



UN Development Programme

Turkey - Ankara

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

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

Responsible Parties:

(Executing Agency): UNDP

(Implementing Agency): Ministry of Industry and Technology

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 KILINÇ
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	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						
		MoSIT	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	60883.37	10000.00	70883.37
	Travel (air, ground)			0	32840.67	10000.00	42840.67
	Equipment and supplies			0	10814.48	0	10814.48
	Professional Services			0	0	0	0
	Evaluation costs			0	0	0	0
	Translation, interpreters			0	0	0	0
	Printing			0	571.21	5000.00	5571.21
	Indirect costs (3%)			0	3153.29	750.00	3903.29
	Total Budget			0	108,263.02	25,750.00	134,013.02
		MoSIT	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	5992.39	80000.00	85992.39
	Travel (air, ground)			0	0	45000.00	45000.00
	Professional Services			0	0	70000.00	70000.00
	Translation, interpreters			0	0	4000.00	4000.00
	Indirect costs (3%)			0	179.77	5970.00	6149.77
	Total Budget			0	6,172.16	204,970.00	211,142.16

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*						
			2016		2017		2018		
			Total Cost (in USD)		Total Cost (in USD)		Total Cost (in USD)		
	C.1. Development of Institutional Competence	MoSIT	Costs						
	C.1.1. Design competence building programs for pilot OIZ administrations and MoSIT personnel		Human Resources (inc. Project/programme staff and consultants)	0	0	48000.00	48000.00		
			Travel (air, ground)	0	0	35334.00	35334.00		
	C.1.2. Implement competence building programs for pilot OIZ administrations and MoSIT personnel		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		
	C.1.3. Development of high level guidelines for the competence building programs		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		
							10,000.00		
Evaluation (as relevant)	EVALUATION					300.00			
	Indirect cost of evaluation (3%)					14,563.08			
					Total GMS (3%)	500,000.0			
TOTAL					Total				

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*			RESPONSIBLE PARTY				
EXPECTED OUTPUTS	PLANNED ACTIVITIES		2016	2017	2018	2019	2020
	A.1. Baseline Analysis & Model		Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)
Output 1: A model that institutionalizes OIZs' contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed	A.1.1. Review legislative, organizational, institutional set up	MoIT	0	60883.37	60000.00	0	120,883.37
	A.1.2. Field analyses		0	32840.67	8000.00	0	40,840.67
	A.1.3. Analysis of international successful practices		0	10814.48	0	0	10,814.48
	A.1.4. Presentation of models relying on synthesis and successful practices		0	0	35000.00	0	35,000.00
			0	0	0	0	0
			0	0	1000.00	0	1,000.00
			0	571.21	500.00	0	55,1071.21
			0	3153.29	3135.00	0	6,288.29
			0	108,263.02	107,635.00	0	215,898.02
			Total Budget				
			0	108,263.02	107,635.00	0	215,898.02
	B.1. Piloting Phase		Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)
Output 2: B model that institutionalizes OIZs' contribution to the national technology development ecosystem thru enhancing entrepreneurship and innovation developed	B.1.1. Identify OIZs and pilots in line with recommendations of synthesis report	MoIT	0	5992.39	1500.00	5000.00	12,492.39
	B.1.2. Piloting Phase		0	0	0	6000.00	6,000.00
			0	0	0	180000.00	180,000.00
			0	0	1000.00	0	1,000.00
			0	179.77	75.00	5730.00	5,984.77
			0	6,172.16	2,575.00	196,730.00	205,477.16
	B.1.3. Implementation and Assessment of Pilots		0	6,172.16	2,575.00	196,730.00	205,477.16
			0	6,172.16	2,575.00	196,730.00	205,477.16

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*							
			2016		2017		2018		2019	
			Costs	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)	Total Cost (in USD)		
	C.1. Development of Institutional Competence	MoIT		0	0	10000.00	5000.00	Total Cost (in USD)		
	C.1.1. Design competence building programs for pilot OIZ administrations and MoIT personnel			0	0	0	49000.00	15,000.00		
	C.1.2. Implement competence building programs for pilot OIZ administrations and MoIT personnel			0	0	0	0	50,000.00		
	C.1.3. Development of high-level guidelines for the competence building programs			0	0	500.00	830.00	1,330.00		
				0	0	0	0	0		
				0	0	0	345.00	1,989.90		
				0	0	0	1644.90	56,474.90		
				0	0	11,845.00	56,474.90	68,319.90		
			Total Budget	0	0	11,845.00	56,474.90	68,319.90		
								10,000.00		
Evaluation (as relevant)	EVALUATION							300.00		
	Indirect cost of evaluation (3%)							14,562.96		
							Total GMS (3%)	14,562.96		
TOTAL							Total	500,000.0		

'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

Konu: OSB'lerde Teknoloji Kullanımının İyileştirilmesine Yönelik Model Geliştirme Projesi Yürütme ve Yönlendirme Kurulu Toplantısı

Gün: 20 Eylül 2018

Saat: 14:00

Yer: Sanayi ve Teknoloji Bakanlığı

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Ramazan Yıldırım	Genel Müdür		X			