDP in Turkey
ANKARA**

	UN Development Programme Turkey Ankara			
Award ID	00098690	Budget as of 28 January, 2021)		
Award Title	Developing a Model to Improve Technology Use in OIZs ¹	Donor	Fund	Amount (USD)
Start Year	2016 November	TUR	30071 Programme Cost MoIT	3,354,270.27 ₂
End Year	2023 December	Total Budget (2016 to 2021)		1,312,064.69
Implementing Partner	MoIT Directorate General for Industrial Zones	Total Expenditure (as of 31 December 2020)		572,924.99
		Remaining Budget		739,139.70
		Expected Additional Funding from government (UN January 2021 USD Exchange Rate 7.345)		2,042,205.58
		Award Total (As of January 28, 2021)		3,354,270.27
Revision Type	Substantive and Financial			
This revision will amend the (i) duration and (ii) budget and (iii) the scope of the Project as detailed below:				
a. Project was launched in 2016 to contribute to the competitiveness of Turkey through developing models that will enable Organized Industrial Zones (OIZs) to assume an active role in entrepreneurship, innovation and technology ecosystem. The Project was designed on three components:				
<ul style="list-style-type: none">- Component A Baseline Analysis Model- Component B Piloting Phase- Component C Development of Institutional Competence.				
The Project was extended with no cost until 31 December 2018 (1st extension) and then until 30 April 2019 (2nd extension) respectively. In 2019, in accordance with the 2019 Investment Program, the duration of the project was extended until the end of 2021 with additional government funding and the scope of the project was extended with additional activities (3rd extension). With this amendment, additional project activities were designed to implement proposed models in two selected OIZs as well as for preparation of result-oriented scaling offers and the detailed feasibility study for “Design and management of new generation multi-functional zones” model.				
b. Until now Component A totally completed, and Component B and C progresses positively. Progress made so far was given as below:				
Component A- Baseline Analysis and Model:				
<ul style="list-style-type: none">- Legislative, organizational and institutional set up was reviewed,- Field analyses were conducted in 12 OIZs through 293 interviews with ecosystem actors, focus group meetings were held with related stakeholders,- International successful practices were analysed,- The synthesis report covering all the results of the desk research, data and observation of field study and focus group meeting was completed. Published under the project "Towards 2023 Transformation of Organized Industrial Zones in Turkey" field work carried out in his book, new models relying on synthesis and successful practices were presented.				

¹ As listed with Project Number: 2011C33-1461 in Public Investment Plan

² The additional funding that will be transferred from 2021 Investment Budget in an amount of 15 mn TL, is included in the budget figures based on the US Dollar UN Operational Exchange Rate of January 2020. The amount of MoIT's Commitment will be transferred to UNDP official bank account based on the US Dollar UN Operational Exchange Rate of the month when the transfer is realized officially.

Component B - Piloting Phase:

- Pilot OIZs in line with the recommendations of synthesis report were identified taking into account predetermined criteria.
- First pilot was launched in Manisa OIZ through the cost-sharing Cooperation Protocol signed by the Ministry of Industry and Technology and Manisa OIZ Administration. Manisa OIZ Administration undertook to invest 4 million TL to the Manisa OIZ Innovation Center. Current situation analysis, workshops, focus group meetings, needs analysis, strategy and roadmap, implementation plan were completed for Manisa OIZ Innovation Center. The studies conducted were compiled under a book titled "The Transformation of OIZs in Turkey and Manisa OIZ Innovation Center Design and Establishment" and disseminated to 320 OIZs and related ecosystem. Manisa OIZ Innovation Center was established, a Center Director and two project managers were mobilized, kick off meeting was conducted. The Center has started to implement the business plan and programs in line with business plan developed.
- Current situation, needs analysis, strategy and road map and focus group were completed for Başkent OIZ Innovation Center.
- Focus group meetings and interviews were conducted for Çerkezköy OIZ as a preliminary study for the upcoming period.

Component C - Development of Institutional Competence


- The competence building program was designed according to needs of the Ministry and the needs of the suggested model within the synthesis report.
 - Ministry staff and the administrations of the selected OIZs has been included in the competence building programs. In this context, workshops and trainings will continue during the project implementation.
- c. Based on the smooth implementation of the Project and positive progress achieved, by taking into account the needs of the OIZs and companies, Steering Committee composed of Presidency of Turkey Presidency of Strategy and Budget, Ministry of Industry and Technology and UNDP decided to scale up efforts devoted until now and took decision on 16th December 2020 to:
- Initiate the amendment process of the Project document once the Public Investment Proposal regarding the extension of the Project until the end of 2023 and allocation of additional resources to the Project budget is approved and published in the Official Gazette in order to continue the work conducted in Manisa OIZ Innovation Center and to establish Başkent OIZ, Çerkezköy OIZ and Yalova IMES OIZ Innovation Centers,
 - Hire a Project assistant / associate for the Project
- d. **In accordance with the Steering Committee decision dated 16th December 2020 and the 2021 Public Investment Plan published in the Official Gazette dated 15th January 2021 numbered 31365³**, the budget of the Project has been revised to 24.990.000 TL in the 2021 Investment Program and end date has been extended until the end of 2023. Within the scope of the revision, in accordance with the 2021 Investment Program, (i) the duration of the project, (ii) the budget of the project, (iii) the scope of the selected project component with additional activities shall be amended as follows:
- (i) Extension of the project duration to 31 December 2023 for detailed pilot implementation of the second component of the project activities in order to contribute to the institutional capacity development, to contribute to the raising of the results to the national policy level and to ensure the comprehensive consideration of sustainability measures.
 - (ii) Increase of the project budget from the initial project budget of **USD 1,312,064.69 to 3,354,270.27 USD** through additional government funding TRY 15,000,000 (USD 2,042,205.58 calculated with UN January 2021 USD Exchange Rate 7.354),
 - (iii) Conducting innovation programs designed for Manisa OIZ Innovation Center established yet in 2020, making necessary revisions and establishment of Innovation Centers in Başkent OIZ, Çerkezköy OIZ and Yalova IMES OIZ.
- e. In accordance with this extension, draft Annual Work Plans were prepared for 2021, 2022 and 2023. These plans can be updated and revised through Steering Committee decision in line with the needs of the Project.

List of attachments for the extension:


1. *Annual Work Plans for 2021,2022 and 2023*
2. *The first, second and third extension documents*
3. *Steering Committee Meeting Minutes*

³ <https://www.resmigazete.gov.tr/eskiler/2021/01/20210115M1-1.pdf>


Agreed by the Ministry of Industry and Technology:

Date: 07/05/2021  Soner ERKEK
Genel Müdür V.

Agreed by United Nations Development Programme:

Date: 12/05/2021  Louisa Vinton
Resident Representative

Agreed by the Ministry of Foreign Affairs:


Date: 02/07/2021

ANNUAL WORK PLAN

Project title: Developing a Model to Improve Technology Use in OIZs
 Project ID: 94576
 Output ID: 98690
 UNDP Turkey
 2021

Selected output and monitoring activities including annual targets		Activity	Time frame				Responsible Party	Planned Budget			Total Award Budget USD	
			Q1	Q2	Q3	Q4		Donor ID	Fund ID	Expenditure Account		Description
Output 1: Model that institutionalizes OIZs' contribution to the national technology development ecosystem through financing entrepreneurship and innovation developed Indicator: # of Qualitative and Quantitative Analyses for increasing OIZ's role in TD&U ecosystem Analysis of successful practices in other countries Synthesis Report with a model and a roadmap Pilot implementation framework Assessment reports on activities Development of implementation tools	A.1. Baseline Analysis & Model					UNDP	00244	30071	71300	Local Consultants	393,862,04	
	A.1.1. Review legislative, organizational, institutional set up								71400	Service Contract	100,000,00	
	A.1.2. Field analyses								71600	Travel	35,335,23	
	A.1.3. Analysis of international successful practices								75700	Learning	40,000,00	
	A.1.4. Presentation of models relying on synthesis and successful practices								74200	Audio Visual&Print	20,000,00	
	B.1. Piloting Phase								72100	Contractual Services-Companies	200,000,00	
	B.1.1. Identify OIZs and pilots in line with recommendations of synthesis report								72500	Supplies	15,000,00	
	B.1.2. Piloting Phase	X	X	X	X				74500	Miscellaneous	5,000,00	
	B.1.3. Implementation and Assessment of Pilots	x	x	X	X				74596	Direct Project Cost	12,137,96	
	B.1.4. Establishment of new units and new structures in selected OIZs.	x	x	X	X				75100	Facilities&Admin (%3)	24,640,06	
	B.1.5. Preparation of scaling recommendations aimed at results.				X							
	B.1.6. Preparation of a detailed feasibility study for the "Design and management of new generation multi-functional zones" model				X							
	C.1. Development of Institutional Competence											
	C.1.1. Design competence building programs for pilot OIZ administrations and MoIT personnel											
	C.1.2. Implement competence building programs for pilot OIZ administrations and MoIT personnel	x	X	X	X							
C.1.3. Development of high level guidelines for the competence building programs			x	X								
Grand Total												845,975,28

Expected output and monitoring activities including annual targets	Activity	Time frame				Responsible Party	Planned Budget				
		Q1	Q2	Q3	Q4		Donor ID	Fund ID	Expenditure Account	Description	Total Award Budget USD
Output 1: A model that institutionalizes OIZs' contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed Indicator: 1.0 # of Qualitative and Quantitative Analyses for defining OIZ's role in TD&U ecosystem 1.1 Analysis of successful practices in other countries 1.2 Synthesis Report with a model and a roadmap 1.3 Pilot implementation framework 1.4 Assessment reports on activities 1.5 Development of implementation tools	A.1. Baseline Analysis & Model					UNDP	00244	30071	Local Consultants	391,871,92	
	A.1.1. Review legislative, organizational, institutional set up								Service Contract	130,000,00	
	A.1.2. Field analyses								Travel	40,000,00	
	A.1.3. Analysis of international successful practices								Learning	40,000,00	
	A.1.4. Presentation of models relying on synthesis and successful practices								Audio Visual&Print	20,000,00	
	B.1. Piloting Phase								Contractual Services-Companies	300,000,00	
	B.1.1. Identify OIZs and pilots in line with recommendations of synthesis report								Supplies	15,000,00	
	B.1.2. Piloting Phase								Miscellaneous	5,000,00	
	B.1.3. Implementation and Assessment of Pilots	X	X	X	X				Direct Project Cost	14,128,08	
	B.1.4. Establishment of new units and new structures in selected OIZs.	X	X	X	X				Facilities&Admin (%3)	28,680,00	
	B.1.5. Preparation of scaling recommendations aimed at results.	x	x	X	X						
	B.1.6. Preparation of a detailed feasibility study for the "Design and management of new generation multi-functional zones" model	x	x	X	X						
	C.1. Development of Institutional Competence										
	C.1.1. Design competence building programs for pilot OIZ administrations and MoIT personnel										
	C.1.2. Implement competence building programs for pilot OIZ administrations and MoIT personnel	x	X	X	x						
	C.1.3. Development of high level guidelines for the competence building programs	x	x	X	X						
Grand Total											984,680,00

ANNUAL WORK PLAN

Developing a Model to Improve Technology Use in OI/IZs

94576

98690

UNDP Turkey

2023

Project title:
Project ID:
Output ID:
CO:
Year:

Expected output and monitoring activities including annual targets	Activity	Time frame				Responsible Party	Planned Budget			
		Q1	Q2	Q3	Q4		Donor ID	Fund ID	Expenditure Account	Description
Output 1: A model that institutionalizes OIZs' contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed Indicator: 1.0.# of Qualitative and Quantitative Analyses for defining OIZ's role in TD&U ecosystem 1.1 Analysis of successful practices in other countries 1.2 Synthesis Report with a model and a roadmap 1.3 Pilot implementation framework 1.4 Assessment reports on activities 1.5 Development of implementation tools	A.1. Baseline Analysis & Model					UNDP	00244	30071	Local Consultants	392,359,61
	A.1.1. Review legislative, organizational, institutional set up								Service Contract	100,000,00
	A.1.2. Field analyses								Travel	40,000,00
	A.1.3. Analysis of international successful practices								Learning	37,000,00
	A.1.4. Presentation of models relying on synthesis and successful practices								Audio Visual&Print	20,000,00
	B.1. Piloting Phase								Contractual Services-Companies	300,000,00
	B.1.1. Identify OIZs and pilots in line with recommendations of synthesis report								Supplies	15,000,00
	B.1.2. Piloting Phase								Miscellaneous	5,000,00
	B.1.3. Implementation and Assessment of Pilots								Direct Project Cost	13,640,39
	B.1.4. Establishment of new units and new structures in selected OIZs.	x	x	x	x				Facilities&Admin (%3)	27,690,00
	B.1.5. Preparation of scaling recommendations aimed at results.	X	X	x	x					
	B.1.6. Preparation of a detailed feasibility study for the "Design and management of new generation multi-functional zones" model		X	X	X					
	C.1. Development of Institutional Competence									
	C.1.1. Design competence building programs for pilot OIZ administrations and MolT personnel									
	C.1.2. Implement competence building programs for pilot OIZ administrations and MolT personnel	x	X	X	X					
C.1.3. Development of high level guidelines for the competence building programs	x	x	x	X						
Grand Total										950,690,00

Account No	Account Description	Total (USD)
71300	Local Consultants	1.178.093,57
71400	Service Contract	330.000,00
71600	Travel	115.335,23
75700	Learning	117.000,00
74200	Audio Visual&Print	60.000,00
72100	Contractual Services-Companies	800.000,00
72500	Supplies	45.000,00
74500	Miscellaneous	15.000,00
74596	Direct Project Cost	39.906,43
75100	Facilities&Admin (%3)	81.010,06
TOTAL BUDGET		2.781.345,28

PROJECT DOCUMENT
TURKEY



Empowered lives.
Resilient nations.

Project Title: Developing a Model to Improve Technology Use in OIZs

Project Number: 94576

Implementing Partner: Ministry of Science, Industry and Technology

Start Date: November, 01, 2016 End Date: May, 01, 2018 PAC Meeting date: 26.01.2016

Brief Description

The overall objective of the Project is to contribute to competitiveness of Turkey through developing models that will enable Organized Industrial Zones (OIZs) to assume an active role in entrepreneurship, innovation and technology ecosystem. The purpose of the Project is to clearly identify how OIZs can contribute to the technology development ecosystem of Turkey in entrepreneurship, innovation and technology and assess how such contributions will be institutionalized. The Project consists of the following three main components:

- (1) **Component A. Baseline Analysis and Model:** This component involves a general overview of current situation of all actors within the technology development and use ecosystem. The assessment will culminate in a synthesis report that includes the review of current legislation, field analyses and comparative review of international successful practices in OIZ like environments. A model will be proposed with an implementing roadmap in this component.
- (2) **Component B. Piloting Phase:** This component will design a pilot framework to test enabling factors of the proposed model based on the baseline and findings of the synthesis (i.e. such incentivizing mechanisms as development of OIZ technology index will be designed both to disseminate successful pilots and engage OIZ administrations more effectively in technology development)
- (3) **Component C. Development of Institutional Competence:** Under this component, awareness raising and competence building programs will be developed for the relevant institutions including mainly the Ministry of Science, Industry and Technology (MoSIT) and OIZs in line with the analyses and proposed model.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.

Indicative Output(s): 1.1. Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth.

Total resources required:	USD 500,000	
Total resources allocated:	USD 500,000	
	UNDP TRAC:	
	Donor (TUR):	
	Donor:	
	Government:	USD 500,000
	In-Kind:	
Unfunded:	n/a	

Agreed by (signatures)¹:

Government	UNDP	Implementing Partner
Name:	Name: Mr. Kamal Malhotra	(MoSIT): Mr. Yaşar Öztürk
Date: 28.09.2016	Date: 10.08.2016	Date: 15.08.2016

¹ Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE

The development of innovation, and access to and effective use of technology in enterprises emerge as a significant constituent of competitiveness in today's global economic sphere of rising competition. It is well known that enhanced technological capacity of enterprises does not depend merely on enterprise-level activities. Effective functioning of the elements of entrepreneurial ecosystem, as in developed countries, alleviates problems in this area. In this sense, it is a permanent agenda item that cooperation and collaboration should be improved not only among entrepreneurs, SMEs but also among universities, research centers, chambers, commodity exchanges and industrial and technology development zones.

A most crucial developmental requirement for Turkey is that her innovation ecosystem should become more competent and, with all actors involved, contribute more effectively to Turkey's growth performance. Such requirement is always a priority in all major policy documents and highlighted in the relevant plans and programs. The Tenth National Development Plan declares "Innovative Production, High and Stable Growth" as one of its four key axes, and identifies the basic principles of plan's objectives and policy instruments in the framework of such requirement. The Eleventh Priority Transformation Programme's action plan for "Commercialization in Priority Technology Areas" aims to increase the number of research centers, incubators, accelerators, technology and innovation centers; make the Technology Development Zones (TDZs) sector-oriented, and improve innovative entrepreneurship. In similar fashion, Turkey's Industrial Strategy of 2015-2018 sets its primary goal as to "develop local production of high added value based on knowledge and technology in industry", and aspires to a vision that the strategic transformation in industry will be realized by local, innovative and green growth. The SME Strategy and Action Plan of 2015-2018 establishes "Enhanced R&D and Innovation Capacity for SMEs" as its fourth strategic area, emphasizing that both existing SME capacities should become more innovative and SME support mechanisms should direct SMEs to investments in knowledge and technology. All the said guiding policies and action plans demonstrate that the entire ecosystem needs a strategic transformation to increase R&D investments, promote innovative applications and facilitate technology investments as well as access to technological knowledge.

Organized Industrial Zones (OIZs) in Turkey have matured to some extent in quantitative terms. It is therefore important in the context of the vision of sustainable and competitive growth that OIZs which serve industries should take up roles in effective use of technology. A review of effectively functioning technology development ecosystems in the world immediately reveals that all actors work in harmony within the framework of a shared vision, legal framework and support mechanisms. Harboring industrial zones and technoparks, such ecosystems engage in joint works to improve production-based productivity particularly in novel and innovative production technologies, sustainable and green production techniques and energy efficiency etc.

The technology development ecosystem in Turkey includes such central-level agencies as the Ministry of Science, Industry and Technology, TUBITAK etc. as well as technoparks and specialized civil society organizations such as TTGV etc. The involvement of Organized Industrial Zones in this ecosystem is rather limited.

Therefore, it is necessary to clearly identify how OIZs can contribute to the technology development ecosystem in Turkey. The aim should be to assess how such contribution can be institutionalized through an appropriate model with supporting tools to increase the overall effectiveness and efficiency of the system.

United Nations Development Programme (UNDP) Turkey Office works for Inclusive and Sustainable Growth, Inclusive and Democratic Governance and Climate Change and Environment in line with the strategic priorities and goals in the United Nations Development Cooperation Strategy², UNDP Country Programme³ and Tenth Development Plan in cooperation with public agencies including particularly the Ministry of Development and the private sector. The Country Office aims to field its works through pilot applications and models and contribute positively to policy-level structural improvement in line with the new strategic plan of UNDP.

II. STRATEGY

The overall objective of the Project is to contribute to enhancing the 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 overall objective of the Project directly relates to the statement that "OIZ, TDZ, SIS and Industry Zones practices will be improved, and it will be ensured that they are institutionalized and effectively managed to provide higher quality services" in Article 698 of the Tenth Development Plan.

² United Nations Development Cooperation Strategy (UNDCS)

³ Country Programme Document (CPD)

This overall objective is also in line with (i) reduction of import dependency, (ii) commercialization in priority technology areas, (iii) improvement of productivity and (iv) improvement of business and investment climate as included in the priority transformation programmes laid down in the Tenth Development Plan of 2014-2018.

Further, while the Industrial Strategy Action Plan of Turkey for 2015-2018 is associated with the overall objective, the present project proposal contributes directly to the following objectives and actions:

- Objective 1: Develop local production of high added value based on knowledge and technology in industry
- Objective 2: Ensure transformation to greener and more competitive industrial setup with resources effectively used
- Objective 3: Develop industry with qualified workforce which contributes to social and regional development

On the other hand, the Project is complementary to the action "R&D Consulting Centers/Offices will be established in Organized Industrial Zones" in the 2023 Export Strategy and Action Plan of Turkey, and the action "Units will be created in OIZs to work on R&D support, project drafting and technology transfer services" in the Public-Universities-Industry Cooperation Strategy and Action Plan (2015-2018).

The purpose of the Project is to clearly identify how OIZs can contribute to the technology development ecosystem of Turkey in entrepreneurship, innovation and technology and assess how such contributions will be institutionalized.

In this context, the purpose of the Project is complementary to the following measures under the priority transformation programmes that are included in the Tenth Development Plan and in line with the overall objective of the Project:

Priority Programme	Transformation	Policies	Actions
i. Commercialization in priority technology areas		<p>Support technology product investments and prototype development processes in priority sectors</p> <p>Develop networks and mentoring services among entrepreneurs including mainly SMEs and investors at local and central level</p> <p>Increase cooperation among TDZs, OIZs, clusters, technology platforms and research centers</p>	<p>Action 9. Cooperation mechanisms will be explored among TDZs, OIZs, R&D centres, clusters, technology platforms and public and private sector research centers, and a support model will be developed.</p> <p>Action 11. A mechanism will be created to improve cooperation between OIZs with concentration of enterprises engaged in priority sectors and universities, research centers, TDZs and international organizations.</p> <p>Action 30. Entrepreneurship will be improved by allocating spaces to accelerators in TDZs, and both accelerators and incubators in OIZs.</p>
ii. Enhancing Productivity in Manufacturing Industry		<p>Increase experience transfer and interaction among enterprises through bringing enterprises to meet best practices</p> <p>Increase awareness and capacities of firms on productivity improvement techniques through effective consulting services</p> <p>Monitor and increase technology usage levels of firms in productive processes</p>	<p>Action 17. A database will be created to develop the capacities of planned industrial zones that will allow productivity comparison among SMEs.</p> <p>Action 34. Technological equipment and technology development capacities of industrial zones will be strengthened.</p>

The Project design is based on a holistic approach and aims to create, in a participative manner, such solutions that will improve the effectiveness and efficiency of the system not duplicating the impact areas and roles of other relevant entities.

The primary target group of the Project includes OIZ administrations and SMEs in OIZs. The Project also aims to contribute to enhancing the institutional competences of MoSIT in policy development and programming for OIZs. Public institutions and organizations such as universities, TUBITAK, KOSGEB, Development Agencies etc. included in the national and local technology development ecosystem will be among the key stakeholders where long term respective action lines will be identified within the roadmap.

The Project intends to set up a Project Steering Committee including representatives from the relevant public and private sector, academia and civil society organizations to ensure institutional inclusiveness both in design and implementation phases. It is crucial that the Committee, which will include the relevant institutions and organizations engaged in technology development, have TUBITAK, TTGV, KOSGEB and OSBUK as its prime members as well as relevant universities and Development Agencies in relation to OIZs serving implementation grounds for the effective planning and execution of the Project activities. In addition to institutions and organizations of national scale, the inclusion of the Danish Technology Institute and UC Berkeley etc. entities included in UNDP's international network should be considered.

In addition, the practices of institutions and organizations such as TUBITAK and TTGV which execute similar programs will be taken into account to the maximum extent possible in the context of project interaction and complementarity principles.

It is of utmost importance in the context of the Project both to conduct the baseline analysis accurately and comprehensively and test the solution proposals. The piloting phase will be important. Selection of OIZs to test short term actions and enabling factors will be coordinated through Project Board and criteria to be identified in participative way and in line with the Project objectives like, proposing thresholds in such indicators as occupancy rates, technology density, sectoral setup etc., and have representativeness, scalability and replicability.

The Project will also support competency building in MoSIT and OIZs with development of a long term competency building program in line with the requirements of the proposed model. The Project will establish the basis for the transformation through awareness raising events/activities, training programs as well as development of implementation guidelines for the priority actions of the proposed model and its roadmap

III. RESULTS AND PARTNERSHIPS

Expected Results

The proposed programme has three main components with varying timeframe and budgets:

Component 1: Baseline Analysis and Model

The purpose of this activity is to undertake an overall assessment of current situation of all actors within the technology development ecosystem. The assessment will culminate in a synthesis report that includes a review of legislation, field analyses, and comparative review of successful international practices.

As indicated in Article 3.b of the OIZ Law, OIZs are established to contribute to economic and social development in many ways. For instance, OIZs (i) facilitate planned urban development, (ii) help protect environment from industrial pollution, (iii) promote use of industrial technologies, (iv) enhance resource productivity, and (v) provide managed infrastructure and industrial land for enterprises. These impact areas are intricately correlated; as such, a baselining effort for identification of OIZs' role in the technology development ecosystem should address the entire OIZ value stream⁴ with a specific emphasis on TD&U (Technology Development and Use) value chain⁵.

This activity will consist of the following 4 actions:

- 1. Review legislative, organizational and institutional setup:**
This activity concerns a review of legislative, institutional (e.g. policies and strategies) and organizational (e.g. support mechanisms incl. those offered by KOSGEB and TUBITAK) elements, with a view to identify legislative, institutional and organizational levers and bottlenecks for promoting use and development of industrial technologies (incl. information technologies, intelligent manufacturing technologies, green production) in the organized industrial zones.
- 2. Conduct field analyses to establish the role of OIZs in technology ecosystem, and identify capacities, behaviors/expectations of enterprises in technology investments**
This activity will map the entire OIZ value stream and zero in on the TD&U value chain. The mapping exercise will diagnose institutional, financial and organizational skills, capabilities, and capacities of all stakeholders of the ecosystem, including but not limited to OIZ managements (board members, professionals), universities, public agencies, and enterprises. Cultural traits of SMEs will be assessed in order to identify their level of readiness, and propensity to develop and use industrial technologies both individually and through collaborative schemes (e.g. clustering).
Accordingly, this activity will culminate in a baseline that would demonstrate the current state of technology use and development in the OIZs. This assessment will demonstrate the current state and the needs of the institutions,

⁴ OIZ value stream refers to the full set of activities that OIZs undertake to create economic and social impact

⁵ Technology development and use value chain refers to the full set of activities, required for development and commercialization of technologies.

such as OIZ managements as well as SMEs. As far as SMEs are concerned, level of technology use and development, as well as level of investments to use and/or develop industrial technologies will be identified. Field studies will leverage different research techniques such as structured surveys, semi-structured interviews, search conferences, focus group meetings etc. The findings will be reported by using innovative qualitative methods, which will supplement conventional quantitative analyses.

3. Review international successful practices for promoting TD&U in OIZ-like ecosystems (e.g. special economic zones, industrial parks etc.)

This activity concerns a methodological review of international practices on promotion of TD&U in OIZ-like environments, with a specific emphasis on service delivery mechanisms; legislative, institutional and organizational arrangements, governance systems, financing models, supportive tools, M&E mechanisms and sustainability (technology transfer centers etc.). Key success factors will be determined and contextualized.

4. Present models appropriate for Turkey relying on a synthesis of field analyses and international successful practices

The outcomes of the desk research, field analyses and international reviews will be synthesized to produce models that would be appropriate for the OIZ ecosystem in Turkey. The objective of the synthesis is to develop a roadmap (a comprehensive capacity improvement proposal) for OIZs to enhance their role in promoting technology development and use. In order to facilitate implementation of the roadmap, project concept notes (fiches) will be produced for various funding streams including where appropriate EU IPA.

Component 2 Piloting Phase

The purpose of this activity is 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 road map.

This activity will consist of the following 2 actions:

1. Identification of OIZs and pilots in line with recommendations of the synthesis report

Piloting will aim to test some of the short-term actions and/or some of the enabling factors of the proposed model. For instance, supportive tools like development of a technology index among OIZs measuring their technology development capabilities, collaboration mechanisms with relevant Technology Development Zones or tools to empower OIZs to measure impact of their services could be formulated and implemented in three different OIZs with different characteristics. Similarly, a pre-assessment for a transformation program on alternate governance models could be developed for piloting short-term actions. For the selection of pilot OIZs exceeding certain thresholds in such indicators as occupancy rates, technology density, sectoral setup etc., and having representativeness, scalability and replicability potential should be taken into account.

2. Implementation and assessment of pilots

Implementation results of the pilots will be assessed and will be used to fine tune the proposed model and the road-map. Development of recommendations to scale up the piloting experience and how to implement the roadmap will be presented.

Component 3 Development of Institutional Competence

The purpose of this activity is to develop awareness-raising and competence-building programs for the relevant institutions including mainly the Ministry of Science, Industry and Technology (MoSIT) and OIZs in line with the requirements of the TD&U value chain analyses. In addition, tools and incentivizing mechanisms will be developed to encourage MoSIT teams and OIZ administrations.

This activity will consist of the following 3 actions:

1. Design competence building programs for pilot OIZ administrations and MoSIT personnel

A long-term competence-building program will be designed in parallel to requirements of the model for both MoSIT and OIZ managements.

2. Implement competence-building programs for pilot OIZ administrations and MoSIT personnel

Priority awareness-raising and competence-building programs will be implemented throughout the Project. These will include general awareness-raising programs, study visits to successful practices and training programs.

3. Development of high level guidelines for the competence-building programs

In line with the first two phases and competency development program to be designed in this component, analytical tools (e.g. quantitative/qualitative assessment methods, M&E tools, impact assessment tools), which will support addressing priority needs of MoSIT and OIZ managements will be designed in a complementary manner to the entire process.

Resources Required to Achieve the Expected Results

To implement this project, UNDP will mobilize expertise in all components benefiting from UNDP's local and international expert roster, institutional contracts and strategic partners. In terms of contract management and partnerships, UNDP will arrange partnerships with individual and institutional experts as well as relevant local organizations if needed. Regarding contract and project management, UNDP will deploy its in-house experience (CO staff- Portfolio Manager, Innovation Specialist in IRH etc.) as well as mobilize other capacities in the form of Service Contracts and individual contracts.

Using programme and country office staff allows UNDP to build on the existing mechanisms and exploit synergies with other ongoing projects, leading to increased efficiencies in project and budget management and procurement. The direct cost of such support will be included in the project budget and pro-rated as per UNDP's regulations.

Partnerships

UNDP Turkey Office has since 2007, been working with the Ministry of Science, Industry and Technology (MoSIT) in various areas such as industrial restructuring, regional competitiveness, development of national clustering support program. The implementation of the Project in cooperation with UNDP will allow the utilisation of synergies arising from the previous working experiences. It will also allow capitalising on UNDP's vast field experience⁶ derived from other programmes, and methodologies and instruments applied previously to the maximum extent. Further, the Project will also benefit from UNDP's substantial international network and global experience and knowledge to create an optimal blend of both local experience and national priorities as well as cost-effective use of UNDP's international knowledge and service capacity. All affiliated institutions of MoSIT will be in contact and all complementary actions will take into account both UNDP's and MoSIT's existing local and international network together with other relevant actors.

Stakeholder Engagement

Target Groups: The intended beneficiaries of the project are companies in OIZs, companies in technology development zones, OIZ managements, Universities, all related ministries, affiliated institutions in technology development/use, innovation and entrepreneurship ecosystem in Turkey.

Knowledge

The project will produce a number of knowledge products including training materials/toolkits/concept notes for new project development. Also supporting analysis, surveys will be used in assessment studies. The most important knowledge product/tool will be the awareness raising activities, capacity development roadmap and the long term competence building program to be developed for the Ministry.

South-South and Triangular Cooperation (SSC/TrC)

OIZs are specific structures for Turkish Economy in industrial development. However the Project address through analysis and action to improve technology development/use, entrepreneurship and innovation ecosystem. Therefore the model to be developed could be applicable to other developing countries in terms of SS/TC opportunities. These opportunities will be assessed with Project Board and will be explored where and when necessary.

Sustainability and Scaling Up

The project scope is in direct alignment with the priorities of the Government as set in several strategies and programs. The model and complementary competency skills building programme will help Ministry to focus on the priorities and to have the necessary capacity to transform OIZs to take a more effective role in entrepreneurship, innovation and technology development/use ecosystem of Turkey.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The fact that the project builds on national and local level on the existing structures and capacities not only increases the sustainability dimension of the project, but also cost efficiency. For example, in both components OIZs will be effectively involved while all relevant existing materials/studies/assessments will be used.

In addition UNDP will adopt a programme approach in line with its new structure, whereas staffing will be made to serve for and to be costed to more than one project where possible. Following a programme approach will also be relevant for procurement and other administrative issues. This will increase cost efficiency of the project.

Project Management

UNDP will provide direct country office support services (including for the functions of procurement, human resources, administrative services, communication, office space), and direct project costing will apply in line with UNDP's cost recovery policy. Financial transactions and financial statements shall be subject to internal and external auditing procedures laid down in the Rules and Regulations of UNDP, whereby the cost of audit will be charged against the relevant budget line in project budget.

⁶ The following are some of the relevant projects:

- GAP GIDEM Project
- Industrial Restructuring of Sanliurfa Project
- Development of Clustering Support Program Project
- GAP Competitiveness Agenda Project (Regional Competitiveness Toolkit)
- Improving Energy Efficiency in Industry Project
- Development of Regional Competitiveness Operational Programme Project.

V. RESULTS FRAMEWORK⁷

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.							
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:							
Indicator 1.1.1: Systems and institutions enabled to achieve structural transformation towards sustainable employment and productivity growth							
Indicator 1.1.1.1: Integrated competitiveness framework and implementation models in place							
Baseline: 1 (frameworks sector-specific only)							
Target: 5 (total factor productivity framework in place, competitiveness/equitable employment models adopted)							
Source: MoD; MoSIT; Project Reports							
Applicable Output(s) from the UNDP Strategic Plan: Area of Work 1: Sustainable development pathways, development planning and policy reforms							
(a)National development planning and policy reforms to transform productive capacities							
Project title and Atlas Project Number: Developing a Model to Improve Technology Use in OIZs, Atlas Award ID: 00098690							
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	2016	2017	2018	
A Model that institutionalizes OIZ's contribution to the national technology development/use ecosystem thru entrepreneurship and innovation developed.	1.0 # of Qualitative and Quantitative Analyses for defining OIZ's role in TD&U ecosystem	Project Progress Reports	0	-	<ul style="list-style-type: none">- Analyses in at least 6 OIZs- At least 40 in depth interviews in each OIZ to be selected- At least 10 in depth interviews w/ ecosystem actors for each OIZ- At least 100 structured survey in each OIZ to be selected- At least 1 focus group meeting w/ SMEs and/or ecosystem actors in each OIZ- Development of concept notes to focus on capacity building of OIZs for different funding streams	Thru project based M&E tools and systems	

⁷ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

	1.1 Analysis of successful practices in other countries	Project Progress Reports	0	-	- At least 1 study visit to successful practices to cover at least 2 destination (At least 10 MoSIT staff) -Best practice report		Thru project based M&E tools and systems
	1.2 Synthesis Report with a model and a roadmap	Project Progress Reports	0		-Model report and the roadmap	Updated roadmap	Thru project based M&E tools and systems
	1.3 Pilot implementation framework	Project Progress Reports	0			Showcase enabling factors --Showcase Incentive models	Thru project based M&E tools and systems
	1.4 Assessment reports on activities	Project Progress Reports	0			At least 4 awareness raising events	Thru project based M&E tools and systems
	1.5 Development of implementation tools	Project Progress Reports	0			<ul style="list-style-type: none"> - Long term competence building program - High level guidelines for competence building programs - Key principles on supporting tools 	Thru project based M&E tools and systems

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Monthly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	MoSIT and MoD	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MoSIT and MoD	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	MoSIT and MoD	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MoSIT and MoD	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MoSIT and MoD	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		MoSIT and MoD	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually and as per the need	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MoSIT and MoD	

VII. MULTI-YEAR WORK PLAN 89

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*				
			2016	2017	2018	All Years	
Output 1: A model that institutionalizes OIZs' contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed	A.1. Baseline Analysis & Model	MoSIT					
	A.1.1. Review legislative, organizational, institutional set up						
	A.1.2.Field analyses						
	A.1.3. Analysis of international successful practices						
	A.1.4. Presentation of models relying on synthesis and successful practices						

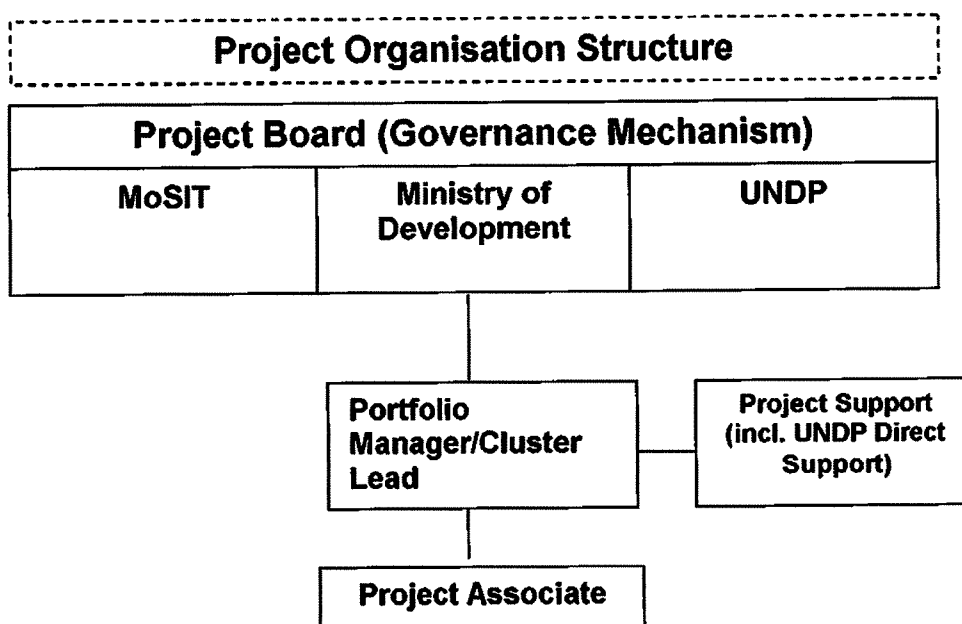
* Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
			Travel (air, ground)	0	3000	13000	16000	Professional Services	0	10000	42000	52000	Translation, interpreters	0	0	4300	4300	Indirect costs (3%)	0	690	3429	4119	Total Budget	0	23,690	117,729	141,419																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
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* Please refer to the annexed budget of the Project for detailed costing

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The project will be nationally implemented (NIM) and the implementing agency of the project will be Ministry of Science Industry and Technology with UNDP's technical and administrative support in line with the guidance of Project Board.

MoSIT

- Will be responsible and accountable for the identified results of this project on behalf of the Government of Turkey;
- Will establish close working relationship with local partners including local authorities, Chambers, provincial directorates of relevant line ministries, OIZ managements, universities etc. throughout relevant activities and will facilitate the dialogue with the national and local partners
- Will provide timely inputs and comments to the prepared studies,

MoD

- Will have an advisory role as a Board Member
- Will participate to PB meetings and all relevant Project activities and provide linkages with ongoing key strategies of the Government.
- Will provide advice/recommendations both for the methodology but also the results of the prepared studies,

UNDP

- Will provide technical support for implementation of the project. This support includes provision of human resources and consultancies, project management/monitoring and implementation support services such as contract management. UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct costs for implementation support services.
- Will prepare relevant work plans and facilitate implementation of these work plans through project management and consultancies.
- Bring in relevant international experience on relevant matters with significant focus on local partners.
- Will conduct procurement of selected equipment and services as per its own rules and regulations for the procurement made by UNDP. The cases where procurement can be made by local partners will be agreed jointly with MoSIT (government agency responsible for respective outputs), and in those cases UNDP shall monitor and ensure effectiveness in line with its regulations.

- Will ensure that the project is managed in line with UNDP's Programme and Operations Policies and Procedures (POPP).

The implementation will entail participation of relevant local actors such as OIZ management, chambers, development agencies, universities whereas MoSIT and UNDP will play a coordination role for the local interventions, bringing in various actors and promote replication and scale up of the proposed action in the future.

A Project Board (PB) is going to be established, in line with the above diagram. PB will be responsible for the overall direction and management of the project. The PB will approve all major plans and authorize any major deviation from agreed plans. PB will ensure that required resources are committed, will arbitrate on conflicts (if any) within the project, and will negotiate a solution to any problems between the project and external bodies. PB will approve plans and project documents provided by UNDP meets the requirements, will approve allocated staff are adequate and efficient.

During the implementation of the project specific roles of the PB will include:

- provision of overall guidance and direction to the project, ensuring it remains within any specified constraints
- review of each supported stage and approval of progress to the next
- review and approval of plans and any exception plans
- At the end of the project, the PB will:
 - assure that all products have been delivered satisfactorily
 - approve the End Project Report
 - approve the Lessons Learned Report

The PB will be composed of the MoSIT, UNDP and Ministry of Development. The Project Board will meet bimonthly throughout project period and the frequency of meetings could be arranged due to arising needs and be proposed by PB members.

Project's day-to-day implementation will be carried out by the Project team (Portfolio Manager/Cluster Lead and a full time Project Associate) as well as UNDP support staff providing direct project support. Ministry of Science Industry will assign task leaders to follow the progress in the activities.

UNDP will also provide direct project implementation support for procurement, contract management and budget/financial management as well as content. UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Turkey and UNDP, signed on 21 October 1965. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by Ministry of Science Industry and Technology in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT STANDARD CLAUSES

1. Consistent with the Article III of the SBAA *[for the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]¹⁰.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP

¹⁰ Use bracketed text only when IP is an NGO/IGO

will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

1. **Project Quality Assurance Report (to be added as a print out from ATLAS system)**
2. **Risk Analysis**
3. **Payment Schedule**
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment) – Separate assessment carried out for the implementing partner. Will be added into the system

ANNEX [2]. RISK LOG

Risk Log

Project Title: Developing A Model to Improve Technology Use in OIZs					Award ID: 98690		Date: May 2016		
#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures / Management response	Risk Owner	Submitted, updated by	Last Update	Status
1	Trained staff members do not remain in their posts during the entire duration of the Project.	May 2016	Organizational	Potential effect: The long term impact of the Project will decrease. Probability= 2 Impact= 3 (On a scale of 1-to-5; with 5 highest)	The Project Manager will request Project partners (MoSIT basically) to ensure staff continuity in their organization through appointments.	Portfolio Manager	Portfolio Manager	(In Atlas, automatically recorded)	No change
2	OIZs not interested in the project, reluctant to participate	May 2016	Economic	Potential effect: The pilots cannot be tested as intended; this will compromise an accurate selection of the appropriate model, and the potential socio-economic impact will decrease. Probability= 2 Impact= 4 (On a scale of 1-to-5; with 5 highest)	It is assumed that the information meetings and the support tools to be developed will constitute adequate motivators for OIZs. The Project Steering Committee will ensure that assessments on this matter will be included in the "Recommendations on Methods to Follow Report".	Portfolio Manager	Portfolio Manager	(In Atlas, automatically recorded)	No change

ANNEX 3- PAYMENT SCHEDULE

Project Title: Developing A Model to Improve Technology Use in OIZs

Source of Funds: Ministry of Science, Industry, and Technology

Implementing Agency: Ministry of Science, Industry, and Technology

Responsible Parties: Ministry of Science, Industry, and Technology and UNDP

Donor	Year	Date (Estimated)[1]	Budgeted Amount	Amount to be Deposited[2], [3]	Balance[3], [4]
MoSIT	2016	15.11.2016	USD100,000	USD100,000	USD400,000
	2017	15.05.2017	USD400,000	USD400,000	0.00
Grand Total			USD500,000	USD500,000	0.00

Note 1: Project activities are aligned with the Payment Schedule.

Note 2: Payment in US\$ is to be made to the UNDP Account (indicating project number and title):

Bank Name: Bank of America
 Address: 1401 Elm St., Dallas TX 75202
 Account Number: 3752207404
 Account Title: UNDP Representative in Turkey (USD) Account
 ACH Routing Number: 111000012 [to be used only by US-based banks using
 ACH payment type]
 Wire Routing Number: 026009593
 SWIFT Code: BOFAUS3N

Note 3: The value of a contribution-payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment and reflected into the Project Budget accordingly.

Payment in TRL is to be deposited to the UNDP Account:
 Garanti Bankası
 Ankara Ticari Branch,
 Branch Code: 170,
 Account No: 1201038,
 IBAN: TR53 (0006 2000 1700 0001 2010 38, SWIFT Code: TGBATRIS indicating
 project number and title).

Note 4: The management arrangement is NIM (National Implementation Modality). The utilization of project resources (e.g. budget) and authorization of payments to be made to the service providers, vendors etc. are subject to the NIM principles. The NIM Principles will be exchanged between UNDP and the MoSIT through an official correspondence within the scope of the Project.



T.C.
BİLİM, SANAYİ VE TEKNOLOJİ BAKANLIĞI
Sanayi Bölgeleri Genel Müdürlüğü

Sayı : 70671112 - 453.99E.1705
Konu : Organize Sanayi Bölgeleri ile İlgili
Diğer İşler

20/04/2018

BİRLEŞMİŞ MİLLETLER KALKINMA PROGRAMINA

İlgi : 13/04/2018 tarih, 4660 sayılı yazı.

İlgi yazınızda belirtildiği üzere Kalkınma Bakanlığının desteği, Bakanlığımız ve Birleşmiş Milletler Kalkınma Programı (UNDP) iş birliği ile yürütülmekte olan "OSB'lerde Teknoloji Kullanımının İyileştirilmesine Yönelik Model Geliştirme Projesi"nin 01/05/2018 olan proje uygulama bitim tarihinin 31/12/2018 olarak yeniden düzenlenmesine ilişkin talebiniz, yazınız ekinde bulunan uzatma paketi de incelenerek değerlendirilmiş olup, proje uygulama bitim tarihinin 31/12/2018 olması uygun görülerek, onaylı uzatma paketi yazımız ekinde gönderilmektedir.

Bilgilerinizi ve gereğini rica ederim.

Yaşar ÖZTÜRK
Bakan a.
Genel Müdür

Ek:

1. Proje Uzatımı Kapak Sayfası (1 takım)
2. Proje Yürütme Kurulu Toplantı Notları ve Katılımcı Listesi (1 takım)
3. Değişiklik No:1 (1 takım)

**"Bu belge, güvenli elektronik imza ile
imzalanmıştır."**

Mustafa Kemal Mahallesi Dumlupınar Bulvarı
Eskişehir Yolu 2151.Cadde No:154 06510
Çankaya /ANKARA

Bilgi için İrtibat: Uğur ÖZDEMİR, Mühendis



 www.sanayi.gov.tr

Evrak bilgisine www.sanayi.gov.tr adresindeki e-hizmetler bölümünden, "uvpou1DA5280" DYS No ve evrak tarihi ile erişebilirsiniz. uvpou1DA5280



UN Development Programme Turkey - Ankara

Award ID: 00098690
Award Title: Developing a Model Improve
Technology Use in OIZs
Start Year: 2016
End Year: 2018

Responsible Parties:
(Executing Agency): UNDP

Donor	Fund	Amount in USD
TUR	30071 Programme Cost Sharing	500,000.00
Total Budget (2016 to 2018)		500,000.00
Total Expenditure (as of 26 March 2018)		138,283.07
Remaining Budget		361,716.93
Total Budget (2016 to 2018)		500,000.00

(Implementing Agency): Ministry of Science, Industry and Technology

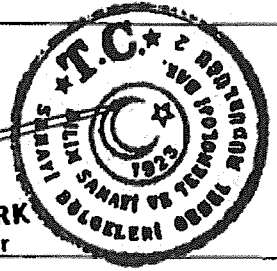
Revision Type: No Cost Time Extension

Brief Description:

As it is agreed by the Steering Committee Members, the project will be extended with no cost until 31 December 2018 for the related activities in the Multi Year Workplan. Revised Multi Year Workplan and related Steering Committee meeting minutes are attached.

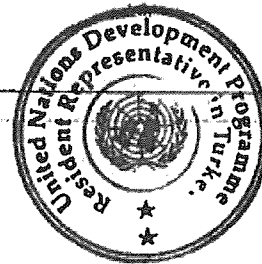
Agreed by the Ministry of Science, Industry and Technology

Yaşar ÖZTÜRK
Genel Müdür



Claudio Tomasi
Country Director

Agreed by the United Nations Development Programme



AMENDMENT NO:1
TO THE PROJECT DOCUMENT

BETWEEN

**UNITED NATIONS DEVELOPMENT PROGRAMME
AND
MINISTRY OF SCIENCE, INDUSTRY AND TECHNOLOGY**

Reference is made to the Project Document dated 29 September 2016 signed between the UNITED NATIONS DEVELOPMENT PROGRAMME and MINISTRY OF SCIENCE, INDUSTRY AND TECHNOLOGY; referred to as MoSIT.

- Pursuant to “**Article VII. Multi-Year Work Plan**” of the above mentioned Project Document; the agreement is hereby amended to reflect the following changes:

1) Article VII. Multi-Year Work Plan

VII. MULTI-YEAR WORK PLAN 69

All anticipated programme and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET																																																						
Output 1: A model that institutionalizes OZs' contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed	A.1. Baseline Analysis & Model	MoSIT																																																							
	A.1.1. Review legislative, organizational, institutional set up																																																								
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	A.1.4. Presentation of models relying on synthesis and successful practices																																																								
B.1. Piloting Phase	B.1.1. Identify OZs and pilots in line with recommendations of synthesis report	MoSIT																																																							
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* Cost definitions and classifications for programme and development effectiveness costs to be changed to the project are defined in the Executive Board decision DP/2010/32

* Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

is amended to read as:

Multi-Year Work Plan

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*				
	C.1.1. Design competence building programs for pilot OIZ administrations and MoSIT personnel		Costs	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)
	Human Resources (inc. Project/programme staff and consultants)		0	0	48000.00	48000.00	
	Travel (air, ground)		0	0	35334.00	35334.00	
	Equipment and supplies		0	0	5000.00	5000.00	
	Professional Services		0	0	40000.00	40000.00	
	Translation, interpreters		0	0	7000.00	7000.00	
	Printing		0	0	5000.00	5000.00	
	Indirect costs (3%)		0	0	4210.02	4210.02	
	Total Budget		0	0	144,544.02	144,544.02	
	Evaluation (as relevant)		EVALUATION				
	Indirect cost of evaluation (3%)					300.00	
						14,563.08	
TOTAL				Total			500,000.00

Developing a Model Improve Technology Use in OIZs
02 February 2018 Project Steering Committee Meeting Notes

Date/Place	02.02.2018 / Ministry of Science, Industry and Technology	
Time	14:30 – 16:30	
Meeting Type	Project Steering Committee	
Participants	Yaşar Öztürk, MoSIT Metin Demirtürk, MoSIT Uğur Özdemir, MoSIT Mehmet Cansız, MoD Seher Alacacı, UNDP Pelin Rodoplu, UNDP Ceyda Alpay, UNDP Pınar Engin, UNDP	
Agenda	SUBJECT	PRESENTER
	Current Situation in Project Activities	UNDP
	Project Fieldwork Outputs	UNDP
	Recommendations for Future Steps	UNDP, MSIT, MD
	Other Subjets	UNDP, MSIT, MD
Meeting Flow	<ul style="list-style-type: none"> ➤ The meeting started with Yaşar Öztürk's good wishes and Seher Alacacı's offering her appreciation to Ministry of Science, Industry and Technology (MoSIT) and Ministry of Development (MoD) for their participation and contributions to the Project. The importance of this meeting for determining the next steps in meeting the needs of Organized Industrial Zones (OIZs) was emphasized. ➤ Mehmet Cansız stated that the project and meetings are important because they will be a positive contribution to the effectiveness of OIZs and project studies in the coming period. ➤ Based on the needs of OIZs mentioned in the meeting, Seher Alacacı stated that continuing the partnership with MoSIT and MoD carries major importance. Needs that UNDP can possibly support were discussed. ➤ Pelin Rodoplu, firstly, thanked MoSIT and MoD for their contributions to the project all year round. Then, she emphasized that in order to develop a model, the needs assessment component of the project should provide data about effectiveness, technology and innovativeness. Findings were established through impact and needs assessments using mentioned data in qualitative econometric analysis. ➤ Ceyda Alpay shared the data and preliminary findings of the field visits, which were done to 12 OIZs, with the meeting participants. ➤ According to the findings, services offered in OIZs can be grouped in two: conventional services (infrastructure, urgent service, etc.) and innovative services. It was found that firms were pleased with conventional services, whereas they were unpleasant with innovative services. When the necessity of these needs were asked, firms stated that both services are very necessary. Based on the findings that firms do not benefit from the OIZ administration in terms of innovation, the necessity of raising awareness on technology use in OIZs were discussed. ➤ Among all needs the need for technical high school and day care in the OIZ was emphasized. ➤ OIZ models that will be redesigned with respect to workshops and focus group studies were shared with the meeting participants. As current OIZ management structure is not subject to Turkish Trade Law and has a flexible structure, Model 3 which claims the evolving OIZs to joint stock companies was found to be worrisome. 	









	<ul style="list-style-type: none"> ➤ Suggestions were made about having model discussion sessions with 12 OIZ administrations that were visited and designing a synthesis workshop with the participation of OIZ administrations, firm representatives and ecosystem actors. ➤ Seher Alacacı stressed the importance of integrating the empowerment of women. ➤ It was stated that the pilot study, the second component of the project, could be done on a model to be determined and/or on alternatives involving facilitators in each 4 models. It was emphasized that determining the road map to the project according to the needs defined at the end of the workshops would be more accurate. ➤ Mobilization of an expert, in the scope of capacity building component of the project, in order to write 3 different project documents on the evaluations of different financial mechanisms was mentioned. ➤ Ministry of Development stated that the project can be improved and in the future can be used for support model using the same method. ➤ It was emphasized that the model to be specified might not be suitable for every OIZ and constructing a classification mechanism could be helpful to categorize OIZs. Taking into consideration that not every OIZ may be willing to be included in the conversion process, it is discussed that an incentive mechanism that OIZs can benefit from could facilitate the implementation process. ➤ MoSIT stated that the OIZ model and all outputs of the project should be finalized by the end of October 2018, and MoD supported this statement by emphasizing the importance of finalizing the outputs in determining the next implementation stages. Therefore, extension of the project from 31 May 2018 to 31 October 2018 was brought to the agenda. ➤ The meeting was concluded with agreement on determining the model to be developed according to the capacity development studies would be more beneficial. 												
Decisions	<ul style="list-style-type: none"> ➤ For the synthesis workshop, a concept note, including the information of expected participants, date, expected results and other details, will be shared with MSIT. ➤ A presentation explaining the field studies and findings will be done to the Permanent Undersecretary. The location and the date of the study tour will be determined after this presentation. ➤ The road maps for capacity building and pilot study components will be determined according to the OIZ model specified after the workshops. ➤ The Project will be extended until 31 October 2018. 												
Things to do	<table> <tr> <th></th> <th>Sorumlu Taraf</th> <th>Calendar</th> </tr> <tr> <td>The concept note of synthesis workshop will be shared with MoSIT.</td> <td>UNDP</td> <td>February 2018</td> </tr> <tr> <td>A short summary of workshops and the findings will be presented to the MoSIT, and an appointment will be requested for the presentation to the Permanent Undersecretary.</td> <td>UNDP</td> <td>February 2018</td> </tr> <tr> <td>Workshops and the findings will be presented to the Permanent Undersecretary on the date determined by MoSIT.</td> <td>UNDP</td> <td>February 2018</td> </tr> </table>		Sorumlu Taraf	Calendar	The concept note of synthesis workshop will be shared with MoSIT.	UNDP	February 2018	A short summary of workshops and the findings will be presented to the MoSIT, and an appointment will be requested for the presentation to the Permanent Undersecretary.	UNDP	February 2018	Workshops and the findings will be presented to the Permanent Undersecretary on the date determined by MoSIT.	UNDP	February 2018
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Appendices

1. Participants List



**Empowered lives.
Resilient nations.**

Name-Surname	Position/Department	Phone/Fax	E-mail	Signature
Uğur Özdemir	BSTB	0312 2015815	ugur.ozdemir2@sanayi.gov.tr	
Ceyda Alpary	Proje Yönetici	4541056	ceyda.alpary@undp.org	
Pinar Engin	Proje Asistanı	4541178	pinar.engin@undp.org	
Seher Alagacı	Teknik Yrd (UNDP)	4541167	seher.alagaci@undp.org	
Mehmet Demirtaş	BSTB	2015859	mehmet.demirtas@sanayi.gov.tr	
Mehmet Coşkun	Kalın Bk.	2946637	mehmet.coskun@undp.org	
Pelin Rodoplu	UNDP	4541061	pelin.rodoplu@undp.org	
Yaşar Öztürk	BSTB G.M.D	2015851-52	yasarioturk@sanayi.gov.tr	



BM Kalkınma Programı Türkiye - Ankara

Mükafakat Numarası: 00098690

Mükafakat Başlığı: OSB'lerde Teknoloji Kullanımının İyileştirilmesine
Yönelik Model Geliştirme Projesi

Başlangıç Yılı: 2016

Bitiş Yılı: 2018

Sorumlu taraflar:

(Yürütücü taraf): UNDP

Donör	Ödenek	Miktar (USD)
TUR	30071 Program Maliyet Paylaşımı	500,000.00
Toplam Bütçe (2016-2018)		500,000.00
Toplam Gider (26 Mart 2018'ten itibaren)		138,283.07
Kalan Bütçe		361,716.93
Toplam Bütçe (2016-2018)		500,000.00

(Uygulayıcı taraf): Bilim, Sanayi ve Teknoloji Bakanlığı

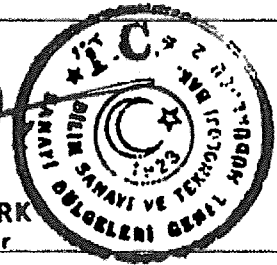
Revizyon Tipi: Maliyetsiz Proje Zaman Uzatımı

Kısa Tanım:

Yönlendirme Kurulu üyelerinin kararı üzerine, Çok Yıllı Program'daki ilgili aktiviteleri gerçekleştirebilmek için proje ek maliyet olamadan 31 Aralık 2018 tarihine kadar uzatılacaktır. Düzenlenmiş Çok Yıllı Program ve ilgili Yönlendirme Kurulu toplantı notları ektedir.

Bilim, Sanayi ve Teknoloji Bakanlığı tarafından kabul edildi.

Yaşar ÖZTÜRK
Genel Müdür



Birleşmiş Milletler Kalkınma Programı tarafından kabul edildi.

Claudio Tomasi
Country Director



DEĞİŞİKLİK NO:1

PROJE DOKUMANI İÇİN

**BİRLEŞMİŞ MİLLETLER KALKINMA PROGRAMI
VE
BİLİM, SANAYİ VE TEKNOLOJİ BAKANLIĞI
ARASINDA**

BİRLEŞMİŞ MİLLETLER KALKINMA PROGRAMI ile BİLİM, SANAYİ VE TEKNOLOJİ BAKANLIĞI arasında imzalanan 29 Eylül 2016 tarihli Proje Belgesine atıfta bulunmaktadır.

- Yukarıda belirtilen Proje Belgesi'nin Madde 7 Çok Yıllı Program uyarınca; anlaşma aşağıdaki değişiklikleri yansıtacak şekilde değiştirilmiştir:

1) Madde 7 Çok Yıllı Program

VII. Çok yıllık program

Projeyi desteklemek için kalkınma ekikliliği ve uygulama destek düzenlemelerini içeren öngörülen tüm programatik ve operasyonel maliyetler belirlenmeli, tahmin edilmeli ve ilgili çıktı(lar) altında proje bütçesinde masraf olarak verililmelidir. Bu projeyi doğrudan destekleyen iletişim, insan kaynakları, satın alma, finans, denetleme, politika danışma, kalite teminatı, raporlama, yönetim vb gibi faaliyetleri içermektedir. Proje ile doğrudan ilgili olan tüm hizmetler proje dokümanında bildirilmelidir.

BEKLENEN ÇIKTILAR		PLANLANAN FAALİYETLER	SORUMLU TARAF	PLANLANAN BÜTÇE*				
Çıktı 1: OSB'lerin ulusal teknoloji geliştirme ekosistemine girişimcilik ve yenilikçiliğin geliştirilmesi yoluyla katkı vereceği bir model geliştirildi	A.1.1. Mevcut durum analizi ve model incelenmesi	BTSB		Maliyet	2016	2017	2018	Toplam Maliyet (ABDS) ³
	A.1.1.1 Yasal ve kurumsal çerçevenin incelenmesi			15000	75000	0	90000	
	A.1.1.2 Saha analizleri			2000	18000	0	20000	
	A.1.1.3 Uluslararası başarılı uygulamaların incelenmesi			10000	0	0	10000	
	A.1.1.4 Sentez ve başarılı uygulamaların değerlendirilmesi ile modellerin sunulması			1500	55000	0	56500	
	B.1.1. Pilot Uygulamalar	BTSB		Değerlendirme maliyetleri	0	0	10000	10000
	B.1.1.1 Sentez raporu önerileri çerçevesinde pilot uygulamaların belirlenmesi			Tercüme	400	2000	0	2400
	B.1.1.2 Pilot Uygulama Safası			Dolaylı maliyetler (%3)	867	4500	0	5367
	B.1.1.3 Pilotların uygulanması ve değerlendirilmesi			Toplam Bütçe	29.767	154.500	0	194.267
	C.1. Kurumsal Yetkinlik Geliştirme			BTSB		Maliyet	2016	2017
C.1.1. Pilot OSB Yönetimleri ve BSTB personeline yönelik yetkinlik geliştirme programlarının tasarımı	0	10000	55000			65000		
	0	3000	13000			16000		
	0	10000	42000			52000		
	0	0	4300			4300		
			Dolaylı maliyetler (%3)	0	690	3429	4119	
			Toplam Bütçe	0	23.690	117.729	141.419	

BEKLENEN ÇIKTILAR	PLANLANAN FAALİYETLER	SORUMLU TARAF	PLANLANAN BÜTÇE*						
	C.1.2 Pilot OSB Yönetimleri ve BSTB personeline yönelik yetkinlik geliştirme programının uygulanması		İnsan Kaynakları (Proje/program personel ve danışmanlar)	0	13000	44000	57000		
			Seyahat (hava, kara)	0	5000	22400	27400		
	C.1.3 Yetkinlik geliştirme Programı üst seviye uygulama prensiplerinin geliştirilmesi		Profesyonel hizmetler	0	4300	70828	75128		
			Dolaylı maliyetler (%3)	0	669	4116.84	4785.84		
			Toplam Bütçe	0	22.969	141.345	164.314		
Değerlendirme (ilgili ise)	DEĞERLENDİRME						10.000		
						Toplam GMS (%3)	14.272		
TOPLAM			Toplam				500.000		

* Detaylı maliyet için projenin eklenen bütçesine bakınız.

VII. Çok yıllık program

Proje desteklemek için kalkınma etkililiği ve uygulama destek düzenlemelerini içeren öngörülen tüm programatik ve operasyonel maliyetler belirlenmeli, tahmin edilmeli ve ilgili çıktıları altında proje bütçesinde masraf olarak verilmelidir. Bu projeyi doğrudan destekleyen ileişim, insan kaynakları, satın alma, finans, denetleme, politika danışma, kalite teminatı, raporlama, yönetim vb gibi faaliyetler içermektedir. Proje ile doğrudan ilgili olan tüm hizmetler proje dokümanında bildirilmelidir.

BEKLENEN ÇIKTILAR	PLANLANAN FAALİYETLER	SORUMLU TARAF	PLANLANAN BÜTÇE*				
			Maliyet	2016 Toplam Maliyet (ABDS) ¹	2017 Toplam Maliyet (ABDS) ²	2018 Toplam Maliyet (ABDS) ³	Toplam Maliyet (ABDS) ¹
Çıktı 1: OSB'lerin ulusal teknoloji geliştirme ekosistemine girişimcilik ve yenilikçiliğin geliştirilmesi yoluyla katkı vereceği bir model geliştirildi	A.1. Mevcut durum analizi ve model	BTSB		0	60883.37	10000.00	70883.37
	A.1.1. Yasal ve kurumsal çerçevenin incelenmesi			0	32840.67	10000.00	42840.67
	A.1.2. Saha analizleri			0	10814.48	0	10814.48
	A.1.3. Uluslararası başarılı uygulamaların incelenmesi			0	0	0	0
	A.1.4. Sentez ve başarılı uygulamaların değerlendirilmesi ile modellerin sunulması			0	3153.29	750.00	3903.29
	B.1. Pilot Uygulamalar			0	108,263.02	25,750.00	134,013.02
	B.1.1. Sentez raporu önerileri çerçevesinde pilot uygulamaların belirlenmesi			0	5992.39	80000.00	85992.39
	B.1.2. Pilot Uygulama Safası			0	0	45000.00	45000.00
	B.1.3. Pilotların uygulanması ve değerlendirilmesi			0	0	70000.00	70000.00
	C.1. Kurumsal Yetkinlik Geliştirme			0	179.77	5970.00	6149.77
Çıktı 1: OSB Yönetimleri ve BTSB personeline yönelik yetkinlik geliştirme programlarının tasarımı	C.1.1. Pilot OSB Yönetimleri ve BTSB personeline yönelik yetkinlik geliştirme programlarının tasarımı	BTSB		0	6,172.16	204,970.00	211,142.16
				0	0	0	0

BEKLENEN ÇIKTILAR	PLANLANAN FAALİYETLER	SORUMLU TARAF	PLANLANAN BÜTÇE*				
	C.1.2] Pilot OSB Yönetimleri ve BSTB personeline yönelik yetkinlik geliştirme programının uygulanması		İnsan Kaynakları (Proje/program personel ve danışmanlar)	0	0	48000.00	48000.00
			Seyahat (hava, kara)	0	0	35334.00	35334.00
	C.1.3] Yetkinlik geliştirme Programı üst seviye uygulama prensiplerinin geliştirilmesi		Ekipman ve malzemeler	0	0	5000.00	5000.00
			Profesyonel hizmetler	0	0	40000.00	40000.00
			Terfide	0	0	7000.00	7000.00
			Baskı	0	0	5000.00	5000.00
			Dolaylı maliyetler (%3)	0	0	4210.02	4210.02
			Toplam Bütçe	0	0	144,544.02	144,544.02
Değerlendirme (ilgili ise)	DEĞERLENDİRME						10,000.00
	Değerlendirme dolaylı maliyeti (%3)						300.00
						Toplam GMS (%3)	1,563.08
TOPLAM						Toplam	500,000.00

* Detaylı maliyet için projenin eklenen bütçesine bakınız.

OSB'lerde Teknoloji Kullanımının İyileştirilmesine Yönelik Model Geliştirme Projesi
02 Şubat 2018 Proje Yürütme Kurulu Toplantı Notları

Tarih/ Yer	02.02.2018 / Bilim, Sanayi ve Teknoloji Bakanlığı	
Zaman	14:30 – 16:30	
Toplantı Türü	Proje Yürütme Kurulu	
Katılımcılar	Sayın Yaşar Öztürk, BSTB Sayın Metin Demirtürk, BSTB Sayın Uğur Özdemir, BSTB Sayın Mehmet Cansız, KB Sayın Seher Alacacı, UNDP Sayın Pelin Rodoplu, UNDP Sayın Ceyda Alpay, UNDP Sayın Pınar Engin, UNDP	
Gündem	KONU	SÜRE
	Proje Aktivitelerinde Son Durum	UNDP
	Proje Saha Çalışması Çıktıları	UNDP
	Gelecek Çalışmalara Öneriler	UNDP, BSTB, KB
	Diğer Konular	UNDP, BSTB, KB
Toplantı Akışı	<ul style="list-style-type: none">➤ Sayın Yaşar Öztürk'ün iyi dileklerini sunması ile toplantı başlamış ve UNDP Programdan Sorumlu Temsilci Yardımcısı Sayın Seher Alacacı hem Bilim, Sanayi ve Teknoloji Bakanlığı'nın (BSTB) hem de Kalkınma Bakanlığı'nın (KB) projeye olan katkı ve desteklerinden dolayı teşekkürlerini iletmıştır. Bu toplantının projenin ve Organize Sanayi Bölgeleri'nin (OSB) ihtiyaçlarını giderme konusundaki sonraki adımlarını belirlenmesi konusundaki önem vurgulanmıştır.➤ Sayın Mehmet Cansız, önümüzdeki dönemdeki proje çalışmalarının OSB'lerin verimliliğine olumlu katkısı olacağı için projenin ve toplantının önem arzettiğini belirtti.➤ Sayın Seher Alacacı projenin OSB ihtiyaçlarını belirlemesinin ardından söz konusu ihtiyaçlara göre yeni proje ortaklıklarının BSTB ve KB ile birlikte devam edilmesinin önemini vurgulamıştır. Belirlenecek ihtiyaçlara göre UNDP'nin hangi konularda destek olabileceğinin belirlenmesinin faydalı olacağı konuşulmuştur.➤ UNDP Portföy Yöneticisi Sayın Pelin Rodoplu hem KB'na hem de BSTB'na yıl içindeki tüm katkıları için teşekkür edip, projenin OSB düzeyinde ihtiyaç analizi model geliştirilmesi için verimlilik, teknoloji ve yenilikçilik açısından veri sunmasının önemini vurguladı. Söz konusu veriler ile betimsel ekonometrik analizler yapılarak etki değerlendirilmesi ve ihtiyaç analizi konusunda bulgulara ulaşıldığı belirtilmiştir.➤ UNDP Proje Yöneticisi Sayın Ceyda Alpay şimdiye kadar saha ziyaretinde bulunan 12 OSB'den elde edilen verilerin detaylarını ve elde edilen ön bulguları toplantı katılımcıları ile paylaşmıştır.➤ Ulaşılan bulgulara istinaden, OSB hizmetlerini geleneksel hizmetler (altyapı, acil hizmet vs.) ve yenilikçi hizmetler olarak ikiye ayırdığımızda, firmaların geleneksel hizmetlerden memnuniyeti göze çarparken yenilikçi hizmetlerden ise memnuniyetsizliği ön plana çıkmıştır. Aynı hizmetlerin gerekliliği sorulduğunda ise firmalar bu hizmetlerin de çok gerekli olduğunu vurgulamışlardır. Anket verilerine göre firmaların yenilikçilik konusunda OSB yönetimlerinden çok yararlanmadığı sonucuna istinaden OSB yönetimlerinin teknoloji konusunda bilinçlendirilmesi gerektiği konuşulmuştur.➤ OSB ihtiyaçları arasında teknik lise ve kreş ihtiyacının dikkat çektiği sonucu toplantı katılımcıları ile paylaşılmıştır.➤ Planlanan ve sonradan OSB bulguları, çalıştay ve odak grup toplantılarına göre tekrar şekillendirilmesi planlanan OSB modelleri toplantı katılımcılarına sunulmuştur. OSB	

yönetimlerinin Anonim Şirket (AŞ) yapısına evrilmesini ifade eden Model 3, OSB yönetim yapısının Türk ticaret kanuna tabi olmaması dolayısı ile kazanılmış olan esnek yapısının bu model ile kaybedileceği yönündeki kaygı ifade edilmiştir.

- Ziyaret edilen 12 OSB'nin Bölge Müdürleriyle model tartışması gerçekleştirilebileceği önerilirken toplamda 100 katılımcıyı geçmeyecek, OSB yönetimleri, firma temsilcileri ve ekosistem aktörlerinin katılımıyla bir sentez çalıştay yapılması da önerilmiştir.
- Sayın Seher Alacacı, UNDP önceliklerinden biri olan kadının güçlenmesi konusunun da projeye entegre edilmesinin önemini vurgulamıştır.
- Projenin ikinci bileşeni olan pilot çalışmasının belirlenecek olan bir model üzerinden ve/veya 4 model içinde kolaylaştırıcı unsurları içeren alternatifler üzerinde yoğunlaşarak yapılabileceği belirtilmiştir. Bu aşamadaki yol haritasına çalıştayın sonunda belirlenecek olan ihtiyaçlara istinaden karar vermenin daha doğru bir yöntem olabileceği vurgulanmıştır.
- Projenin kapasite geliştirme bileşeni kapsamında farklı finansal mekanizmalarda değerlendirilmek üzere 3 farklı proje dokümanı yazmak üzere bir uzman mobilize edildiği ve çalışmalara başlandığı belirtilmiştir.
- Kalkınma Bakanlığı, projenin ilerletilebileceğini ve ileriki dönemlerde aynı yöntemle destek modeline doğru gidilebileceğini belirtmiştir.
- Belirlenecek olan modelin her OSB için uygun olmayabileceği ve OSB'leri kategorize edebilecek bir aracın sınıflandırma konusunda yardımcı olabileceği vurgulanmıştır. Her OSB'nin de bir dönüşüm sürecine dahil olmak istemeyebileceği göz önüne alınarak OSB'lerin fayda sağlayabilecekleri teşvik mekanizmalarının uygulamayı kolaylaştırabileceği konuşulmuştur.
- Kurgulanacak olan OSB modelinin ve tüm proje bulgularının Ekim 2018 sonu itibarı ile tamamlanmış olması gerektiği Bilim, Sanayi ve Teknoloji Bakanlığı tarafından vurgulanırken Kalkınma Bakanlığı da daha sonraki uygulama adımlarına karar verilmesi için bulguların Ekim 2018 itibarı ile tamamlanmış olması gerektiğinin önem arz ettiğini ifade etmiştir. Dolayısıyla başlangıçta 31 Mayıs 2018 itibarıyla tamamlanması planlanan Projenin 31 Ekim 2018 tarihine kadar uzatılması gündeme gelmiştir.
- Projenin kapasite geliştirme çalışmalarının seçilen modele istinaden belirlenmesinin daha faydalı olabileceği vurgulanmıştır.

Kararlar

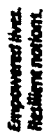
- Sentez çalıştay için bir konsept notu, beklenen katılımcıların, planlanan tarihin, beklenen sonuçların neler olacağı ve diğer detaylar BSTB ile paylaşılacaktır.
- Sayın Müsteşar'a saha çalışmalarını ve bulguları özetleyen sunum yapılacaktır. Yurtdışı çalışma gezisinin yer ve tarihine bu toplantıdan sonra karar verilecektir.
- Kapasite geliştirme ve pilot çalışmaları bileşenleri yol haritalarına çalıştaydan sonra belirlenecek olan OSB modeline göre karar verilecektir.
- Projenin 31 Ekim 2018'e kadar uzatılması öngörülmüştür.

Yapılacaklar

	Sorumlu Taraf	Takvim
Sentez çalıştay konsept notu BSTB ile paylaşılacaktır.	UNDP	Şubat 2018
Saha çalışmalarını ve bulguları özetleyen sunum BSTB ile paylaşılıp daha sonra Sayın Müsteşar'a sunum için tarih talep edilecektir.	UNDP	Şubat 2018
BSTB tarafından belirlenecek olan tarihte Sayın Müsteşar'a saha çalışmalarını ve bulgularını içeren sunum yapılacaktır.	UNDP	Şubat 2018

Ekler

1. Katılımcı Listesi





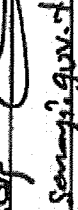





Location: Ministry of Science, Industry and Technology

[illegible]



Subject: Project Steering Committee
Date: 02 February 2018
Location: Ministry of Science, Industry and Technology

Name-Surname	Position/Department	Phone/Fax	E-mail	Signature
Uğur Özdemir	BSTB Mühendis	0212 201 58 15	ugur.ozdemir2@sangaji.gov.tr	
Ceyda Alpary	Proje Yönetici	454 10 56	ceyda.alpary@undp.org	
Pinar Engin	Proje Asistanı	454 11 78	pinar.engin@undp.org	
Seher Alacacı	Teknik: Yed. UNDP	454 11 67	seher.alacaci@undp.org	
Metya Demirtaş	BSTB	201 58 59	metya.demirtas@sangaji.gov.tr	
Mehmet Caner	Kullanıcı B.	274 66 37	meometcaner@undp.org	
Felih Rodoplu	UNDP	454 454 1061	felih.rodoplu@undp.org	
Yaşar Öztürk	BSTB G.M.D	201 58 51-52	yasarozturk@sangaji.gov.tr	



UN Development Programme Turkey - Ankara

Award ID: 00098690
Award Title: Developing a Model Improve
Technology Use in OIZs
Start Year: 2016
End Year: 2019

Responsible Parties:

(Executing Agency): UNDP

(Implementing Agency): Ministry of Industry and Technology

Donor	Fund	Amount in USD
TUR	30071 Programme Cost Sharing	500,000.00
Total Budget (2016 to 2018)		500,000.00
Total Expenditure (as of 30 September 2018 – 3 rd Quarter CDR)		211,430.49
Remaining Budget		288,569.51
Total Budget (2016 to 2018)		500,000.00

Revision Type: No Cost Time Extension

Brief Description:

The project is expected to be extended with additional funding from the Investment Program of Turkey. Since the approval and allocation of funds will not be effective before March 2019, it is agreed by the Steering Committee Members at the meeting held on 20 September 2018, to extend the project with no cost until 30 April 2019.

Progress made so far was given for each component as below:

1. Baseline Analysis and Model:

Review legislative, organizational, institutional set up: Desk research for legislative, organizational, institutional set up was realized by an individual consultant. Institution interviews for current situation analysis were realized with ministries, institutes and academia.

Field analyses: For the field study, 3 different interview question sets (Company, OIZ Management and Ecosystem) and 1 survey (company) were developed. In project document, fields were originally designed as 6 OIZs but the project board decided that number of OIZs which is stated in project document is increased to 12 OIZs. Field study with selected 12 OIZs were realized. Within the scope of the field study 293 interviews were completed by project team. Ecosystem interview contains universities, technology transfer office, regional municipalities etc. Number of interviews for each OIZ is shown in the below table:

OIZ	INTERVIEWS				
	OIZ (Company)	OIZ (Management)	OIZ (Total)	Ecosystem	Grand Total
ASO 1. OIZ	19	2	21	13	51
OSTİM	15	2	17		
Eskişehir ESO OIZ	19	1	20	3	23
Konya OIZ	21	2	23	3	26
Gaziantep OIZ	16	1	17	5	22
İzmir Atatürk OIZ	19	2	21	13	53

Manisa OIZ	18	1	19		
Gebze OIZ	22	2	24	4	36
TOSB	6	2	8		
Bursa OIZ	29	1	30	3	63
Bursa Demirtaş OIZ	29	1	30		
Adana OIZ	16	2	18	1	19
Total	229	19	248	45	293

Analysis of international successful practices: International successful practices were analyzed, and relevant report was prepared. The best practices are also included in the project synthesis report.

Following the field study, a focus group meeting was realized by 6 managers from different OIZs, 1 company board member, 2 academicians, 2 representatives from Strategy and Budget Presidency, 5 representative from Ministry of Industry and Technology and Project management unit from UNDP. Results of the focus group meeting were delivered as a report. Results also were embedded in the project synthesis report.

Presentation of models relying on synthesis and successful practices: The synthesis report which includes all the results of the desk research, all data and observation of field study and focus group meeting, was completed and finalized. New models for OIZs were developed and explained in the report. The synthesis report is a unique product which combines the impact analyses, needs analyses and new suggested models for OIZs.

2. Piloting Phase:

Identify OIZs and pilots in line with recommendations of synthesis report: Within the scope of this component of the project, it was discussed to have the pilot implementation in Manisa and Baskent OIZ. The pilots will focus on having a structure in Manisa and Baskent OIZ which will act as an interface for technology and innovation as it is recommended in the Synthesis Report.

Piloting Phase: As it is agreed by the Steering Committee Members, piloting phase of the project will be realized in Manisa and Baskent OIZ. The piloting phase is the design of an innovation center in Manisa OIZ, the preparation of the roadmap for the center, and the feasibility study for the center in Baskent OIZ. The tender documents for this activity is being prepared by UNDP.

Implementation and Assessment of Pilots: The assessment of the pilots will be realized after the implementation of the pilot study.

3. Development of Institutional Competence

Design and implement competence building programs for pilot OIZ administrations and MoIT personnel: The competence building programs will be designed according the needs arise with having an innovation center in an OIZ as well as having a unit in OIZ management for technology consultancy.

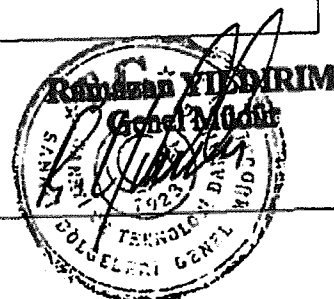
Development of high level guidelines for the competence building programs:

For the competence building studies; an IPA project was developed within the project which has the objective to establish a database system for OIZs. Adjunctly, a strategy document for developing a performance index for OIZ was prepared.

During the extension period, the piloting component and development of institutional competence component will continue with the studies to be held in Manisa OIZ and Baskent OIZ and organization of workshops and trainings within the Development of Institutional Competence component. The Revised Multi Year Workplan and related Steering Committee meeting minutes are attached.

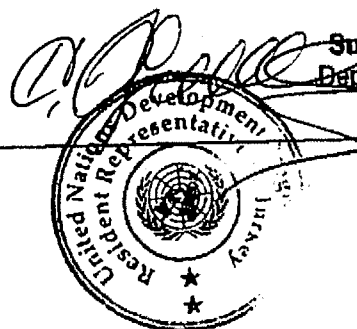
Orhan KILIÇ
Daire Başkanı

[Signature]



Agreed by the Ministry of Industry and Technology

Sukhrob Khojimatov
Deputy Country Director



Agreed by the United Nations Development Programme

AMENDMENT NO:2
TO THE PROJECT DOCUMENT

BETWEEN

**UNITED NATIONS DEVELOPMENT PROGRAMME
AND
MINISTRY OF INDUSTRY AND TECHNOLOGY**

Reference is made to the Project Document dated 28 September 2016 signed between the UNITED NATIONS DEVELOPMENT PROGRAMME and MINISTRY OF INDUSTRY AND TECHNOLOGY; referred to as MoIT.

- Pursuant to “**Article VII. Multi-Year Work Plan**” of the above mentioned Project Document; the agreement is hereby amended to reflect the following changes:

1) Article VII. Multi-Year Work Plan

Multi-Year Work Plan

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*				
			2016	2017	2018		
Output 1: A model that institutionalizes OIz's' contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed	A.1. Baseline Analysis & Model	MoSIT	Costs	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	
	A.1.1. Review legislative, organizational, institutional set up		0	60883.37	10000.00	70883.37	
	A.1.2. Field analyses		0	32840.67	10000.00	42840.67	
	A.1.3. Analysis of international successful practices		0	10814.48	0	10814.48	
	A.1.4. Presentation of models relying on synthesis and successful practices		0	571.21	5000.00	5571.21	
			0	3153.29	750.00	3903.29	
			0		25,750.00	134,013.02	
	B.1. Piloting Phase	MoSIT	Costs	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	
	B.1.1. Identify OIz's and pilots in line with recommendations of synthesis report		0	5992.39	80000.00	85992.39	
	B.1.2. Piloting Phase		0	0	45000.00	45000.00	
			0	0	70000.00	70000.00	
			0	0	4000.00	4000.00	
			0	179.77	5970.00	6149.77	
			0	6,172.16	204,970.00	211,142.16	

is amended to read as:

Multi-Year Work Plan

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

PLANNED BUDGET*							
EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	2016201720182019				
Output 1: A model that institutionalizes OIZs' contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed	A.1. Baseline Analysis & Model	MoIT					
	A.1.1. Review legislative, organizational, institutional set up						
	A.1.2. Field analyses						
	A.1.3. Analysis of international successful practices						
	A.1.4. Presentation of models relying on synthesis and successful practices						
					</		

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*					
			Costs	2016	2017	2018	2019	Total Cost (in USD)
C.1. Development of Institutional Competence		MoIT						
C.1.1. Design competence building programs for pilot OIZ administrations and MoIT personnel								
C.1.2. Implement competence building programs for pilot OIZ administrations and MoIT personnel								
C.1.3. Development of high-level guidelines for the competence building programs								
EVALUATION								
Indirect cost of evaluation (3%)								
TOTAL								

'Improving Technology in OIZs' Project
20 September 2018 Project Steering Committee Meeting Minutes

Date / Place	20.09.2018 / Ministry of Industry and Technology	
Time	14:00 – 16:30	
Type of meeting	Project Steering Committee	
Participants	Mr. Ramazan Yıldırım, Ministry of Industry and Technology Mr. Mehmet Cansız, Strategy and Budget Office of the Presidency of Republic of Turkey Ms. Tülay Yıldırım Küçükönder, Strategy and Budget Office of the Presidency of Republic of Turkey Mr. Metin Demirtürk, Ministry of Industry and Technology Mr. Orhan Kılınc, Ministry of Industry and Technology Mr. Soner Erkek, Ministry of Industry and Technology Mr. B. Tolga Arıcan, Ministry of Industry and Technology Ms. Gülşah Tarhan, Ministry of Industry and Technology Mr. Uğur Özdemir, Ministry of Industry and Technology Ms. Pelin Rodoplu, United Nations Development Programme (UNDP) Ms. Ceyda Alpay, United Nations Development Programme (UNDP)	
Agenda	TOPIC	PRESENTER
	Final Situation of Project Activities	UNDP
	Focal Group Work and Thesis Report	UNDP
	Future Works and Calendar	UNDP, MoIT, Strategy and Budget Office of the Presidency of Republic of Turkey
	Decisions	UNDP, MoIT, Strategy and Budget Office of the Presidency of Republic of Turkey

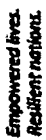
Meeting Flow

- The meeting started with Mr. Ramazan Yıldırım's welcoming wishes.
- The meeting continued with UNDP's briefing about the point reached at project activities. Furthermore, questions about the project activities were answered.
- It was discussed that the thesis report developed under the project could be printed as a source document, and for that reason the importance of getting an ISBN number was emphasized.
- It was discussed that it would be useful to evaluate the concrete outputs of 1 or 2 firms, on the topic of OIZs being an example for technological transformation and benefiting from the newly determinate services. It was stated that if the pilot study that will be carried out in Manisa OIZ achieves concrete output from firms selected with blending of clustering logic, OIZs could be the centre of attraction.
- Strategy and Budget Office of the Presidency of Republic of Turkey indicated that OIZ transformation should become a centre of attraction instead of a purchase centre for machines and equipment. They also indicated that increasing the appeal of the zone and making it a suitable place for the innovative class should be major objective. Furthermore, they discussed the use of social media by firms and entrepreneurs in OIZs and other areas, along with the trade benefits that could be gained from web and network usage.
- When the results from the first phase of the Project are evaluated by the Strategy and Budget Office of the Presidency of Republic of Turkey; It was discussed that the establishment of interface structures such as the innovation center could provide services to firms in OIZs about business development, R&D and innovation, as well as strengthening the connections between companies and organizations, and thus, increasing the innovation capacity, competitiveness and taking an active role in clustering issues. It was also emphasized that national organizations such as TTGV (Technology Development Foundation of Turkey) could be benefited from in these matters.
- It was discussed that instead of improving the current technology in OIZs, integrating a new technology which does not yet exist in the world into the OIZ would be useful.
- It was indicated that one of the important outputs of the project would be the OIZ performance index.
- Information has been given about R&D projects and experience in innovation networks of Fraunhofer, a practice-oriented research institution which is composed of many institutes located in Germany. It was also indicated that Fraunhofer is examined as a good practice example in different projects by the UNDP. Hereby, for the pilot implementation component of the project, it was suggested that cooperation could be made with the Fraunhofer Institute which has previously been in contact with the Manisa OIZ.
- Ministry of Industry and Technology and Strategy and Budget Office of the Presidency of Republic of Turkey agreed that UNDP could initiate the internal formal process for cooperation with the Fraunhofer Institute.
- When South Korea, one of the best practice examples proposed for the study visit of the project and the possible cooperation process taken into consideration, it was decided that a study visit to Germany – Fraunhofer would be appropriate.
- It was informed that the decision process related to the second of the project will end in October-November.
- To extend the project with an increased budget, the preparation and submission of the amendment of the Project reflecting the budget increase was decided for Ministry of Industry and Technology and Strategy and Budget Office of the Presidency of Republic of Turkey.
- Başkent OIZ option was the main focus for the implementation of the second phase of the project. Related to this issue, it was stated that it could be useful to meet with the management of the Başkent OIZ and to talk about the project. It was decided that a delegation which represents the Ministry of Industry and Technology, Strategy and Budget Office of the Presidency of Republic of Turkey and the UNDP should attend the meeting that will be held.
- It was decided that the focus group meeting report will be re-shared with the Ministry of Industry and Technology and a more detailed meeting on this issue will be held later.

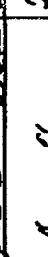
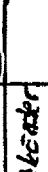
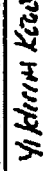

Decisions	<ul style="list-style-type: none">➤ UNDP will start the required domestic process for the cooperation with Fraunhofer. Annotation about Fraunhofer that includes the Good Sample Practices will be shared with the MoIT.➤ Ministry of Industry and Technology will inform UNDP about the request of getting an ISBN number via E-mail.➤ Alongside Manisa OIZ, there will be a meeting with Başkent OSB for the second phase of the Project.➤ The amendment of the Project reflecting the budget increase will be prepared and shared with the MoIT and the Strategy and Budget Office of the Presidency of Republic of Turkey.➤ Focus group meeting report will be shared with the Ministry of Industry and Technology.➤ Starting the preparation of the South Korea and Fraunhofer (Stuttgart) overseas trips.		
Actions to be taken		Responsible Side	Calendar
	A study will be done on how to cooperate with national agencies on the topic of OIZ transformation.	UNDP, MoIT, Strategy and Budget Office of the Presidency of Republic of Turkey	October-November
	Annotation about Fraunhofer will be shared with the MoIT.	UNDP	September 2018
	UNDP will start the required domestic process for cooperation with Fraunhofer.	UNDP	September 2018
	Meeting with Başkent OIZ for the 2nd phase of the Project.	UNDP, MoIT, Strategy and Budget Office of the Presidency of Republic of Turkey	September 2018
	Starting preparations for the South Korea and Fraunhofer (Stuttgart) overseas trips.	UNDP	October 2018
	The amendment of the Project reflecting the budget increase will be prepared and shared with the MoIT and the Strategy and Budget Office of the Presidency of Republic of Turkey.	UNDP	October 2018

Attachments

1. Meeting Agenda
2. List of Participants



Yer: Sanayi ve Teknoloji Bakanlığı

Ad-Soyad	Kurum/Görev	Telefon	K	E	E-mail	İmza
Mehmet Caner	Stdy - Bln. Bsk.	2946432		X	mehmetcaner@sbm.gov.tr.	
Tolay Yildirim Kızılcık	" "	2946233	X		tolay.yildirim@sbm.gov.tr	
Orhan KILINÇ	SBGM / Dof. Bsk.	2015884		X	orhan.kilinc@sbm.gov.tr	
Metin Demirtürk	SBSM / D. Bsk. V.	2015859		X	metin.demirturk@sbm.gov.tr	
B. Topa ARKAN	SBSM / SB. M. V.	2015877		X	topa@sbm.gov.tr	
Pelin Kocabaş	UNDP - Port. Yan.	4541061	X		pelin.kocabas@undp.org	
Ceyda Aksoy	UNDP - Port. Yan.	4541056	X		Ceyda.aksoy@undp.org	
Şenel ELKEK	STB / M. V.	2015815		X	senel.elkek@sbm.gov.tr	
Gülşah TAHAHAN	SBGM / Uzman	2015845		X	gulshah.taha@sbm.gov.tr	
Ramazan Yıldırım	Genel Müdür		X			



2019/17610526-ÇEGY/23441004

The Ministry of Foreign Affairs of the Republic of Turkey presents its compliments to the United Nations Development Programme (UNDP) Representation in Turkey and with reference to the Latter's Letter No:UNDP-TUR-20190405-0006202, dated 04 April 2019, has the honour to enclose herewith four of the five signed copies of the project titled "Develeoping a Model Improve Technology Use in OIZs ".

The Ministry of Foreign Affairs of the Republic of Turkey avails itself of this opportunity to renew to the United Nations Development Programme Representation in Turkey the assurances of its high consideration.

Ankara, 21 May 2019

Encl: As stated

**United Nations Development Programme Representation in Turkey
ANKARA**





UN Development Programme Turkey - Ankara

Award ID: 00098690
Award Title: Developing a Model Improve
Technology Use in OIZs
Start Year: 2016
End Year: 2021

Responsible Parties:
(Executing Agency): UNDP

(Implementing Agency): Ministry of Industry and Technology

Donor	Fund	Amount in USD
TUR	30071 Programme Cost Sharing	500,000.00
Total Budget (2016 to 2019)		500,000.00
Total Expenditure (as of 11 March 2019)		298,489,66
Remaining Budget		201,510.34
Expected Additional Funding from government (UN April 2019 USD Exchange Rate 5,5583)		899,555.62
Total Budget (2016 to 2021)		1,399,555.62

Revision Type: Substantive, Cost and Time Extension

Brief Description:

The Project matches the aim of promoting digital transformation, improving the efficiency of SMEs and developing innovative business models to ensure access to international markets, which are in the Policies and Measures of Growth and Employment section of The Medium-Term Program of the 2019-2021 New Economic Program. The project is also directly related to the clause "OIZ, TGB, CSR and Industrial Zones applications will be developed and institutionalized and effectively managed so that they can provide qualified services" which is specified in the 698th article of 10th Development Plan.

In the project, the pilot implementation and institutional competence work will continue within the scope of "Enabling OIZs to gain a more active role in areas of entrepreneurship, innovation and technology development by having the use of technology improved within them" action, which is the 289th measure included in the 2019 Presidency Program. 3,000,000 TRY has been allocated in order to start the pilot implementations within the scope of the project included in the "2019 Investment Program" with the project number 2011C330030.

Progress made so far was given for each component of the project as below:

1. Baseline Analysis and Model:

Review legislative, organizational, institutional set up: Desk research for legislative, organizational, institutional set up was realized by an individual consultant. Institution interviews for current situation analysis were realized with ministries, institutes and academia.

Field analyses: For the field study, 3 different interview question sets (Company, OIZ Management and Ecosystem) and 1 survey (company) were developed. In project document, fields were originally designed as 6 OIZs but the project board decided that number of OIZs which is stated in project document is increased to 12 OIZs. Field study with selected 12 OIZs were realized. Within the scope of the field study 293 interviews were completed by project team. Ecosystem interview contains universities, technology transfer office, regional municipalities etc. Number of interviews for each OIZ is shown in the below table:

OIZ	Company Interview	OIZ Management Interview	Ecosystem Interview	Total OIZ Interview
ASO I. OIZ	19	2	13	21
OSTİM	15	2		17
Eskişehir ESO OIZ	19	1	3	20
Konya OIZ	21	2	3	23
Gaziantep OIZ	16	1	5	17
İzmir Atatürk OIZ	19	2	13	21
Manisa OIZ	18	1		19
Gebze OIZ	22	2	4	24
TOSB	6	2		8
Bursa OIZ	29	1	3	30
Demirtaş OIZ	29	1		30
Adana OIZ	16	2	1	18
TOTAL	229	19	45	248
TOTAL INTERVIEW				293

Following the field study, a focus group meeting was realized by 6 managers from different OIZs, 1 company board member, 2 academicians, 1 representative from Strategy and Budget Presidency, 1 representative from Ministry of Industry and Technology and Project management unit from UNDP. Results of the focus group meeting were delivered as a report. Results also were embedded in the project synthesis report.

Analysis of international successful practices: International successful practices were analyzed, and relevant report was prepared. The best practices are also included in the project synthesis report. The examples of Germany, South Korea and United Kingdom are among the prominent examples in this context.

Presentation of models relying on synthesis and successful practices: The synthesis report which includes all the results of the desk research, all data and observation of field study and focus group meeting, was completed and finalized. New models for OIZs were developed and explained in the report. The synthesis report is a unique product which combines the impact analyses, needs analyses and new suggested models for OIZs. Published under the project "Towards 2023 Transformation of Organized Industrial Zones in Turkey" field work carried out in his book, A new era in pattern analysis and recommendations for OSB were presented. This book has been prepared as a single project output which combines impact analysis, needs analysis and new proposed models for OIZs. Fieldwork and analyzes carried out in the project emphasize the following:

- Field study supports the positive contribution of OIZs to industrial efficiency. Therefore, it is also stated by the industrialists who have taken an important role in the development of our country's economy as an economy based on efficiency. It is understood that the Ministry of Industry and Technology has a very important role in the last 60 years.
- the impact was higher for the low productivity of OSB impact on innovation, passing through Turkey's economy based on innovation-based economy from the efficiency point to the importance of upgrading the services offered at the OSB.
- 77% of the company owners involved in the field work stated that the OIZ had a positive impact on the productivity of the firm, and 71% said that if they would make the same investment today, they would choose the same OIZ, while only 17% stated that OIZ affected the innovation of the firm. .
- According to the results of the research, it is seen that the contribution of OIZ to the Innovative Needs, which is seen in the range of 86% -90%, is 46% to 56%. Among these requirements, issues that are prioritized by the owners of the company, but the contribution of the OIZ are limited to university-industry cooperation, support in technology and innovation, and support for internationalization.
- It requires firms to revise their way of doing business in order to catch up with the technological developments in the world. In this process, two model proposals were presented within the scope of the study in order to contribute to the needs of the firms through the OIZs.
- The proposed first model is the establishment of new units or interface structures specialized in order to provide the services that will support the use of technology by companies in OIZs. In this model which can be considered as two-stage; While focusing on capacity building in the first stage, companies will be able to

offer different services related to the use of technology through the establishment of new units in OIZ Governments. This stage will be applicable for all OIZs.

- In the second phase, which can be set up for more advanced OIZs, interface structures can be created by cooperating between OIZs with the expertise and experience in the fields required by the firms and through these structures, companies can be offered services related to the use of technology. The activities of innovation centers / networks that can be created within this scope can be grouped as business development, skill development and innovation. Business development services can include services such as technical support and business coaching. Trainings can be organized under the title of skill development and trainings can be given on topics such as finance and management. Under the heading of innovation, access to expertise, awareness-raising, and engineering management can take place. The success of this model; The form of governance and governance depends on the correct design and implementation capacity of the business model, financing model and service menu.

- In the second model proposed as a result of the studies carried out within the scope of the project, while the digital transformation requires a change in the human resources and technologies used, the need to prepare a suitable environment is also taken into consideration. In the value chain, manufacturing has become an increasingly low value-added activity, while the weight of design, R & D and marketing activities in value creation is increasing. In addition, the trends in digitalization in the industry increase the need for a highly skilled workforce, reducing the need for blue-collar workforce and increasing the number of white-collar employees. OSBs mainly manufacturing; logistics, education, social facilities, art, culture and living spaces are very limited due to the other functions, our country needs, high-value-added, high-tech companies and employees will be located in a region, white-collar employees where high production They should be designed to cover their areas and to meet their needs and expectations. In such a region, leasable and scalable / modular production areas, research centers, test centers, housing facilities for white-collar employees, primary and secondary schools providing high-quality education, day care center for children, nursery, hospital, etc. , social, cultural and recreational areas or may be located in close proximity.

2. Piloting Phase:

Identify OIZs and pilots in line with recommendations of synthesis report: Within the scope of this component of the project, it was discussed to have the pilot implementation in the OIZs that are selected and under selection process. The pilot will be to focus on having a center in selected OIZs which will act as a interface for technology and innovation as it is recommended in the Synthesis Report.

Piloting Phase Implementation and Assessment: The Steering Committee members will select the OIZs to be piloted by taking into account the necessary criteria. The piloting phase is the design of an "transformation and innovation center in industry" and the preparation of the roadmap for the center. The tender documents for this activity has been prepared by UNDP and process has been initiated. The assessment of the pilots will be realized after the implementation of the pilot study and the roadmaps will be revised according to the lessons learned from pilot experience.

3. Development of Institutional Competence

Design and implement competence building programs for pilot OIZ administrations and MoIT personnel: The design of the competence building program was realized according to needs of the ministry and the needs of the suggested model within the synthesis report. The administrations of the selected OIZs will be included in the competence building programs. In this context, workshops and trainings will continue during the project implementation.

Development of high-level guidelines for the competence building programs:

For the competence building studies; an IPA project was developed within the project which has the objective to establish a database system for OIZs. Adjunctly, a strategy document for developing a performance index for OIZ was prepared.

Following the proposal of the Ministry of Industry and Technology and the approval of the Presidency Strategy and Budget Presidency during the phase of the pilot implementation of the models from the feasibility stage, the budget of the Project was revised to 7,000,000 TL in the 2019 Investment Program and the end date is the end of 2021. Within the scope of the revision, in accordance with the 2019 Investment Program and as it is agreed in the Steering Committee Meeting dated 8 February 2019 (pls see Steering Committee Meeting Minutes in Annex 2), (i) the duration of the project, (ii) the budget of the project, (iii) the scope of the selected project component with additional activities, and (iv) the project management team at UNDP shall be amended as follows:

- (i) Extension of the project duration to 31 December 2021 for detailed pilot implementation of the second component of the project activities in order to contribute to the institutional capacity development, to contribute to the raising of the results to the national policy level and to ensure the comprehensive consideration of sustainability measures.
- (ii) Increase of the project budget from the initial project budget of USD 500,000.00 to USD 1,399,555.62 through additional government funding TRY 5,000,000.00 (USD 899,555.62 calculated with UN April 2019 USD Exchange Rate 5,5583).
- (iii) With this amendment made in the project document, the project activities which will allow the creation of best practices for the country for the purpose of replicating the proposed models in order to start the two OIZs which were firstly presented and ready for implementation, and for the replication of the other OIZs were determined. For this reason, the 2nd component (pilot phase) of the Project will be expanded with the decision of the Project Steering Committee (pls see Steering Committee Meeting Minutes in Annex 2). In this process, local partners will be included in the process to ensure sustainability at the national level.

The following activities have been added to component 2 of the Project (Pilot Phase):

1. Establishing New Units and New Structures in selected OIZs

The applications of the unit / interface model to be determined after the needs analysis will be performed in the selected OIZs for pilot implementation.

- a. Determining the services to be included in the pilots
 - a1. Determining the services of the unit that will be newly established, exclusive to the selected OIZ
 - a2. Determining the services of the interface structure that will be newly established, exclusive to the selected OIZ
- b. Determining the necessary human resources and budgets for services
- c. Encouraging industrial zones to be adapted to the innovative class and encouraging employment of qualified (innovative class, female employees, young generation, etc.)
- d. Selecting collaboration models to prepare service modules
- e. Preparing Service Modules/Adaptation of existing modules
- f. Designing the income model which concerns the new unit and new interface structure
- g. Executing the required legislation work for the new unit and new interface structure
- h. Improving institutional capacity and organizing training program within ministry for the new unit and new interface structure
- i. Preparation of work plans
 - i1. Preparation of a work plan for the new unit that will be established in the OIZ
 - i2. Preparation of a work plan for the interface structure that will be established in the OIZ
- j. Setting up teams that will be working in the unit and interface structure
- k. Arranging training for the teams that will be working in the unit and interface structure
- l. Introducing the unit and interface structure to the companies located in OIZs
- m. Execution of the unit and new structure – Commencing services

2. Preparation of result-oriented scaling offers

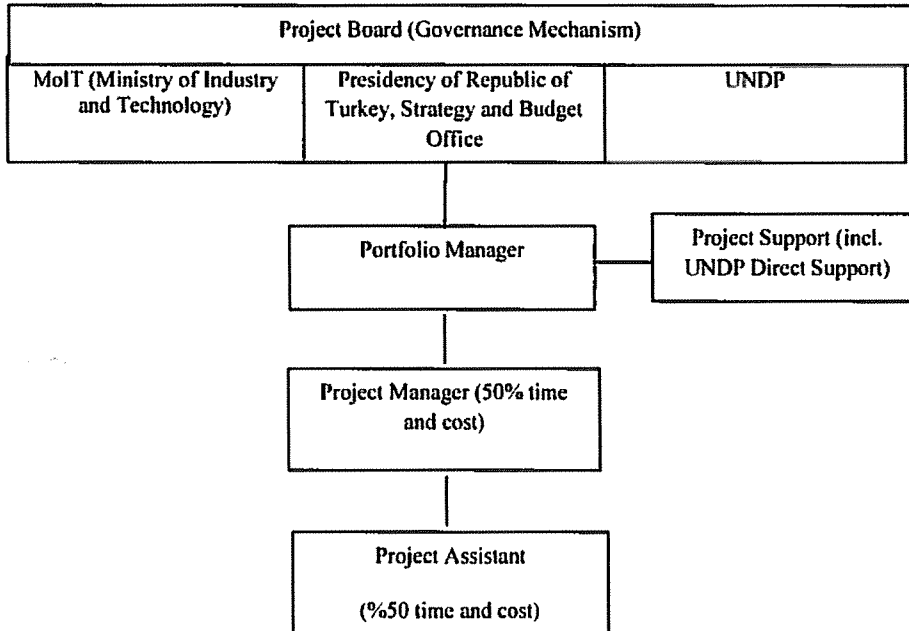
- a. Outcome monitoring of the execution : The results will be monitored with specific indicators in the short term.
- b. Evaluating the outcome of the execution: The results will be evaluated according to the indicators.
- c. Cost study for scaling: The establishment of the unit and the establishment of the interface will start with scaling studies. The efforts to carry the gained experience to a greater extent will take place. Transition alternatives from unit to interface will be studied. In order to carry the experiences to other OIZs, necessary screening will be done between the OIZs. Other pilots to be evaluated in the project will be decided. In the other pilot OIZs selected, the models will be improved after the first pilot implementation.
- d. Legislation work required for scaling: Legislative work on the establishment of the unit and interface within the OIZs will be made.

3. Preparing the detailed feasibility study for “Design and management of new generation multi-functional zones” model

- a. Determination of all stages and completion of feasibility studies for transformation
- b. Carrying out the necessary studies and analysis for the needs of the human resource (innovative class, women employees, young generation) to work in the new generation multi-functional regions
- c. Determination of the transformation of factories and the spatial needs of the companies in the Industry and Technology Regions of the future
- d. Preparation of transition plans and cost / legislation projections for transformation of existing structures


e. The pilot region is selected for the design and management of the new generation multifunctional regions and a feasibility study is carried out for the region. While preparing feasibility reports, machinery, medicine, electronics, automotive etc. medium high and high technology sectors that can make high leap in Turkey's exports and successful world examples covering the interfaces such as R & D, innovation, innovative class etc. in a holistic manner will be taken into consideration.

(iv) Project management team in UNDP has changed due to changes in the internal structure of the UNDP. The project management team in UNDP will be as follows:



Revised Multi Year Work Plan (Annex 1) and Project Steering Committee Meeting Minutes (Annex 2) are attached.

Agreed by the Ministry of Foreign Affairs



Mustafa Osman TURAN
Minister Plenipotentiary
Deputy Director General for
Multilateral Economic Affairs
Ministry of Foreign Affairs
Republic of Turkey

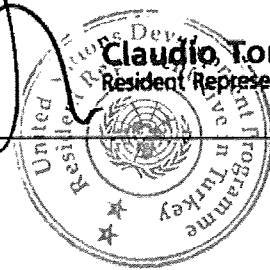

Orhan KILINÇ
Daire Başkanı

Agreed by the Ministry of Industry and Technology


Ramazan YILDIRIM
Genel Müdür

Agreed by the United Nations Development Programme


Claudio Tomasi
Resident Representative



ANNUAL WORK PLAN

Project title:

Developing a Model to Improve Technology Use in OIZs

Project ID:

94575

Output ID:

98690

CO:

UNDP Turkey

Year:

2019

Expected output and monitoring activities including input targets	Activity	Time frame				Responsible Party	Donor ID	Fund ID	Planned Budget		Total Award Budget USD
		Q1	Q2	Q3	Q4				Expenditure Account	Description	
Output 1: A model that institutionalizes OIZs' contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed	A.1. Baseline Analysis & Model										30000.00
	A.1.1. Review legislative, organizational, institutional set up								71300	Local Consultants	30000.00
	A.1.2. Field analyses								71400	Service Contract	25000.00
	A.1.3. Analysis of international successful practices								71600	Travel	10000.00
Indicator: 1.0 # of Qualitative and Quantitative Analyses for defining OIZs role in TD&U ecosystem	A.1.4. Presentation of models relying on synthesis and successful practices								75700	Learning	75000.00
	B.1. Piloting Phase								74200	Audio Visual&Print	30000.00
	B.1.1. Identify OIZs and pilots in line with recommendations of synthesis report	X							72100	Contractual Services- Companies	250000.00
	B.1.2. Piloting Phase	X	X						72500	Supplies	8000.00
1.1 Analysis of successful practices in other countries	B.1.3. Implementation and Assessment of Pilots			X	X				74500	Miscellaneous	2543.00
	B.1.4. Establishment of new units and new structures in selected OIZs			X	X				74596	Direct Project Cost	6000.00
	B.1.5. Preparation of scaling recommendations aimed at results.								75100	Facilities&Admin	12456.29
	B.1.6. Preparation of a detailed feasibility study for the "Design and management of new generation multi-functional zones" model				X						
1.2 Synthesis Report with a model and a roadmap	C.1. Development of Institutional Competence										
	C.1.1. Design competence building programs for pilot OIZ administrations and MoIT personnel	X	X	X							
	C.1.2. Implement competence building programme for pilot OIZ administrations and MoIT personnel		X	X	X						
	C.1.3. Development of high level guidelines for the competence building programs				X						
1.3 Pilot implementation framework											
1.4 Assessment reports on activities											
1.5 Development of implementation tools											
Grand Total of											
											429 039.29

UNDP:

Implementing Partner: Ministry of Industry and Technology

ANNUAL WORK PLAN

Project Title: Developing a Model to Improve Technology Use in OIZs
 Project ID: 94576
 Output ID: 98690
 CCI: UNDP Turkey
 Year: 2020

Expected output and monitoring activities including annual targets	Activity	Time frame				Responsible Party	Donor ID	Fund ID	Planned Budget	
		Q1	Q2	Q3	Q4				Expenditure Account	Total Award Budget USD
Output 1: A model that institutionalizes OIZs' contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed	A.1. Baseline Analysis & Model					UNDP	00244	30071		50000.00
	A.1.1. Review legislative, organizational, institutional set up								71300	Local Consultants
	A.1.2. Field analyses								71400	Service Contract
	A.1.3. Analysis of international successful practices								71600	Travel
	A.1.4. Presentation of models relying on synthesis and successful practices								75700	Learning
	B.1. Piloting Phase								74200	Audio Visual&Print
	B.1.1. Identify OIZs and pilots in line with recommendations of synthesis report								72100	Contractual Services-Companies
	B.1.2. Piloting Phase	X	X						72500	Supplies
	B.1.3. Implementation and Assessment of Pilots	X	X	X					74500	Miscellaneous
	B.1.4. Establishment of new units and new structures in selected OIZs.	X	X	X	X				74596	Direct Project Cost
Indicator: 1.0 # of Qualitative and Quantitative Analyses for defining OIZs role in TD&U ecosystem	B.1.5. Preparation of scaling recommendations aimed at results.			X	X	UNDP	00244	30071		
	B.1.6. Preparation of a detailed feasibility study for the "Design and management of new generation multi-functional zones" model			X	X					
	C.1. Development of Institutional Competence									
	C.1.1. Design competence building programs for pilot OIZ administrations and MoIT personnel	X	X							
	C.1.2. Implement competence building programs for pilot OIZ administrations and MoIT personnel		X	X						
	C.1.3. Development of high level guidelines for the competence building programs			X	X					
Grand Total										352,330.00

UNDP:
 Implementing Partner: Ministry of Industry and Technology

ANNUAL WORK PLAN

Project title: Developing a Model to Improve Technology Use in OIZs
 Project ID: 94576
 Output ID: 98590
 CO: UNDP Turkey
 Year: 2021

Expected output and monitoring activities including annual targets	Activity	Time frame				Responsible Party	Donor ID	Fund ID	Planned Budget		Total Award Budget USD
		Q1	Q2	Q3	Q4				Expenditure Account	Description	
Output 1: A model that institutionalizes OIZs' contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed	A.1. Baseline Analysis & Model					UNDP	00244	30071	71300	Local Consultants	45000.00
	A.1.1. Review legislative, organizational, institutional set up								71400	Service Contract	25000.00
	A.1.2. Field analyses								71600	Travel	10000.00
	A.1.3. Analysis of international successful practices								75700	Learning	40000.00
Indicator: 1.0 # of Qualitative and Quantitative Analyses for defining OIZ's role in TD&U ecosystem	A.1.4. Presentation of models relying on synthesis and successful practices								74200	Audio Visual&Print	10000.00
	B.1. Piloting Phase								72100	Contractual Services-Companies	170000.00
	B.1.1. Identify OIZs and pilots in line with recommendations of synthesis report								72500	Supplies	20000.00
	B.1.2. Piloting Phase								74500	Miscellaneous	5000.00
2.1 Analysis of successful practices in other countries	B.1.3. Implementation and Assessment of Pilots								74596	Direct Project Cost	6000.00
	B.1.4. Establishment of new units and new structures in selected OIZs.								75100	Facilities & Admin	9930.00
	B.1.5. Preparation of scaling recommendations aimed at results.	X	X								
	B.1.6. Preparation of a detailed feasibility study for the "Design and management of new generation multi-functional zones" model		X	X							
1.2 Synthesis Report with a model and a roadmap	C.1. Development of Institutional Competence										
	C.1.1. Design competence building programs for pilot OIZ administrations and MoIT personnel	X	X								
	C.1.2. Implement competence building programs for pilot OIZ administrations and MoIT personnel		X	X	X						
	C.1.3. Development of high level guidelines for the competence building programs				X						
Grand Total											540,930.00

UNDP:

Implementing Partner: Ministry of Industry and Technology

ANNEX 2

‘Technology Development in OIZs’ Project 08 February 2019 Project Steering Committee Meeting Minutes

Date / Place	08.02.2019 / Ministry of Industry and Technology													
Time	14:30 – 16:40													
Meeting Type	Project Steering Committee													
Participants	Mr. Ramazan Yıldırım, Ministry of Industry and Technology Mr. Orhan Kılınç, Ministry of Industry and Technology Mr. Uğur Özdemir, Ministry of Industry and Technology Ms. Pelin Rodoplu, United Nations Development Programme (UNDP) Ms. Ceyda Alpay, United Nations Development Programme (UNDP) Ms. Pinar Engin, United Nations Development Programme (UNDP)													
Agenda	<table><tr><th>TOPIC</th><th>PRESENTER</th></tr><tr><td>Pilot Implementation Job Description</td><td>UNDP</td></tr><tr><td>Germany - Study Tour Program Details</td><td>UNDP</td></tr><tr><td>Future Work Visit Plan</td><td>UNDP, MoIT</td></tr><tr><td>Project Extension Document Revision Suggestions</td><td>UNDP, MoIT</td></tr><tr><td>Question-Answer Session</td><td>UNDP, MoIT</td></tr></table>		TOPIC	PRESENTER	Pilot Implementation Job Description	UNDP	Germany - Study Tour Program Details	UNDP	Future Work Visit Plan	UNDP, MoIT	Project Extension Document Revision Suggestions	UNDP, MoIT	Question-Answer Session	UNDP, MoIT
TOPIC	PRESENTER													
Pilot Implementation Job Description	UNDP													
Germany - Study Tour Program Details	UNDP													
Future Work Visit Plan	UNDP, MoIT													
Project Extension Document Revision Suggestions	UNDP, MoIT													
Question-Answer Session	UNDP, MoIT													
Meeting Flow	<ul style="list-style-type: none">➤ Following the opening of the meeting, the agenda was carried out.➤ Within the scope of the project, information was given about the job description of the pilot implementation and the desired outputs. It was stated that the decision of the previous project steering committee will be piloted in Phase 2 of the proposed Model 1 in the synthesis report of the project.➤ It was stated that instead of the scope of the tender being focused on direct interaction with the firms that are within the OIZ structure, establishing a structure that will increase the competence of the OIZ should be the main focus. It was indicated that the continuity will be ensured by the capacity that will be developed for OIZs. Discussion was carried out on creating new alternatives for the ‘innovation center’ expression, which is for the interface to be established.➤ It was stated that detailed feasibility study of the 2nd model (city of industry and technology) will be added to the project extension document. In the project proposals submitted within the framework of FRIT II, it was indicated that the pilot implementations of the Technology Development Project in OIZs can be carried out especially in the 1st stage of model 1 (establishment of technology-oriented units in													



OIZs).

- It was stated that the tender extension process could be started without waiting for the approval of the investment program. The project proposal submitted to the investment program was announced as 3 million TL for 2019 and 2 million TL for 2020. It was emphasized that the project document which extends the project duration until 31 December 2021 should be reviewed and changed before being sent to the Ministry of Foreign Affairs.
- According to the needs of the Ministry of Industry and Technology, the consultant pool will be created and if needed, it will be re-evaluated and support will be provided to the related areas.
- Information was given about the institutions planned to be visited for the study visit of Germany the program was explained in detail.
- Information about the future study visit and institutions that could be visited was given. The dates of the study visit were determined as the last week of April or the 3rd week of June.
- Project budget and the remaining budget were shared.
- The workshop program was reviewed and it was emphasized that the actors of the innovation ecosystem could explain themselves to the OIZs. It was decided that the workshop programs would be worked on together with the Ministry of Industry and Technology. Starting the expert determination process related to the workshop was decided. Preparing the concept note and carrying out a meeting until the middle of March was deemed appropriate. It was discussed that the program could start at the end of March, beginning of April.
- It was discussed that participation certificates could be given to encourage participation in workshops and trainings.
- It was decided that if needed, expert support will be received from the expert pool that will be created to develop capacity and make innovative survey analysis. It was indicated that the link of the job application for the expert pool will be shared with MoIT in order to reach more experts.

Decisions

- A pool of experts will be established in line with the needs of the project.
- A concept note will be shared for the workshops.
- Project Amendment document will be shared with Ministry of Industry and Technology and activities will be decided.
- Future study visit program will be worked on and shared with Ministry of Industry and Technology.

Actions to be taken

	Responsible Party	Date
A vacancy announcement will be made for the pool of experts. Link will be shared with the Ministry of Industry	UNDP	March 2019



Gelişim Bakanlığı
Gelişim Bakanlığı

	and Technology.		
	Project extension documentation will be worked on together.	UNDP, MoIT	March – April 2019
	Future study visit program will be worked on and shared with Ministry of Industry and Technology.	UNDP	April 2019

Attachments

1. Meeting Agenda
2. List of Participants

* * *

Decisions Made During the Study Visit to Germany (21 February 2019)

Participants: Mr. Ramazan Yıldırım, MoIT
 Mr. Orhan Kılınç, MoIT
 Mr. Mehmet Cansız, Strategy and Budget Office of the Presidency of Republic of Turkey
 Ms. Ceyda Alpay, UNDP
 Ms. Pınar Engin, UNDP

Additional Decisions	<ul style="list-style-type: none"> ➤ For the pilot implementation phase, the allocation of funds will be discussed with Manisa OIZ and Başkent OIZ managements. ➤ 2 OIZs to be established and 2 OIZs to be interfaced within the project extension, feasibility study for the design of the Industry and Technology City proposed as Model 2 in the Synthesis Book, an inclusive structuring of OIZs in line with the innovative class and a capacity development program will take place for OIZs and the Ministry of Industry and Technology. ➤ For the capacity building program, UNDP will determine the topics and this will be evaluated together with the Ministry of Industry and Technology. ➤ It was decided that UK Catapult Program will be worked on for the study visit. It was indicated that the date and the tour agenda will be decided later.
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AMENDMENT NO:3
TO THE AMENDMENT NO:2

BETWEEN

**UNITED NATIONS DEVELOPMENT PROGRAMME
AND
MINISTRY OF INDUSTRY AND TECHNOLOGY**

Reference is made to the Project Document dated 29 September 2016, Amendment No:1 dated 20 April 2018 and Amendment No:2 dated 12 December 2018 signed between the UNITED NATIONS DEVELOPMENT PROGRAMME and MINISTRY OF INDUSTRY AND TECHNOLOGY; referred to as MoIT.

- Pursuant to “**Article III. Results and Partnerships Component 2, Article V. Results Framework, Article VII. Multi-Year Work Plan and Article VII. Governance and Management Arrangements**” of the above-mentioned Project Document; the agreement is hereby amended to reflect the following changes:

1) Article III. Results and Partnerships

Component 2 Piloting Phase

The purpose of this activity is to pilot short-term actions with a view to test enabling factors of the proposed model upon the findings of the Component I and test some of the findings in order to fine-tune proposed model and the road map.

This activity will consist of the following 2 actions:

1. Identification of OIZs and pilots in line with recommendations of the synthesis report

Piloting will aim to test some of the short-term actions and/or some of the enabling factors of the proposed model. For instance, supportive tools like development of a technology index among OIZs measuring their technology development capabilities, collaboration mechanisms with relevant Technology Development Zones or tools to empower OIZs to measure impact of their services could be formulated and implemented in three different OIZs with different characteristics. Similarly, a pre-assessment for a transformation program on alternate governance models could be developed for piloting short-term actions. For the selection of pilot OIZs exceeding certain thresholds in such indicators as occupancy rates, technology density, sectoral setup etc., and having representativeness, scalability and replicability potential should be taken into account.

2. Implementation and assessment of pilots

Implementation results of the pilots will be assessed and will be used to fine tune the proposed model and the road-map. Development of recommendations to scale up the piloting experience and how to implement the roadmap will be presented.

is amended to read as:

Component 2 Piloting Phase

The purpose of this activity is to pilot short-term actions with a view to test enabling factors of the proposed model upon the findings of the Component I and test some of the findings in order to fine-tune proposed model and the road map.

This activity will consist of the following 3 actions:

1. Establishing New Units and New Structures in selected OIZs

The applications of the unit / interface model to be determined after the needs analysis will be performed in the selected OIZs for pilot implementation.

- a. Determining the services to be included in the pilots
 - a1. Determining the services of the unit that will be newly established, exclusive to the selected OIZ
 - a2. Determining the services of the interface structure that will be newly established, exclusive to the selected OIZ
- b. Determining the necessary human resources and budgets for services
- c. Selecting collaboration models to prepare service modules
- d. Preparing Service Modules/Adaptation of existing modules
- e. Designing the income model which concerns the new unit and new interface structure
- f. Executing the required legislation work for the new unit and new interface structure
- g. Improving institutional capacity and organizing training program within ministry for the new unit and new interface structure
- h. Preparation of work plans
 - h1. Preparation of a work plan for the new unit that will be established in the OIZ
 - h2. Preparation of a work plan for the interface structure that will be established in the OIZ
- i. Setting up teams that will be working in the unit and interface structure
- j. Arranging training for the teams that will be working in the unit and interface structure
- k. Introducing the unit and interface structure to the companies located in OIZs
- l. Execution of the unit and new structure – Commencing services

2. Preparation of result-oriented scaling offers

- a. Outcome monitoring of the execution
- The results will be monitored with specific indicators in the short term.

- b. Evaluating the outcome of the execution
- The results will be evaluated according to the indicators.

- c. Cost study for scaling
- The establishment of the unit and the establishment of the interface will start with scaling studies. The efforts to carry the gained experience to a greater extent will take place. Transition alternatives from unit to interface will be studied. In order to carry the experiences to other OIZs, necessary screening will be done between the OIZs. Other pilots to be evaluated in the project will be decided. In the other pilot OIZs selected, the models will be improved after the first pilot implementation.

- d. Legislation work required for scaling
- Legislative work on the establishment of the unit and interface within the OIZs will be made.

3. Preparing the detailed feasibility study for "Design and management of new generation multi-functional zones" model

- a. Determination of all stages and completion of feasibility studies for transformation
- b. Carrying out the necessary studies and analysis for the needs of the human resource (innovative class, women employees, young generation) to work in the new generation multi-functional regions
- c. Determination of the transformation of factories and the spatial needs of the companies in the Industry and Technology Regions of the future
- d. Preparation of transition plans and cost / legislation projections for transformation of existing structures
- e. The pilot region is selected for the design and management of the new generation multifunctional regions and a feasibility study is carried out for the region. While preparing

feasibility reports, machinery, medicine, electronics, automotive etc. medium high and high technology sectors that can make high leap in Turkey's exports and successful world examples covering the interfaces such as R & D, innovation, innovative class etc. in a holistic manner will be taken into consideration.

2) Article V. Results Framework

<p>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.</p> <p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</p> <p>Indicator 1.1.1: Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth</p> <p>Indicator 1.1.1.1: Integrated competitiveness framework and implementation models in place</p> <p>Baseline: 1 (frameworks sector-specific only)</p> <p>Target: 5 (total factor productivity framework in place, competitiveness/equitable employment models adopted)</p> <p>Source: MoD, MoSIT, Project Reports</p>						
<p>Applicable Output(s) from the UNDP Strategic Plan: Area of Work 1: Sustainable development pathways, development planning and policy reforms</p> <p>(a) National development planning and policy reforms to transform productive capacities</p>						
<p>Project title and Atlas Project Number: Developing a Model to Improve Technology Use in OIZs, Atlas Award ID: 00098690</p>						
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	
			Value	2016	2017	2018
<p>A Model that institutionalizes OIZ's contribution to the national technology development/use ecosystem thru entrepreneurship and innovation developed.</p>	1.0 # of Qualitative and Quantitative Analyses for defining OIZ's role in TD&U ecosystem	Project Progress Reports	0	-	<ul style="list-style-type: none"> - Analyses in at least 6 OIZs - At least 40 in depth interviews in each OIZ to be selected - At least 10 in depth interviews w/ ecosystem actors for each OIZ - At least 100 structured survey in each OIZ to be selected - At least 1 focus group meeting w/ SMEs and/or ecosystem actors in each OIZ - Development of concept notes to focus on capacity building of OIZs for different funding streams 	Thru project based M&E tools and systems
	1.1 Analysis of successful practices in other countries	Project Progress Reports	0	-	<ul style="list-style-type: none"> - At least 1 study visit to successful practices to cover at least 2 destination (At least 10 MoSIT staff) - Best practice report 	Thru project based M&E tools and systems
	1.2 Synthesis Report with a model and a roadmap	Project Progress Reports	0	-	-Model report and the roadmap	Thru project based M&E tools and systems
	1.3 Pilot implementation framework	Project Progress Reports	0	-	Showcase enabling factors – Showcase Incentive models	Thru project based M&E tools and systems
	1.4 Assessment reports on activities	Project Progress Reports	0	-	At least 4 awareness raising events	Thru project based M&E tools and systems

1.5 Development of implementation tools	Project Progress Reports	0				- Long term competence building program - High level guidelines for competence building programs - Key principles on supporting tools	Thru project based M&E tools and systems
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is amended to read as:

Article V. Results Framework

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.							
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:							
Indicator 1.1.1: Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth							
Indicator 1.1.1.1: Integrated competitiveness framework and implementation models in place							
Baseline: 1 (frameworks sector-specific only)							
Target: 5 (total factor productivity framework in place. competitiveness/equitable employment models adopted)							
Source: MoD; MoSIT; Project Reports							
Applicable Output(s) from the UNDP Strategic Plan: Area of Work 1: Sustainable development pathways, development planning and policy reforms							
(a) National development planning and policy reforms to transform productive capacities							
Project title and Atlas Project Number: Developing a Model to Improve Technology Use in OIZs, Atlas Award ID: 00098690							
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE				DATA COLLECTION METHODS & RISKS
			Value	2016	2017	2018	
A Model that institutionalizes OIZ's contribution to the national	1.0 # of Qualitative and		0	-	Analyses in 12 OIZs		Thru project based M&E tools and systems

3) Article VII. Multi-Year Work Plan

Multi-Year Work Plan

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*					
Output 1: A model that institutionalizes OIZs' contribution to the national	A.1. Baseline Analysis & Model	MoIT	Costs	2016	2017	2018	2019	
	A.1.1. Review legislative, organizational, institutional set up			Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*						
			Human Resources (inc. Project/programme staff and consultants)	0	60883.37	60000.00	0	120,883.37	
technology development ecosystem thru enhancing entrepreneurship and innovation developed	A.1.2. Field analyses	MolT	Travel (air, ground)	0	32840.67	8000.00	0	40,840.67	
	A.1.3. Analysis of international successful practices		Equipment and supplies	0	10814.48	0	0	10,814.48	
			Professional Services	0	0	35000.00	0	35,000.00	
			Evaluation costs	0	0	0	0	0	
	A.1.4. Presentation of models relying on synthesis and successful practices	MolT	Translation, interpreters	0	0	1000.00	0	1,000.00	
			Printing	0	571.21	500.00	0	55,1071.21	
			Indirect costs (3%)	0	3153.29	3135.00	0	6,288.29	
			Total Budget	0	108,263.02	107,635.00	0	215,898.02	
			Costs	2016	2017	2018	2019	Total Cost (in USD)	Total Cost (in USD)
technology development ecosystem thru enhancing entrepreneurship and innovation developed	B.1.1. Identify OIZs and pilots in line with recommendations of synthesis report	MolT	Human Resources (inc. Project/programme staff and consultants)	0	5992.39	1500.00	5000.00	12,492.39	
	B.1.2. Piloting Phase		Travel (air, ground)	0	0	0	6000.00	6,000.00	
			Professional Services	0	0	0	180000.00	180,000.00	
			Translation, interpreters	0	0	1000.00	0	1,000.00	
	B.1.3. Implementation and Assessment of Pilots	MolT	Indirect costs (3%)	0	179.77	75.00	5730.00	5,984.77	
			Total Budget	0	6,172.16	2,575.00	196,730.00	205,477.16	
			Costs	2016	2017	2018	2019	Total Cost (in USD)	Total Cost (in USD)
technology development ecosystem thru enhancing entrepreneurship and innovation developed	C.1. Development of Institutional Competence	MolT	Human Resources (inc. Project/programme staff and consultants)	0	0	10000.00	5000.00	15,000.00	
	C.1.1. Design competence building programs for pilot OIZ administrations and MolT personnel		Travel (air, ground)	0	0	1000.00	49000.00	50,000.00	
	C.1.2. Implement competence building programs for pilot OIZ administrations and MolT personnel		Equipment and supplies	0	0	0	0	0	
			Professional Services	0	0	0	0	0	

Article VII. Multi-Year Work Plan

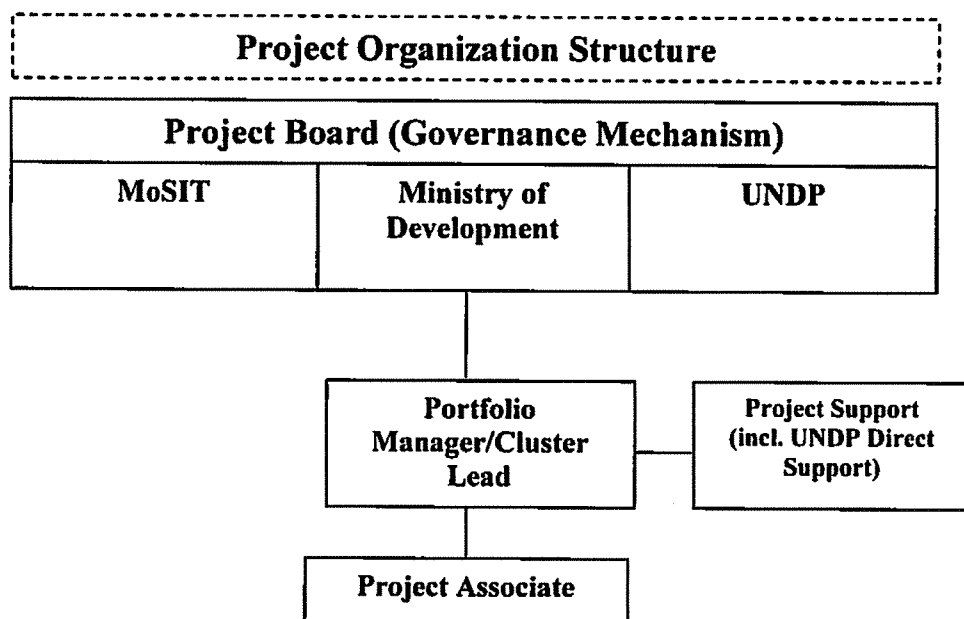
Multi-Year Work Plan

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*						
			2016	2017	2018	2019	2020	2021	Total Cost
Output 1: A model that institutionalizes OIZ's contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed	A.1. Baseline Analysis & Model	MoIT	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)
	A.1.1. Review legislative, organizational, institutional set up		0	60883.37	58067.12	0	0	0	118950.49
	A.1.2. Field analyses		0	32840.87	7864.85	0	0	0	40505.52
	A.1.3. Analysis of international successful practices		0	10814.48	1754.07	0	0	0	12588.55
	A.1.4. Presentation of models relying on synthesis and successful practices		0	3153.29	3357.97	0	0	0	41733.00
	B.1. Piloting Phase		0	108,283.02	115,383.71	0	0	0	223,649.53
	B.1.1. Identify OIZs and pilots in line with recommendations of synthesis report		0	5982.39	1363.29	30500.00	40500.00	25500.00	103655.68
	B.1.2. Piloting Phase		0	0	0	10000.00	15000.00	10000.00	35000.00
	B.1.3. Implementation and Assessment of Pilots		0	0	27.38	4000.00	10000.00	10000.00	24027.38
			0	0	0	250000.00	210000.00	100000.00	560000.00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*											
			2016		2017		2018		2019		2020		2021	
	B.1.4. Establishment of new units and new structures in two selected OIZs.	MoIT	Evaluation costs	0	0	0	0	0	0	0	0	0	0	0
	Translation, Interpreters		0	0	118.40	1543.00	0	0	1681.40					
	Printing		0	0	0	5000.00	5000.00	2000.00	12000.00					
	Indirect costs (3%)		0	179.77	45.27	9031.29	8415.00	4425.00	22096.33					
	Total Budget		0	6,172.16	1,564.32	310,974.29	288,915.00	151,925.00	768,840.77					
	B.1.6. Preparation of a detailed feasibility study for the "building and managing multifunction new generation regions" model.	MoIT	Costs	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost			
	(in USD)			(in USD)	(in USD)	(in USD)	(in USD)	(in USD)	(in USD)					
	C.1. Development of Institutional Competence		Human Resources (inc. Project/programme staff and consultants)	0	0	14519.94	30500.00	40500.00	50500.00	136019.94				
	C.1.1. Design competence building programs for pilot OIZ administrations and MoIT personnel		Travel (ticket, accommodation, conference organization)	0	0	658.62	75000.00	35000.00	40000.00	150658.62				
			Equipment and supplies	0	0	0	4000.00	10000.00	15000.00	29000.00				
	C.1.2. Implement competence building programs for pilot OIZ administrations and MoIT personnel		Professional Services	0	0	0	0	0	60000.00	60000.00				
			Evaluation costs	0	0	0	0	0	0	0				
	C.1.3. Development of high level guidelines for the competence building programs		Translation, Interpreters	0	0	436.43	1000.00	0	0	1436.43				
			Printing	0	0	0	5000.00	5000.00	8000.00	18000.00				
			Indirect costs (3%)	0	0	466.45	3465.00	2715.00	5205.00	11853.44				
			Total Budget	0	0	16,083.44	118,965.00	93,215.00	178,706.00	408,968.44				
	EVALUATION									10,000.00				
	Indirect cost of evaluation (3%)									300.00				
							Total GMS (3%)	40,763						
Evaluation (as relevant)							Total	1,389,555						

4) Article VIII. Governance and Management Arrangements



The project will be nationally implemented (NIM) and the implementing agency of the project will be Ministry of Science Industry and Technology with UNDP's technical and administrative support in line with the guidance of Project Board.

MoSIT

- Will be responsible and accountable for the identified results of this project on behalf of the Government of Turkey;
- Will establish close working relationship with local partners including local authorities, Chambers, provincial directorates of relevant line ministries, OIZ managements, universities etc. throughout relevant activities and will facilitate the dialogue with the national and local partners
- Will provide timely inputs and comments to the prepared studies,

MoD

- Will have an advisory role as a Board Member
- Will participate to PB meetings and all relevant Project activities and provide linkages with ongoing key strategies of the Government.
- Will provide advice/recommendations both for the methodology but also the results of the prepared studies,

UNDP

- Will provide technical support for implementation of the project. This support includes provision of human resources and consultancies, project management/monitoring and implementation support services such as contract management. UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct costs for implementation support services.
- Will prepare relevant work plans and facilitate implementation of these work plans through project management and consultancies.
- Bring in relevant international experience on relevant matters with significant focus on local partners.
- Will conduct procurement of selected equipment and services as per its own rules and regulations for the procurement made by UNDP. The cases where procurement can be made by local partners will be agreed jointly with MoSIT(government agency responsible for respective outputs), and in those cases UNDP shall monitor and ensure effectiveness in line with its regulations.
- Will ensure that the project is managed in line with UNDP's Programme and Operations Policies and Procedures (POPP).

The implementation will entail participation of relevant local actors such as OIZ management, chambers, development agencies, universities whereas MoSIT and UNDP will play a coordination role for the local interventions, bringing in various actors and promote replication and scale up of the proposed action in the future.

A Project Board (PB) is going to be established, in line with the above diagram. PB will be responsible for the overall direction and management of the project. The PB will approve all major plans and authorize any major deviation from agreed plans. PB will ensure that required resources are committed, will arbitrate on conflicts (if any) within the project, and will negotiate a solution to

any problems between the project and external bodies. PB will approve plans and project documents provided by UNDP meets the requirements, will approve allocated staff are adequate and efficient.

During the implementation of the project specific roles of the PB will include:

- provision of overall guidance and direction to the project, ensuring it remains within any specified constraints
- review of each supported stage and approval of progress to the next
- review and approval of plans and any exception plans
- At the end of the project, the PB will:
- assure that all products have been delivered satisfactorily
- approve the End Project Report
- approve the Lessons Learned Report

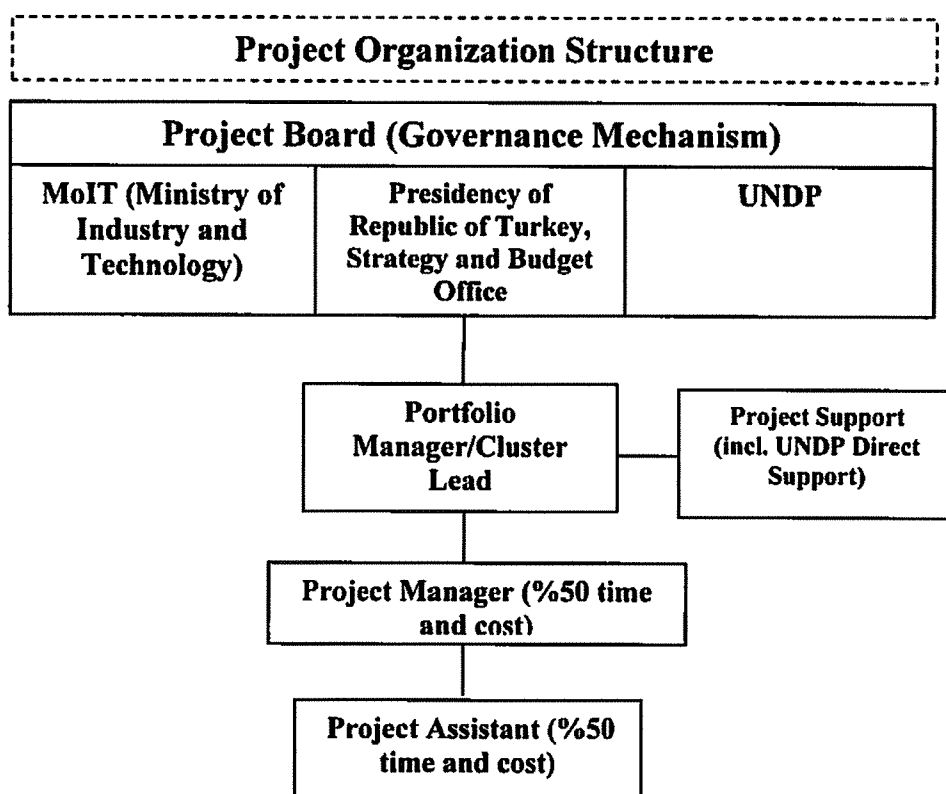
The PB will be composed of the MoSIT, UNDP and Ministry of Development. The Project Board will meet bimonthly throughout project period and the frequency of meetings could be arranged due to arising needs and be proposed by PB members.

Project's day-to-day implementation will be carried out by the Project team (Portfolio Manager/Cluster Lead and a full time Project Associate) as well as UNDP support staff providing direct project support. Ministry of Science Industry will assign task leaders to follow the progress in the activities.

UNDP will also provide direct project implementation support for procurement, contract management and budget/financial management as well as content. UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.

is amended to read as:

Article VIII. Governance and Management Arrangements



The project will be nationally implemented (NIM) and the implementing agency of the project will be Ministry of Industry and Technology with UNDP's technical and administrative support in line with the guidance of Project Board.

MoIT

- Will be responsible and accountable for the identified results of this project on behalf of the Government of Turkey;
- Will establish close working relationship with local partners including local authorities, Chambers, provincial directorates of relevant line ministries, OIZ managements, universities etc. throughout relevant activities and will facilitate the dialogue with the national and local partners

- Will provide timely inputs and comments to the prepared studies,

Presidency of Republic of Turkey, Strategy and Budget Office

- Will have an advisory role as a Board Member
- Will participate to PB meetings and all relevant Project activities and provide linkages with ongoing key strategies of the Government.
- Will provide advice/recommendations both for the methodology but also the results of the prepared studies,

UNDP

- Will provide technical support for implementation of the project. This support includes provision of human resources and consultancies, project management/monitoring and implementation support services such as contract management. UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct costs for implementation support services.
- Will prepare relevant work plans and facilitate implementation of these work plans through project management and consultancies.
- Bring in relevant international experience on relevant matters with significant focus on local partners.
- Will conduct procurement of selected equipment and services as per its own rules and regulations for the procurement made by UNDP. The cases where procurement can be made by local partners will be agreed jointly with MoIT (government agency responsible for respective outputs), and in those cases UNDP shall monitor and ensure effectiveness in line with its regulations.
- Will ensure that the project is managed in line with UNDP's Programme and Operations Policies and Procedures (POPP).

The implementation will entail participation of relevant local actors such as OIZ management, chambers, development agencies, universities whereas MoIT and UNDP will play a coordination role for the local interventions, bringing in various actors and promote replication and scale up of the proposed action in the future.

A Project Board (PB) is going to be established, in line with the above diagram. PB will be responsible for the overall direction and management of the project. The PB will approve all major plans and authorize any major deviation from agreed plans. PB will ensure that required resources are committed, will arbitrate on conflicts (if any) within the project, and will negotiate a solution to any problems between the project and external bodies. PB will approve plans and project documents provided by UNDP meets the requirements, will approve allocated staff are adequate and efficient.

During the implementation of the project specific roles of the PB will include:

- provision of overall guidance and direction to the project, ensuring it remains within any specified constraints
- review of each supported stage and approval of progress to the next
- review and approval of plans and any exception plans
- At the end of the project, the PB will:
- assure that all products have been delivered satisfactorily
- approve the End Project Report
- approve the Lessons Learned Report

The PB will be composed of the MoIT, UNDP and Presidency of Republic of Turkey, Strategy and Budget Office. The Project Board will meet bimonthly throughout project period and the frequency of meetings could be arranged due to arising needs and be proposed by PB members.

Project's day-to-day implementation will be carried out by the Project team (Portfolio Manager/Cluster Lead, half time Project Manager and half time Project Assistant) as well as UNDP support staff providing direct project support. Ministry of Industry and Technology will assign task leaders to follow the progress in the activities.

UNDP will also provide direct project implementation support for procurement, contract management and budget/financial management as well as content. UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.



OSB'lerde Teknoloji Geliştirme Projesi Yönlendirme Kurulu Toplantısı

- OSB'lerde Teknoloji Geliştirme Projesi, Yönlendirme Kurulu Toplantısı

Tarih / Yer	16.12.2020 / Çevrimiçi Zoom Toplantısı
Zaman	11:15 - 12:15
Toplantı Türü	Proje Yönlendirme Kurulu
Katılımcılar	<u>T.C. Sanayi ve Teknoloji Bakanlığı</u> Sn. Ramazan Yıldırım, Sanayi Bölgeleri Genel Müdürü Sn. Orhan Kılınç, Daire Başkanı Sn. Burak Reis Sat, Proje Uzmanı <u>T.C. Cumhurbaşkanlığı Strateji ve Bütçe Başkanlığı</u> Sn. Yasin Öcal, Uzman Sn. Süleyman Tığcı, Uzman Sn. Okan Polat, Uzman <u>UNDP</u> Sn. Seher Alacacı Arıner, Temsilci Yardımcısı Sn. Pelin Rodoplu, Portföy Yöneticisi Sn. Doç. Dr. Mehmet Cansız, Kıdemli Danışman Sn. Deniz Çiftçi Arslan, Projeler Koordinatörü Sn. Aslı Çoban, Türkiye Toplumsal Cinsiyet Eşitliği Uzmanı Sn. Devrim Şavlı, Manisa OSB YM Direktörü Sn. Anıl Albayrak, Proje Stajyeri <u>Manisa OSB</u> Sn. Funda Karaboran, Bölge Müdürü
Decisions Taken	<ul style="list-style-type: none">- <i>Initiate the amendment process of the Project document once the Public Investment Proposal regarding the extension of the Project until the end of 2023 and allocation of additional resources to the Project budget is approved and published in the Official Gazette,</i>- <i>Hiring a Project assistant / associate for the Project</i>
Kararlar	<ul style="list-style-type: none">- Proje süresinin 2023 yılına uzatılması ve pilot uygulamalara ilave kaynak ayrılmasına yönelik Yatırım Programı teklifinin onaylanması ve Resmî Gazete'de yayımlanmasını takiben, Proje tadil sürecinin başlatılması- Projeye asistan / uzman alınması
Tartışmalar	<p>Sanayi ve Teknoloji Bakanlığı ile Birleşmiş Milletler Kalkınma Programı (UNDP) tarafından Cumhurbaşkanlığı Strateji ve Bütçe Başkanlığı desteği ile yürütülen OSB'lerde Teknoloji Geliştirme Projesi Yönlendirme Kurulu Toplantısı 16 Aralık 2020 tarihinde ekteki gündem çerçevesinde (Ek-1) çevrim içi olarak gerçekleştirilmiştir.</p> <p>Sanayi ve Teknoloji Bakanlığı ve Birleşmiş Milletler Kalkınma Programı (UNDP) yetkililerinin açılış konuşmaları ve gündem ilanı ile başlayan toplantıda, Proje ekibi tarafından mevcut durum, pilot uygulamalar, 2021 yılı planlanan aktiviteler ve karara bağlanacak konulara yönelik olarak bir sunum (Ek-2) gerçekleştirilmiştir.</p> <p>Sunumun ilk bölümünde projenin arka planı ve süreci ile ilgili genel tanıtım ve söylemlerin ardından, projenin mevcut durum analizi ve model önerisi, pilot uygulamalar ve kurumsal</p>



yeterlik geliştirme başlıkları altında proje kapsamında tamamlanan çalışmalara değinilmiştir. Sunum; pilot uygulamalar başlığı altında Manisa OSB, Başkent OSB ve Çerkezköy OSB'deki süreçlerin ilerleyişlerine dair bilgi aktarımı ile devam edilmiş ve sunumun ilk bölümü tamamlanmıştır.

Sunumun ilk bölümünün tamamlanmasının ardından, öncü pilot uygulama olan Manisa OSB Yenilik Merkezi (YM) işleyişi hakkında bilgi vermeleri ve değerlendirmelerini sunmaları adına UNDP Manisa OSB YM Direktörü ve Manisa OSB Bölge Müdürü toplantıya dahil edilmişlerdir.

Manisa OSB Bölge Müdürü Türkiye'deki OSB'lerin işleyiş ve iş yapma şekillerinin gelişme ihtiyacından bahsederek dünya OSB'leri içerisinde bulunan konumun değişme zorunluluğuna vurgu yapmış ve OSB'lerin arsa ve belediye hizmetleri sağlamanın ötesine geçerek firmaların ihtiyaçlarına cevap verecek yapılara dönüşmesi gerektiğini belirtmiştir. Bu anlamda projeye olan güvenini açıklamış ve pilot projeden beklentilerinin bu yönde olduğunu dile getirmiştir. Öncü pilot proje olan Manisa OSB YM'nin açılış sürecinden beri sanayiciden aldıkları dönütü yenilik vb. konulara alışık olmadıkları yönünde belirtmiş; dönüşümün kolay gerçekleşmeyeceğini ama bu konuda Manisa OSB, YM ve sanayici olarak heves ve istekli bir durumda olduğu vurgulanmıştır. Manisa OSB olarak beklentiler açıklanmış ve bu konuda OSB'lerin teknolojik dönüşümü konusu öncelik olarak belirtilmiştir. Dönüşüm konusunda atılan adımlardan bahsedilmiş ve dönüşen yeni sisteme adaptasyon için OSB içerisinde kurulan departmanın (INTRAC AŞ.) kuruluş süreci ve işlevi hakkında bilgi verilmiştir.

Manisa OSB Bölge Müdürü'nün ardından UNDP Manisa OSB YM Direktörü tarafından Manisa OSB YM hakkındaki bilgilendirmelere devam edilmiş ve YM'de şu ana kadar yapılan ve yapılacak olan eylemler hakkında bilgi paylaşımında bulunulmuştur. YM ekibinin tanıtımı yapılmış ve profesyonel geçmişlerinin sağladığı avantajlar belirtilmiştir. Oluşum içerisinde sürdürülebilirlik vurgusu yapılmış ve mali sürdürülebilirlik ile politik sürdürülebilirliğin kritik olduğunun altı çizilmiş; bu konuda INTRAC AŞ.'nin kurum olarak önemine vurgu yapılmıştır. Yapılacak eylemler içerisinde OSB envanter haritasının hazırlanmasının öneminden bahsedilmiş ve envanter haritasından faydalancı olarak yalnızca sanayici olmayacağı, Bakanlığın bölgeye yapacağı yatırımlara da ışık tutabileceği konusunda tespitlerde bulunulmuştur.

Sunumun son bölümünde UNDP tarafından pilot uygulamalara dair değerlendirmeler ve yapılan çalışmalar hakkında bilgi paylaşımında bulunulmuştur. İlk pilot proje olan Manisa OSB YM'nin öncü proje olarak önemine vurgu yapılmıştır. Başkent OSB'de sürecin ilerlediği ve çalışmaların devam ettiği, Çerkezköy OSB'de yönetim ile ön görüşmelerin yapıldığı ve yönetimin proje hakkında ilgili ve hevesli olduğu, Yalova İMES OSB konusunda henüz bir çalışmaya başlanmadığı belirtilmiştir. Pilot uygulamaların gerçekleştiği OSB'ler konusunda ilgili OSB'lerin yönetiminin tutumunun öneminden bahsedilmiştir.

Pilot uygulamaların değerlendirilmesi konusunda Cumhurbaşkanlığı Strateji ve Bütçe Başkanlığı yetkilileri tarafından projelerin başarısı için ilgili OSB yönetimlerinin öneminden bahsedilmiş ve Çerkezköy OSB Yönetiminin de Manisa OSB olduğu gibi istekli ve heyecanlı olduğu belirtilmiştir. Yalova İMES OSB; yeni kurulan bir OSB olması ve yeni bir ekibe sahip olması sebebiyle diğer pilot uygulama OSB'lerine benzer şekilde hevesli olmasının beklendiği ifade edilmiştir. Diğer taraftan, proje pilot uygulamaların finansmanına yönelik proje süresinin 2023 yılına uzatılması ve kamu yatırım programından ilave kaynak



ayırılmasına ilişkin Sanayi ve Teknoloji Bakanlığı'ndan gelen talebin de kendileri tarafından uygun görüldüğü bilgisi paylaşılmıştır.

Pilot uygulamaların değerlendirilmesine Sanayi ve Teknoloji Bakanlığı Sanayi Bölgeleri Genel Müdürü ile devam edilmiş ve ilk pilot uygulama olan Manisa OSB YM'nin öncü proje olarak önemine vurgu yapılmıştır. Diğer pilot projelerde de Manisa OSB YM'de olduğu gibi heves ve istekle çalışılacağı konusundaki beklenti dile getirilmiştir. Yalova İMES OSB ile komşu OSB olan Taşıt Yan Sanayi İhtisas OSB'nin birleştirildiği ve Yalova İMES OSB'nin büyüdüğü bilgisi paylaşılmıştır. Yalova İMES OSB'nin temel atımının Nisan – Mayıs 2021 tarihinde planladığı bilgisi paylaşılmıştır. Aynı OSB yerleşkesi içerisinde Bakanlığa ait bir kampüs kurulmasının gündemde yer aldığı ve Yalova Üniversitesi'nin eğitim desteği konusundaki konumundan bahsedilmiştir. Yalova İMES OSB'nin sıfırdan kurulması sebebiyle örnek bir OSB olmasının hedeflendiği belirtilmiştir.

Toplantının son bölümünde ise, projenin süre uzatımı, ilave kaynak sağlanması ve uzman/ asistan alımı ile ilgili konularda karar alınmıştır. Projen süresinin 2023 tarihine kadar uzatılması ile ilave kaynak aktarımına yönelik tadil sürecine 2021 Yatırım Programı'nın Resmî Gazete'de yayınlanmasını takiben başlanmasına ve projeye uzman / asistan alımına karar verilmiştir.

Kapanış konuşmalarının ardından toplantı sona erdirilmiştir.

Ekler

Ek 1: Toplantı Gündemi

Ek 2: Sunum



OSB'lerde Teknoloji Geliştirme Projesi Yönlendirme Kurulu Toplantısı Gündemi

Tarih: 16/12/2020

Saat : 11:00

Yer : Toplantı çevrimiçi olarak aşağıdaki link üzerinden gerçekleştirilecektir.

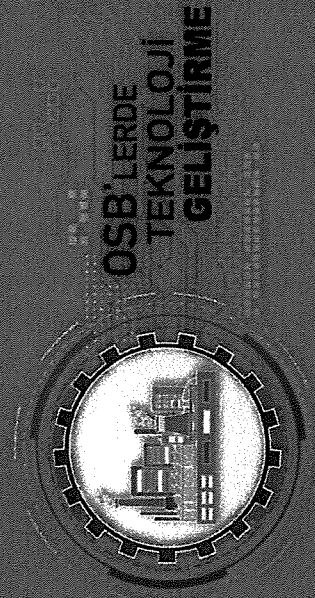
(<https://undp.zoom.us/j/83510381770?pwd=dUhHZWUrMWVpZWZFsNXBnRVMvaFdaUT09&from=addon>)

Toplantı Gündemi

11:00-11:15	Açılış ve gündem
11:15-11:30	Proje'de mevcut durumun değerlendirilmesi <ul style="list-style-type: none">- Tamamlanan faaliyetler- Proje Bütçesi
11:30-12:00	Pilot uygulamaların değerlendirilmesi <ul style="list-style-type: none">- Manisa OSB Yenilik Merkezi Çalışmaları- Başkent OSB ve Çerkezköy OSB YM Çalışmaları
12:00-12:15	2021 yılı için planlanan aktivitelerin gözden geçirilmesi
12:15 -12:45	Karara bağlanacak konuların ele alınması <ul style="list-style-type: none">- Proje'nin süre uzatımı, kapsamı ve ilave kaynak ayrılması- Proje'ye uzman / asistan alımı
12:45-13:00	Soru-Cevap Kapanış

Katılımcılar

İsim Soyisim	Kurum	Ünvan
Sn. Ramazan Yıldırım	Sanayi ve Teknoloji Bakanlığı	Sanayi Bölgeleri Genel Müdürü
Sn. Orhan Kılınç	Sanayi ve Teknoloji Bakanlığı	Daire Başkanı
Sn. Burak Reis Sat	Sanayi ve Teknoloji Bakanlığı	Uzman
Sn. Yasin Öcal	Strateji ve Bütçe Başkanlığı	Uzman
Sn. Süleyman Tıgıcı	Strateji ve Bütçe Başkanlığı	Uzman
Sn. Okan Polat	Strateji ve Bütçe Başkanlığı	Uzman
Sn. Seher Alacacı Arıner	Birleşmiş Milletler Kalkınma Programı	Temsilci Yardımcısı
Sn. Pelin Rodoplu	Birleşmiş Milletler Kalkınma Programı	Portföy Yöneticisi
Sn. Mehmet Cansız	Birleşmiş Milletler Kalkınma Programı	Kıdemli Danışman
Sn. Deniz Çiftçi Arslan	Birleşmiş Milletler Kalkınma Programı	Projeler Koordinatörü
Sn. Aslı Çoban	Birleşmiş Milletler Kalkınma Programı	Toplumsal Cinsiyet Eşitliği Uzmanı
Sn. Anıl Albayrak	Birleşmiş Milletler Kalkınma Programı	Proje Stajyeri



OSB'lerde Teknoloji Geliştirme Projesi Yönlendirme Kurulu Toplantısı

16.12..2020

Birleşmiş Milletler Kalkınma Programı [UNDP]

YÖNLENDİRME KURULU TOPLANTI GÜNDEMİ

1

Açılış

2

Mevcut Durum

3

Pilot Uygulamalar

4

2021 Yılı için Planlanan Aktiviteler

5

Karara Bağlanacak Konular

6

Soru - Cevap, Kapanış

1. Mevcut Durum Analizi ve Model Önerisi

- Yasal ve kurumsal çerçevenin incelenmesi - **TAMAMLANDI**
- Saha Analizleri - **TAMAMLANDI**
- Uluslararası başarılı uygulamaların incelenmesi - **TAMAMLANDI**
- Sentez rapor ve başarılı uygulamaların değerlendirilmesi ile modellerin sunulması - **TAMAMLANDI**

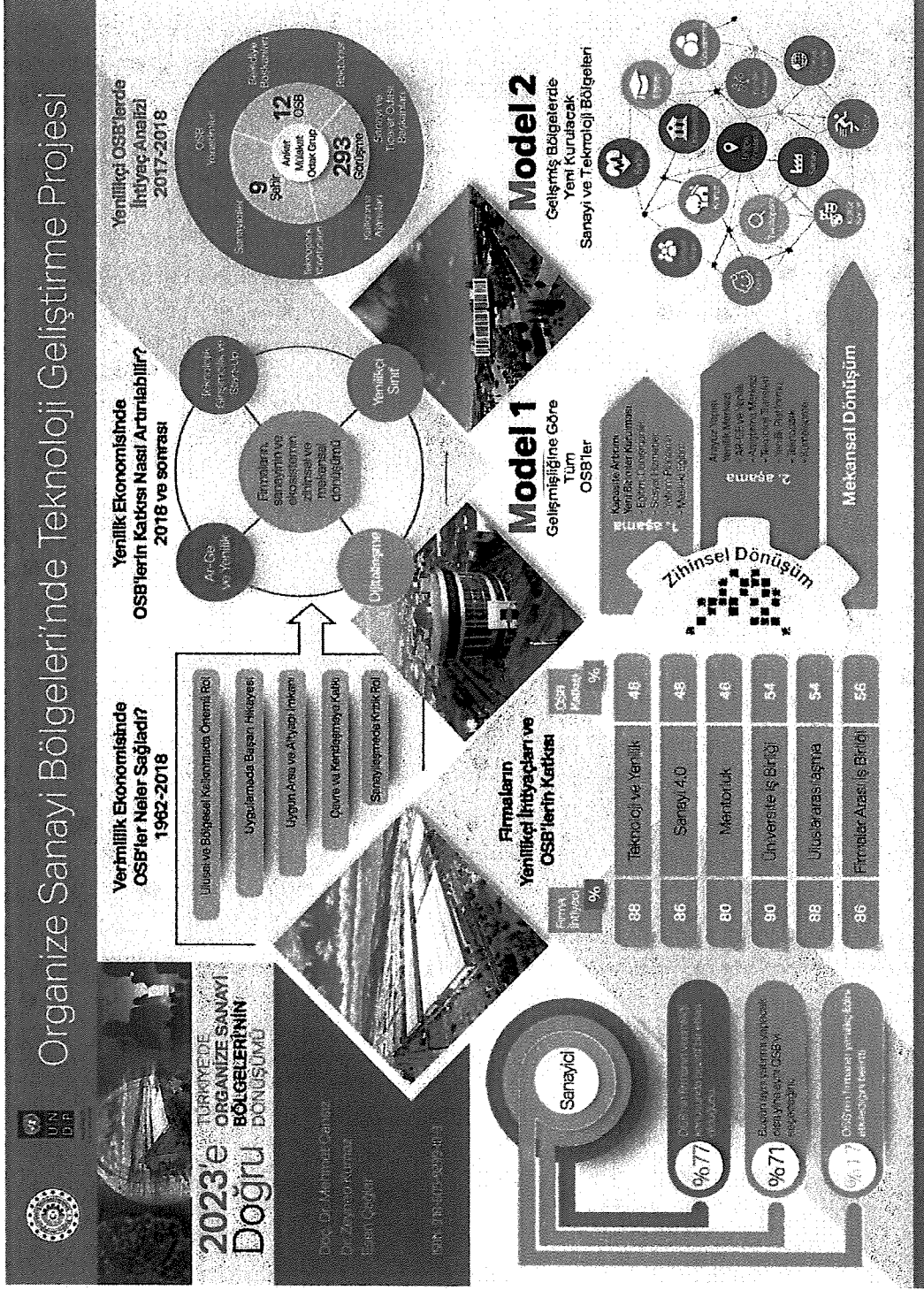
2. Pilot Uygulamalar

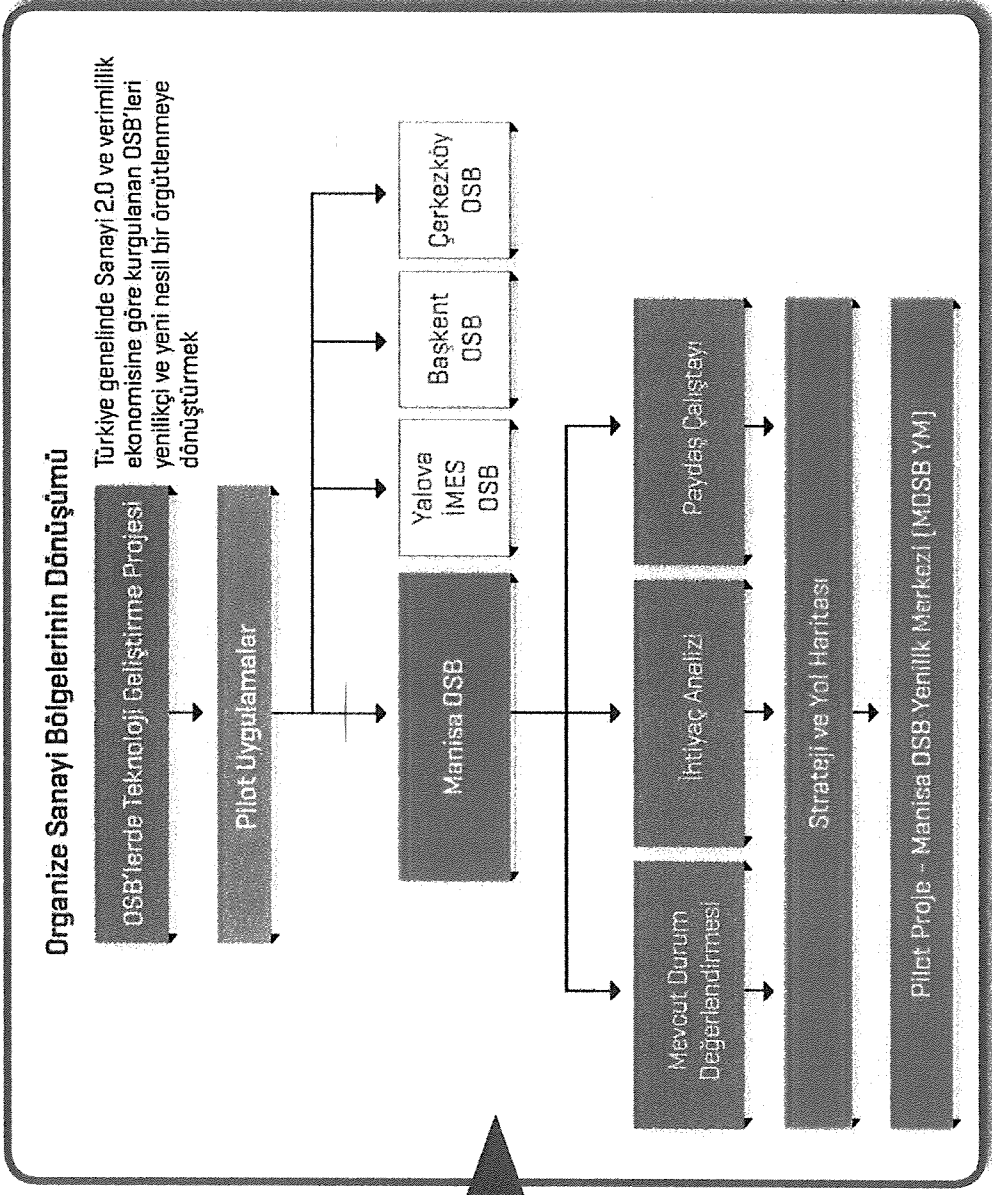
- Sentez raporu önerileri çerçevesinde OSB'leri ve pilot uygulamaların belirlenmesi - **TAMAMLANDI**
- Manisa OSB Pilot Uygulama arka plan çalışmaları - **TAMAMLANDI**
- Manisa OSB Yenilik Merkezinin Kurulması - **TAMAMLANDI**
- Manisa OSB Direktörünün istihdam edilmesi - **TAMAMLANDI**
- IPA 3 teklifinin hazırlanması - **TAMAMLANDI**
- Başkent OSB Mevcut durum ve ihtiyaç analizi - **TAMAMLANDI**

3. Kurumsal Yeterlik Geliştirme

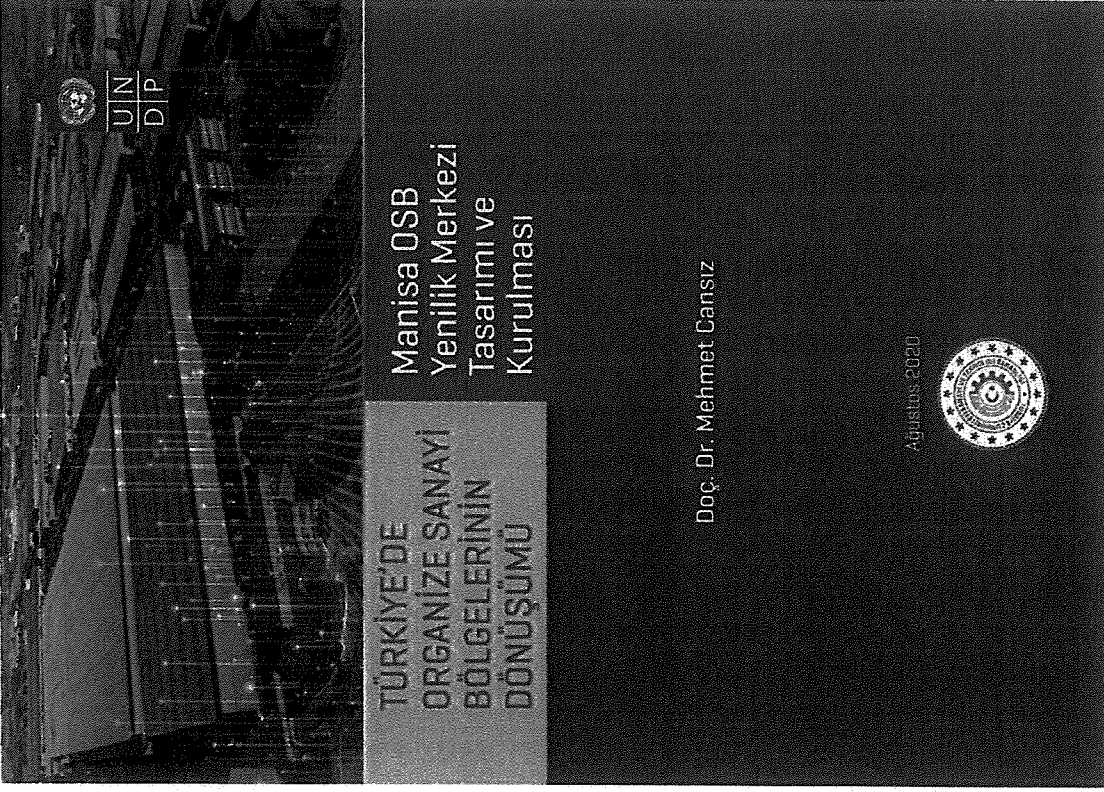
- Pilot OSB Yönetimleri ve STB personeline yönelik yetkinlik geliştirme programlarının tasarımı - **TAMAMLANDI**
- Pilot OSB Yönetimleri ve STB personeline yönelik yetkinlik geliştirme programının uygulanması - **ÇALIŞMA ZİYARETİ VE 1. KAPASİTE GELİŞTİRME EĞİTİM TAMAMLANDI**

ÜSB LERDE TEKNOLOJİ GELİŞİM PROJESİ MEVCUT DURUM ANALİZİ VE MODEL ÖNERİSİ





- Sentez Raporu Önerileri Çerçevesinde Pilot Uygulamaların Belirlenmesi
- Pilot Uygulama Safhası
- Pilotların Değerlendirilmesi



OSB'ler yenilik temelli Türkiye ekonomisine katkı sağlamak adına nasıl dönüşür?

OSB'LER NASIL DÖNÜŞÜR: KURAM İLE DÜNYA VE TÜRKİYE UYGULAMALARI

- Yol haritası ve strateji
- Mevcut durum değerlendirmesi
 - GZFT analizi
 - Çalıştay
 - İhtiyaç analizi
- Saha değerlendirmesi
- Pilot uygulama tasarımı

OSB'lerin, yenilik temelli Türkiye ekonomisine katkı sağlamaları adına dönüşüm süreçlerinde bir dönüm noktası olmayı hedeflenmektedir.

PILOT UYGULAMALAR BAŞKENT OSB

Ankara Yenilik Merkezi Çalışmaları
[Model Fabrika Projesi]

Başkent OSB Mevcut Durum
Değerlendirmesi

Başkent OSB
İhtiyaç Analizi

Başkent OSB YM Strateji ve Yol Haritası

GZFT
Vizyon
Hedefler
Strateji ve Eylemler

BOSB yönetimin kapasitesinin geliştirilmesi, OSB'nin ve çevresinin sanayi ve teknoloji üssü haline gelmesi yönünde firmaların yenilik kapasitelerinin geliştirilmesi ve rekabet gücünün artırılması amaçlanmaktadır.



YM'nin bir yandan firmalara hizmet sağlarken diğer yandan bölgenin Ankara Yenilik Sistemi ile bağlantısını güçlendirmesi, aktörler arası ilişkilerin geliştirilmesi beklenmektedir.

PİLOT UYGULAMALAR ÇERKEZKÖY OSB

Çerkezköy OSB'nin verileri ve daha önceden hazırlanan dokümanları incelenmiştir.

10-13 Kasım 2020'de Çerkezköy OSB'de Yenilik Merkezi çerçevesinde bir dizi görüşmeler yapılmıştır:

- Yönetim Kurulu ile Proje konusunda fikir alışverişi,
- OSB yöneticileriyle proje ve OSB hakkında bilgi paylaşımı,
- Arçelik, Hema, MTB Makine, Yünsa, BSH, Pharmactive firmalarının üst düzey yetkilileri ile projenin çerçevesi, bölgenin ve ekosistemin sorunları ve neler yapılabileceğine ilişkin görüş alışverişi,
- Yönetim Kurulu Başkanı ve OSB Müdürü ile görüşme sonuçları ve izlenimlerle ilgili toplantı



Pilot projelerden birisi olarak Çerkezköy OSB'ye Yenilik Merkezi kurulmasının faydalı olacağı değerlendirilmektedir.

Ziyaretin Çıktılarına İlişkin Görüşler

- OSB yönetimi ve katılımcı firmalardan bazıları incelenmiştir. Genel olarak projenin memnuniyetle karşılandığı izlenimi edinilmiştir.
- OSB Yönetimi: Projenin bileşenlerini anlama ve sahip çıkma açısından projeye kaynak aktarma ve destekleme konusunda istekli.
- Firmalar: Projeye olan ihtiyacı vurgulamışlar ve proje paydaşı olarak katılım sağlayarak destek sağlayacaklarını ifade etmişlerdir.
- Bölgenin İstanbul'a yakınlığı, büyük firmaların bulunması, Ar-Ge konusunda az da olsa belirli bir kapasite olduğu bilinmektedir.
- OSB'nin fiziksel imkanları Manisa kadar olmasa da belirli düzeyde potansiyele sahiptir.
- Bölgede tekstil firmaların hala bir ağırlığı olmakla beraber gün geçtikçe azalarak bugün tam bir karma OSB görünümünde olması YM'nin kurulması durumunda başarısını artırabilecek bir unsur olarak değerlendirilmektedir.

OSB'LERDE TEKNOLOJİ GELİŞTİRME PROJESİ DESTEKLEYİCİ ÇALIŞMALAR

Yenilikçi Sınıf Nitel ve Nicel Analizi

- Türkiye'de yenilikçi sınıfın [Ar-Ge çalışanları] bireysel, ekonomik, sosyal ve kültürel özelliklerini anlamak ve açıklamak
- Ar-Ge, yenilik ve girişimciliği sağlayan bu nitelikli kesimin firmalar, işyeri bölgeleri [OSB ve Teknokent] ve yaşadıkları kentlere ilişkin görüş ve önerilerini almak
- Sanayi ve teknoloji bölgelerinin yenilikçi sınıfa uygun hale getirilmesi için "Yenilik ağı/merkezi" ve mekânsal olarak yapılabilecekler yönelik programları geliştirebilmek

İmalat Sanayide Kadın İstihdamı

- Tarihsel Arka Plan
- Mevcut Politikalar, Düzenlemeler ve Uygulamalara Hızlı Bakış
- İmalat Sanayinde Kadın İstihdamı
- Meslekler ve Beceri Seviyeleri İtibarıyla İmalat Sektöründe Kadın Emegİ
- İmalat Sanayinde Kadın İstihdamının Ulusal Görünümünün Değerlendirilmesi
- Politika Önerileri
- Seçili İller Düzeyinde İmalat Sanayinde Kadın İstihdamı
- İl Düzeyinde Sorun Analizi ve Çözüm Önerileri

OSB'LERDE TEKNOLOJİ GELİŞTİRME PROJESİ KURUMSAL YETERLİK GELİŞTİRME

Almanya Çalışma Ziyareti

Almanya'ya [Stuttgart ve Berlin] teknoloji ve inovasyon alanlarında faaliyet gösteren kurumlar hakkında bilgilenmek ve bağlantılar kurmak amacıyla 18 - 22 Şubat 2019 tarihleri arasında bir çalışma ziyareti düzenlendi.



27-28 -29 Kasım 2019 Kapasite Geliştirme Eğitimleri

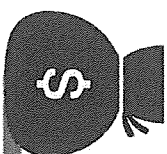
- Proje hakkında bilgilendirme
- Ar-ge, yenilik, dijitalleşme
- Destek programı ve proje önerisi tasarımı,
- Girişimcilik, start-uplar
- Kümelendirme
- Sanayi ve Teknolojileri Bölgeleri
- ÜSi ve TTO'lar



USB'LERDE İEKNULUJİ GELİŞİKME PROJESİ BÜTÇE VE HARCAMALAR

PROJE BÜTÇESİ (2016-2021) VE HARCAMALAR (ABD DOLARI)
1 ARALIK 2020 TARİHİ İTİBARIYLA

Toplam Bütçe	1,312,065.00 \$
Harcamalar	556,578.98 \$
KALAN BÜTÇE	755,486.02 \$



%42
BÜTÇE KULLANIM ORANI

OSB'LERDE TEKNOLOJİ GELİŞTİRME PROJESİ BÜTÇE VE HARCAMALAR

2021 SONUNA KADAR KALAN BÜTÇE (ABD DOLARI)	
1. İnsan Kaynakları [proje ve program ekibi, danışmanlar]	67,175.55
2. Seyahat Giderleri	23,207.21
3. Ekipmanlar	32,779.79
4. Profesyonel Hizmetler	550,637.67
A.1. BASELINE ANALİZİ VE MODEL AŞAMASI [+]	0.00
B.1. PILOT UYGULAMA AŞAMASI	470,637.67
OSB ve Pilotların Belirlenmesi	0.00
Pilotlama Aşaması	85,637.67
Pilotların Uygulanması ve Değerlendirilmesi	100,000.00
Seçili OSB'lerde Yeni Birimlerin Kurulması	130,000.00
Sonuçlara Yönelik Ölçeklendirme Önerilerinin Hazırlanması.	50,000.00
Fizibilite Çalışmasının Hazırlanması - [Yeni nesil Çok İşlevli Bölgelerin Tasarlanması ve Uygulanması]	105,000.00
C.1. KURUMSAL KAPASİTENİN GELİŞTİRİLMESİ	80,000.00
Kapasite Geliştirme Programlarının Tasarımı	0.00
Kapasite Geliştirme Programlarının Uygulanması	50,000.00
Üst Ölçekli Kılavuzların Hazırlanması	30,000.00
5. Diğer Giderler [denetim, değerlendirme, çeviri, vb.]	12,447.84
6. Konferans, Seminer, Çalıştay Giderleri	38,037.36
7. Görünürlük / İletişim Giderleri	3,886.91
8. Alt Toplam	728,172.33
9. Dolaylı Maliyetler [3% UNDP Genel Yönetim Giderleri]	27,313.69
10. TOPLAM GİDERLER	755,486.02

OSB'LERDE TEKNOLOJİ GELİŞTİRME PROJESİ 2021 YILI İÇİN PLANLANAN FAALİYETLER

1- Pilot Uygulamalar

- Manisa OSB YM hizmet paketlerinin uygulanması
- Başkent OSB YM Pilot program tasarımı ve 2021 Haziran itibarıyla YM kurulumu faaliyetlerine başlanması
- Çerkezköy OSB YM mevcut durum değerlendirmesi çalışmaları, ihtiyaç analizi, strateji ve yol haritasının belirlenmesi, pilot program tasarımı, 2021 Aralık itibarıyla YM Kurulum çalışmalarına başlanması
- 2021 son çeyreğinde Yalova İMES OSB hazırlık görüşmelerine başlanması

2- Kurumsal Yeterlik Programının Uygulanması

- Çalışma ziyaretinin gündeme alınması
- Pilot OSB Yönetimleri ve STB personeline yönelik yetkinlik geliştirme programının uygulanması
- Yetkinlik geliştirme programları için üst düzey kılavuzların geliştirilmesi

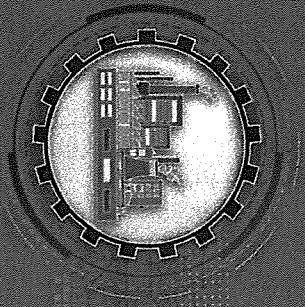
OSB'LERDE TEKNOLOJİ GELİŞTİRME PROJESİ KARARA BAĞLANACAK HUSUSLAR

1-PROJE KAPSAMINDA PİLOT UYGUMALARA
İLAVE KAYNAK AYIRIMI VE SÜRE UZATIMI

2-PROJE EKİBİNE
ASİSTAN / SORUMLU ALINMASI



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TEŞEKKÜRLER

