



TÜBİTAK

**Türkiye Green Industry Project
(The World Bank Project ID - P179255)**

**Stakeholder Engagement Plan (SEP)
for
Component 2
Green Innovation of Enterprises**

February 03, 2023

Draft

Table of Contents

Abbreviations and Acronyms	4
1 INTRODUCTION	5
1.1 Project Description	5
1.2 Objectives and Scope of the Stakeholder Engagement Plan	7
1.3. Environmental and Social Risks of the Project	7
2 REGULATIONS AND REQUIREMENTS	8
2.1 National Legislation	8
2.1.1 Constitution of Republic of Türkiye	8
2.1.2 Law No. 4982 - Law on the Right to Information, Official Gazette No. 25269 (24.10.2003)	9
2.1.3 The Law on Use of the Right to Petition.....	9
2.1.4 The Environmental Impact Assessment Regulation, Official Gazette No. 31907 (29.07.2022)	9
2.1.5 Participatory Planning Approach in Türkiye	10
2.1.6 Strategic Plan of the TÜBİTAK	10
2.2 International Legislation for Stakeholder Engagement.....	11
2.2.1 Human Rights	11
2.2.2 World Bank Requirements	11
3 BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES	12
3.1 Key Stakeholder Meetings and Consultations.....	13
3.2 Engagement Activities for the Identification of Prioritized Topics.....	13
3.2.1 Stakeholder Engagement Activities for Science and Technology Commission of the Climate Forum	13
3.2.2 Engagement Activities for Green Growth Technology Roadmap	15
4 STAKEHOLDER IDENTIFICATION AND ANALYSIS.....	17
4.1 Methodology	17
4.2 Disadvantaged & Vulnerable Individuals or Groups.....	26
5 STAKEHOLDER ENGAGEMENT PROGRAM.....	28
5.1 Stakeholder Engagement Methods.....	28
5.2 Overview of Stakeholder Engagement Program	30
5.3 Proposed Strategy to Incorporate the View of Disadvantaged/Vulnerable Groups.....	37
5.4 Information Disclosure	38
5.5 Future Phases of Project	39
5.6 Citizen Engagement.....	39
6 RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES.....	39

6.1	Management Functions and Responsibilities.....	39
6.2	Resources	41
7	GRIEVANCE MECHANISM	43
7.1	TUBITAK’s Grievance Redress Mechanism for the Project.....	43
7.2	Reporting and Monitoring of Grievances of Stakeholders.....	47
7.3	TUBITAK Grievance Redress System for Staff	48
7.4	World Bank Grievance Redress System.....	49
8	MONITORING AND REPORTING	49
	ANNEX: About The Scientific and Technological Research Council of Türkiye	51
	ANNEX-2 Sample Form of the TUBITAK’s Grievance Redress Mechanism for the Project	52

List of Tables and Figures

Table 1	. Summary of Meetings with Key Stakeholders	13
Table 2	Stakeholder Groups	19
Table 3	Stakeholder Engagement Program.....	31
Table 4	Operational Expenditures.....	42
Table 5	Timeframe for the Respond and Resolve of Grievances	47
Figure 1	Component 2 Project Implementation Unit’s General Structure	41

Abbreviations and Acronyms

CBAM	Carbon Border Adjustment Mechanism
CİMER	Presidency's Communication Centre
ESCP	Environmental and Social Commitment Plan
ESS	Environmental and Social Standards
E&S	Environmental and Social
ESF	Environmental and Social Framework
ESMS	Environmental and Social Management System
GRM	Grievance Redress Mechanism
KPI	Key Performance Indicator
OHS	Occupational Health and Safety
MoEUCC	Ministry of Environment, Urbanization and Climate Change
MoIT	Ministry of Industry and Technology
MoT	Ministry of Trade
MoTF	Ministry of Treasury and Finance
MoTI	Ministry of Transport and Infrastructure
MoER	Ministry of Energy and Natural Resources
MoAF	Ministry of Agriculture and Forestry
NGO	Non-Governmental Organizations
PIU	Project Implementation Unit
RDI	Research, Development and Innovation
SEP	Stakeholder Engagement Plan
SMEs	Small and Medium Enterprises
TEYDEB	Directorate of Technology and Innovation Support Programs
TÜBİMER	TÜBİTAK Communication Center
TUBITAK	Scientific and Technological Research Council of Türkiye
TUBITAK MAM	TÜBİTAK Marmara Research Center

1 INTRODUCTION

This is the Stakeholder Engagement Plan (SEP) prepared for the Green Industry Project's (hereinafter referred to as "the Project") Component-2. The draft SEP of the Project has been prepared in accordance with the relevant national legislation, the Environmental and Social Standard (ESS) 1 and 10 of the World Bank Environmental and Social Framework (ESF). This draft SEP shall be finalized after public disclosure and consultations.

1.1 Project Description

This project is designed to accelerate the green transformation in industry and thus intensify decarbonisation efforts. The Project aims to support industrial firms located in Türkiye to be better equipped for adapting to climate change impacts and adopting relevant mitigation solutions. It will contribute industrial exporters and their value chain to be aligned with new requirements in main export markets of Türkiye (e.g., CBAM, the Green Deal, the circular economy action plan, EU product directives).

The total budget of the Green Industry Project, which will be carried out by MoIT, TÜBİTAK and KOSGEB with the support of the World Bank, has been determined as 450 million USD. The project duration is five years and the project is carried out by MoIT, KOSGEB and TÜBİTAK which are borrowers and main implementing bodies of the three main components of this project. Ministry of Treasury and Finance is the national guarantor and MoTF is to manage the financial and contractual operations of the credit program

Within the scope of **Component-1**; 250 million USD loan will be provided by KOSGEB for green transformation activities of SMEs. The component will provide reimbursable finance to support SMEs' plans for upgrading their machinery, acquiring new technologies, attaining technical assistance, obtaining green certifications, and/or other interventions to facilitate a transition towards a more resource-efficient industry and circular economy. The component will raise awareness among SMEs about current and future sustainability requirements in local and export markets, potential technologies to improve firm sustainability and their expected impact on firm performance, and recommended standards for green sustainability (such as international green product certification).

In scope of the **Component-2**, 175 million USD loan will be provided by TÜBİTAK for projects related green innovation activities in Turkish manufacturing firms. Building on existing international definitions, green innovation (or eco-innovation) is defined as the creation, adoption and adaptation of new, or significantly improved, products (goods and services), and business processes, which – with or without intent – improve sustainable development and lead to more efficient and responsible use of natural resources and positive impacts on the environment (including energy savings, pollution reduction or prevention, waste recycling, resource efficiency, etc.). The eligible activities will include a wide range of initiatives, such as applied research, prototype development, standards development, new product or process development, commercialization, and large-scale demonstration type of activities that contribute to greener production or higher energy and/or resource efficiency. The component will facilitate assessing enterprises' needs and possible solutions for green innovation, preparation and financing of business plans for implementing green R&D activities, acquiring machinery or equipment this will be needed as inputs for firms' green R&D and innovation activities, licensing new technologies, hiring R&D personnel, attaining technical assistance, developing prototypes, filing patents, developing, certifying or attaining green standards, and other relevant activities. The technology activities funded under this component will be assessed under the existing Technology Readiness Levels (TRL) framework. The framework measures the maturity level of a technology throughout its research, development and deployment phase progression. TRLs are based on a scale from 1 to 9, with 9 being the most mature technology. The second component will target

both SMEs and large scale firm that are engaged in green innovation activities involving the development of new green technologies, products or processes in Türkiye.

The Ministry of Industry and Technology will be responsible for implementing the **Component-3** and will manage the sub-components (SCs) foreseen below with a budget of 25 million USD under this Component:

- SC-1 Project Management
- SC-2 Needs Analysis
- SC-3 Capacity Development
- SC-4 Green Industry Academy
- SC-5 Green Tracking System
- SC-6 Promotion and Dissemination

The general objectives of the activities to be carried out under Component-3 are as follows:

- Analyzing the needs for green transformation in industry (by sector and technology).
- Define the green technology taxonomy.
- To develop the institutional capacities of the project partners and stakeholders.
- To improve the capacity of the manufacturing sector by training certified green transformation experts in the manufacturing industry and sub-sectors.
- To design the infrastructure for «Green Industrial Enterprise» certification.
- To develop green transformation indicators at the sectoral level and to establish an information management system that monitors the green transformation of the industry.
- To raise awareness at the national level about green transformation.

TUBITAK will manage the implementation of Component 2, building on their long experience in financing firms, platforms of firms, and startups to diversity into new products, increase R&D activities, and adopt innovate green solutions and technologies detailed in their transition plans. TÜBİTAK's Law of Establishment permits providing reimbursable finance to private sector organisations.

TÜBİTAK, which is an affiliated institution to Ministry of Industry and Technology, is the leading R&D and innovation (RDI) funding body for enterprises in Türkiye. TÜBİTAK's Directorate for Technology and Innovation Funding Programmes (TEYDEB) has been founded in 1995 and since then it has been supporting private sector research, technology development and innovation projects in the form of grants. In time, new support mechanisms have been added to the 1501 – Industrial R&D Projects Support Program, which is the first industrial RDI support programme in Türkiye. The Directorate has diversified and increased its funding programmes for different RDI performing actors and for different stages of RDI process. In this project TÜBİTAK's TEYDEB's funding programmes will be directed to RDI projects enabling and facilitating the green transformation of Turkish industry.

In terms of RD and innovation activities to be supported by TÜBİTAK, according to the former Supreme Council for Science and Technology Decree No 2005/7, it has been decided to use the Frascati, Oslo and Canberra Guidelines as a reference to define the scopes of R&D and R&D supports, to collect R&D statistics in all public institutions and organizations in Türkiye and to pay efforts for the dissemination for the adoption of these guides to the ecosystem. Since then TÜBİTAK has incorporated the definitions of R&D and innovation into its related legislation. Definitions of R&D, innovation and other concepts in TÜBİTAK's Technology and Innovation Support Programs Directorate's main legislations and RDI support programs implementation procedures and principles are in line with Frascati, Oslo and Canberra Guidelines.

For the prioritized R&D and innovation topics identified, R&D and innovation supports will be provided to SMEs and large-scale companies together with universities and public research institutions by TUBITAK within the scope of the World Bank Green Industry Project through the **RDI support modalities provided below.**

1.2 Objectives and Scope of the Stakeholder Engagement Plan

Stakeholder management is the process by which you **organize, monitor and improve your relationships with your stakeholders.** It involves systematically identifying stakeholders; analyzing their needs and expectations; and planning and implementing various tasks to engage with them.

The Project has multiple stakeholders from government, private sector, research sector and NGOs involved in the research and innovation eco-system in Türkiye and relevant to the Project. The stakeholder risk is moderate and therefore activities will be focused on the need to coordinate with multiple stakeholders throughout the Project period. This means that there is no single ‘right’ way to effectively perform stakeholder engagement; however, there are a number of key elements that act as enablers to successful engagement. Therefore, the result of this SEP is on discussing these key elements and providing guidance on the implementation of stakeholder engagement activities of Component-2. In specific, this stakeholder engagement plan is organised around five key questions: • Why to engage? • What to engage on? • Who to engage? • When to engage each stakeholder? • How to engage?

Successful strategies integrate the perspectives of all stakeholders and seek ways to satisfy multiple stakeholders simultaneously. The purpose of the present Stakeholder Engagement Plan (SEP) is to outline the target groups, methods of stakeholder engagement and the responsibilities in the implementation of stakeholder engagement activities. The intention of the SEP is to activate the engagement of stakeholders in a timely manner during project preparation, implementation and post-implementation phase. Specifically, SEP will serve for the following purposes:

- I. stakeholder identification and analysis;
- II. planning engagement modalities and effective communication tools for consultations and disclosure;
- III. defining role and responsibilities of different actors in implementing the SEP;
- IV. defining the Project’s Grievance Mechanism (GRM); and
- V. providing feedback to stakeholders;
- VI. monitoring and reporting of the SEP.

1.3. Environmental and Social Risks of the Project

Environmental and Social Risk Classification of the Project is Moderate. Environmental and social risk is a combination of the probability of certain hazard occurrences and the severity of impacts resulting from such an occurrence. Moderate Risk is one in which the potential for adverse risks and impacts is not likely to be significant.

Overall, the Project is expected to have positive E&S impacts as it will support firms to reduce their carbon footprint, water consumption and increase their energy efficiency by supporting the development and uptake of green technologies. The main E&S risks and impacts are expected to be

temporary and reversible, low in magnitude and localized, and can be mitigated through known good management practices.

Component 2 will support companies to acquire the ability and the technology to produce low-carbon products, so as to maintain sustainable development by providing finance them to improve the RDI value of high technology and new products, enhance their innovation strength, achieve industrial upgrading. Component 2 also targets to facilitate the dissemination of green technologies by supporting the establishment of networks between technology providers and users which doesn't have the internal RDI capacity.

In this way, the activities in Component 2 will strongly contribute to the targeted overall key results of the Project which are summarized as follows:

- Increase in the efficiency of electricity use by beneficiary firms (total electricity consumption/total output, %);
- Increase in the efficiency of water use by beneficiary firms (total water consumption/total output, %);
- Decrease in the uncirculated waste of beneficiary firms (share of total waste, %);
- Private sector investment mobilized in green technologies (US\$); and
- Number of innovative green efficiency solutions introduced by supported beneficiary firms (number).

Stakeholder interaction throughout the project, from beneficiaries of the RDI support measures of TÜBİTAK (including SMEs, large companies and universities) to industrial umbrella organisations and other public bodies, is taken as main item for the success of reaching to targeted key results, which will be clearly defined in the following chapters. In terms of stakeholder interaction, we will be carrying out studies by embracing *openness and project life-cycle approach, informed participation and feedback* and *inclusiveness and sensitivity* and will embrace this approach to all phases of the project: preparation, implementation and monitoring and evaluation. This Stakeholder Engagement Plan (SEP) intends to fulfil the requirements of ESS 10 Stakeholder Engagement and Information Disclosure of the Bank.

The government laws and regulations governing environment and social risk mitigation will be duly applied to the Project in addition to the World Bank Environmental and Social Standards (ESSs). There will be no construction activities in the scope of Component-2 of the project. Construction and installation expenses and infrastructure investment for production not related to the R&D activities of the project weighted expenses are not covered under the any RDI support of TÜBİTAK.

Moreover, the required labor laws and Bank procedures under ESS 2 for use of labor for Green Industry project activities will be described in the Labor Management Procedure (LMP).

2 REGULATIONS AND REQUIREMENTS

2.1 National Legislation

2.1.1 Constitution of Republic of Türkiye

Stakeholder engagement is secured by the Constitution of the Republic of Türkiye. The Constitution contains provisions that ensure that people can freely express their views.

Article 10 of the Constitution of the Republic of Türkiye is the article “Equality before the law”. According to this article, “Everyone is equal before the law regardless of distinction as to language, race, color, sex, political opinion, philosophical belief, religion or any similar reasons. Men and women have equal rights which are the obligation to be ensured exist in practice by the government. Measures taken for this purpose shall not be interpreted as contrary to the principle of equality.”

Article 25 of the Constitution of the Republic of Türkiye is the article "Freedom of thought and opinion". According to this article, “Everyone has the freedom of thought and opinion. No one shall be compelled to reveal his/her thoughts and opinions for any reason or purpose; nor shall anyone be blamed or accused because of his/her thoughts and opinions.”

As emphasized by the "Freedom to Explain and Spread Thought (**Article 26** of the Constitution of the Republic of Türkiye)"; everyone has the right to express and disseminate their thoughts and opinions individually or collectively by word, text, picture or other means. This article also covers the freedom to receive or impart information or ideas without the intervention of the official authorities.

At the same time, everyone has the "Right of petition, Right to Information and Appeal to the Ombudsperson” (**Article 74** of the Constitution of the Republic of Türkiye). Accordingly, “Citizens and foreigners resident in Türkiye, with the condition of observing the principle of reciprocity, have the right to apply in writing to the competent authorities and to the Grand National Assembly of Türkiye with regard to the requests and complaints concerning themselves or the public. The result of the application concerning himself/herself shall be made known to the petitioner in writing without delay. Everyone has the right to obtain information and appeal to the Ombudsperson. The Institution of the Ombudsperson established under the Grand National Assembly of Türkiye examines complaints on the functioning of the administration¹.”

2.1.2 Law No. 4982 - Law on the Right to Information, Official Gazette No. 25269 (24.10.2003)

Law on the Right to Information No.4982 (Official Gazette dated 24.10.2003 and numbered 25269) defines the process concerning the right to information. The purpose of this law is to regulate the procedure and basis of the right to information in accordance with the principles of equality, impartiality and openness, which are the requirements of a democratic and transparent government. According to the obligation to provide information (Article5), institutions and organizations are required to take necessary administrative and technical measures for all kinds of information and documents, considering the exceptions set out in this law, to provide information to applicants; and to evaluate and decide on applications promptly, effectively and correctly.

2.1.3 The Law on Use of the Right to Petition

Citizens of the Turkish Republic are entitled to apply Turkish Grand National Assembly and the public authorities by written petition, in respect to their requests and complaints, in accordance with the Article 3 of the Law on Use of the Right to Petition (Official Gazette dated 01.11.1984 and numbered 3071). On the condition of reciprocity and using Turkish language in their petitions, foreigners residing in Türkiye are entitled to enjoy this right.

2.1.4 The Environmental Impact Assessment Regulation, Official Gazette No. 31907 (29.07.2022)

Article 9 - Public consultation and participation meeting:

“1) In order to inform the investing public, to get their opinions and suggestions regarding the project; Public Participation Meeting will be accomplished on the date given by Ministry and Ministry qualification given institution / organization and project owners as well as the participants of the project affected community will be expected to attend in a central location determined by the Governor.

a) The competency issued institutions / organizations by the Ministry will publish the meeting date, time and place through widely published newspaper at least ten (10) calendar days before the determined date for the PPM.

b) Public Participation meeting will be held under the Director of Environment or through Urbanization or authorized chairman. The meeting will inform the public regarding the project, receive views, questions and suggestions. The Director may seek written opinions from the participants. Minutes of meeting will be sent to Ministry, with one copy kept for the Governorship records.

2) Governorship will announce the schedule and contact information regarding for the public opinion and suggestions. Comments received from the public will be submitted to Commission as per the schedule.

3) Members of Commission may review the Project implementation area before the scoping process, also may attend to public participation meeting on the date announced.

4) The competency issued institutions / organizations by the Ministry could provide studies as brochures, surveys and seminars or through internet in order to inform the public before the Public Participation Meeting.”

2.1.5 Participatory Planning Approach in Türkiye

Within the context of the **Public Financial Management and Control Law No. 5018**, under the heading of “Strategic planning and performance-based budgeting” it is stated that:

“Article 9- Public administrations; They prepare a strategic plan with participatory methods in order to create their future missions and visions within the framework of development plans, programs, relevant legislation and the basic principles they adopt, to determine strategic goals and measurable targets, to measure their performance in line with the predetermined indicators, and to monitor and evaluate this process.”

Moreover, **Strategy and Budget Department of the Presidency** prepares and shares manuals on guidelines for the strategic planning process that public administrations have to implement. One of these guides is about the **principles of participation**. The principles of participation document are a best practice guide for those who design, implement and manage participatory work. The Ministry of Industry and Technology acts under the guidance of these guides in large-scale projects and works that require corporate strategic planning and participation.

2.1.6 Strategic Plan of the TÜBİTAK

TÜBİTAK 2019-2023 Strategic Plan has been prepared with high participation, with an approach that will encourage inter-departmental cooperation and information sharing.

A participatory process was carried out in the preparation of the TÜBİTAK 2019-2023 Strategic Plan. Situation analysis was carried out within the scope of the opinions and suggestions of external and internal stakeholders. In the light of the findings and suggestions, the view to the future was shaped.

In the planning phase of TÜBİTAK 2019-2023 strategic plan activities, the views and contributions of universities and private sector stakeholders were received with the approach of “developing together and achieving together” in line with the 2023 targets of our country and the priorities of the 11th Development Plan.

TÜBİTAK has set goals and objectives under the following headings for the issues targeted to be developed in the R&D ecosystem:

- Supporting projects that serve the main targets of our country
- Implementation of R&D projects in national strategic and critical areas
- Collaboration between actors (international collaboration, university-industry collaboration)
- Frontier research and development
- Technology-based venture companies and commercialization interfaces
- Qualified human resources (mainly for industry needs)
- Science and technology awareness in society

TÜBİTAK prioritizes supporting R&D and innovation projects in line with country priorities and industry needs. We have taken these needs into account when designing TÜBİTAK Call Plan and TÜBİTAK Support Mechanism Design. In this context, results and quality-oriented indicators have been determined.

2.2 International Legislation for Stakeholder Engagement

2.2.1 Human Rights

The Universal Declaration of Human Rights is a declaration in which the fundamental rights and freedoms of women, men and children are determined and guaranteed. The declaration also provides general definitions of economic, social and cultural rights as well as civil and political rights. The first Article of the Declaration is "All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience, they should treat each other with a sense of brotherhood." and all Articles address fundamental, cultural, economic, political and social rights of people all over the world. The Declaration, along with the International Covenant of Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights and Optional Protocols constitute the International Human Rights Law.

2.2.2 World Bank Requirements

The World Bank’s Environmental and Social Framework (ESF)’s Environmental and Social Standard (ESS) 10, “Stakeholder Engagement and Information Disclosure”, recognizes “the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice” (World Bank, 2017: 97). Specifically, the requirements set out by ESS10 are the following:

- Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts.
- Borrowers will engage in meaningful consultations with all stakeholders. Borrowers will provide stakeholders with timely, relevant, understandable and accessible information, and

consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.

- The process of stakeholder engagement will involve the following, as set out in further detail in this ESS: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders.
- The Borrower will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was taken into account, or the reasons why it was not.” (World Bank, 2017: 98).

The project, Component-2, specific Stakeholder Engagement Plan (SEPs) will be prepared in line with the principles and processes defined in this SEP taking into account the features of the sub-projects/activities at the implementation stage. The Borrower will be responsible to develop sub-project specific SEPs proportionate to the nature and scale of the project, as well as its potential risks and impacts.

This SEP has been fully aligned with citizen engagement activities planned under the project and ensures that the citizen engagement activities are not duplicated and that planned activities will ensure the greater depth of engagement.

The project, Component-2, specific SEP should be disclosed as early as possible, and before project appraisal, and the Borrower needs to seek the feedbacks of stakeholders on the Project’s SEP. If significant changes are required made to the SEP in line with the feedbacks received, the Borrower has to update and re-disclose the updated version of the SEP.

According to ESS10, the Borrower should also propose and implement a grievance mechanism (GM) to receive and facilitate the resolution of concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner. The scope, scale and type of the GM will be proportionate to the nature and scale of the potential risks and impacts of the project.

The GM may include: (i) enable submission of grievance and concerns in person, by phone, e-mail and/or website; (ii) a log where grievances are registered in writing and maintained as a database; (iii) publicly advertised procedures, setting out the length of time users can expect to wait for acknowledgement, response and resolution of their grievances; (iv) transparency about the grievance procedure, governing structure and decision makers; (v) an appeals process (including the national judiciary) to which unsatisfied grievances may be referred when resolution of grievance has not been achieved.

Accordingly, the draft SEP, together with project LMP, will be disclosed on the website of the TÜBİTAK in both English and Turkish in order to obtain views and comments of relevant stakeholders. The documents will also be made available through the World Bank’s external website. Feedbacks regarding the disclosed documents will be collected through official correspondences, online feedback forms, and e-mails to provide variety of means for the stakeholders to choose from while sending comments.

3 BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

3.1 Key Stakeholder Meetings and Consultations

Stakeholder consultations have been carried out as part of project preparation. For the scope of the SEP studies, the previous stakeholder engagement activities conducted by TÜBİTAK PIU for the draft SEP are given in Table 1 below. The stakeholders of the project and their key roles were determined as a result of consultations conducted throughout the meetings.

Table 1 . Summary of Meetings with Key Stakeholders

DATE	EVENT	PARTICIPATED STAKEHOLDERS
04.10.2022	Face-to-face Meeting	MoIT, KOSGEB, TSE, Development Investment Bank of Türkiye (KYB), TSKB (TÜBİTAK MAM participated)
12.10.2022	Face-to-face Meeting	MoIT, World Bank, KOSGEB, TSE, Development Investment Bank of Türkiye (KYB), TSKB (TÜBİTAK MAM participated)
19.10.2022	Face-to-face Meeting	MoIT, KOSGEB, TSE
07.11.2022	Face-to-face Meeting	MoIT, MoTF
24.11.2022	Face-to-face Meeting	MoIT, World Bank, KOSGEB
09.12.2022	Face-to-face Meeting	MoIT, World Bank
12.12.2022	Virtual Interview	MoIT, Ministry of Environment, Urbanization and Climate Change - MoEUCC
13.12.2022	Virtual Interview	MoIT, MoEUCC
14.12.2022	Virtual Meeting	MoIT and World Bank
20.12.2022	Face-to-face Meeting	MoIT
21.12.2022	Face-to-face Meeting	MoIT, Ministry of Energy and Natural Resources, KOSGEB
06.01.2023	Face-to-face Meeting	MoIT, World Bank and KOSGEB
10.01.2023	Climate Change Action Plan Workshop (Industrial Sector)	MoEUCC
11.01.2023	Face-to-face Meeting	MoIT, World Bank, KOSGEB
25.01.2023	Face-to-face Meeting	All Identified Stakeholders

3.2 Engagement Activities for the Identification of Prioritized Topics

Within the context of Component 2, TÜBİTAK aims to facilitate the technological transition and green innovation activities which meets the determined needs of industry in **Science and Technology Commission of Climate Forum, Green Growth Technology Roadmap, as well as other determined needs in Türkiye’s NDC.**

During the determination of the prioritized topics, intensified stakeholder interactions took place starting from December 2021 up to now.

3.2.1 Stakeholder Engagement Activities for Science and Technology Commission of the Climate Forum

For a more broader approach in priority RDI topics, **the results of Science and Technology Commission of Türkiye's first Climate Forum**, which took place in February 2022, will be utilized as the main scope of targeted topics. 33 technological solutions with 262 priority topics have been developed with approximately **100 experts from academia, industry and umbrella NGO's** in 5 main themes: (1) Climate Change, Environment and Biodiversity; (2) Clean and Circular Economy; (3) Clean, Accesible and Secure Energy Supply; (4) Green and Sustainable Agriculture; (5) Sustainable Smart Transport. **Themes 2, 3, 4 and 5 are directly related with the green transition of industry; thus the 27 topics covered by these themes are included as priority topics** within the scope of World Bank Green Industry Project.

The Climate Council, held on 21-25 February 2022, has a comprehensive previous preparation period including preliminary studies with stakeholders which started in December 2021 and intensive work continued until the end of March 2022.

In December 2021, RDI competency in Turkey was analysed and stakeholder analysis was conducted under 5 main themes of Green Transition in order to identify the members of the Science and Technology Commission. Within the scope of the competency map, academicians were scanned by taking into account their previous research projects and articles published in international journals. Again, private sector organizations were analyzed by taking into account their past R&D and innovation project experiences. A list of public institutions and organizations whose fields of activity focus on the subjects serving these themes has been determined. In addition, a list of relevant private sector NGOs was created. Considering all this analysis work, nearly 100 experts from the private sector, universities, public institutions and NGOs were invited as to be members for Science and Technology Commission.

In the period of January 2022 - February 2022, meetings with stakeholders were organized online, taking into account the COVID-19 measures. Sub-working groups were established in 5 themes within the scope of the Science and Technology Commission. More than 40 online meetings were held with the participation of stakeholders at both the Commission level and the working group level.

In the studies, first of all, the scopes of these themes were created by taking into account the international literature and expert opinion. Considering these scopes, current situation reports in Turkey and in the world were created. Our country's needs for breakthrough technologies that will create opportunities for climate change mitigation and adaptation have been identified and solutions have been proposed. The proposed technical solutions were summarized and turned into technology-based policy recommendations.

On February 21-25, 2022, the Climate Council was held in Konya in the physical environment. At the council meeting, the members of the Science and Technology Commission attended and final negotiations and consultations were held. Technology-based policy recommendations have been finalized.

The outputs of the Science and Technology Commission were presented and disseminated to all high level representatives of relevant Ministries, public institutions and private sector umbrella organizations. To this end, a separate governance structure, called a Round Table, has been established consisting of these high-level representatives. The following institutions and organizations took part in the Round Table.

- Ministry of Industry and Technology,
- Ministry of Energy and Natural Resources,

- Turkish Energy, Nuclear and Mineral Research Agency which is an affiliated organisation under Ministry of Energy and Natural Resources,
- General Directorate of Agricultural Research and Policies linked to the Ministry of Agriculture and Forestry,
- Turkish Academy of Sciences, ,
- Nuclear Regulatory Authority,
- Ministry of Environment, Urbanization and Climate Change,
- Directorate for Climate Change which is an affiliated organisation under Ministry of Environment, Urbanization and Climate Change,
- General Directorate for Meteorology which is a linked organisation under Ministry of Environment, Urbanization and Climate Change,
- The Union of Chambers and Commodity Exchanges of Türkiye,
- Higher Education Council,
- The Union of Chambers and Commodity Exchanges of Türkiye
- Türkiye Exporters Assembly
- Technology Development Foundation of Türkiye
- Turkish Steel Producers Association,
- TürkÇimento- Turkish Cement Manufacturers Association
- Türkiye's Automobile Joint Venture Group Inc.

At the end of Round Table meeting, comments and suggestions of the high level representatives were gathered and technology based policy recommendations were updated. During March 2022, the interactions with the Science and Technology Commission members continued for the finalization of the report.

3.2.2 Engagement Activities for Green Growth Technology Roadmap

The Green Deal Action Plan of Türkiye was released by the Ministry of Trade in July 2021 and provides a strategy for achieving a green transition in all sectors of the economy. Within the scope of the Action Plan, "**Green Growth Technology Roadmap**" studies are being carried out by the Ministry of Industry and Technology and TÜBİTAK. TÜBİTAK has been in close cooperation with the especially to General Directorates namely General Directorate of Industry and General Directorate of National Technology Move in MoIT for identifying the technological needs and develop solutions.

The "**Technological Transformation/Development Specialized Working Group**" (TDWG), coordinated by MoIT and TÜBİTAK, was founded in March 2022 with the aim of carrying out the tasks related to "Target 2.2. Strengthening the technological infrastructure for the green transformation," specifically "Action 2.2.1. Determination of the prominent technologies that will support compliance with the EU Green Deal and green production through technology needs analysis and carrying out studies for the development, dissemination, and transfer of the identified technologies." within the context of the European Green Deal Action Plan, which was released in July 2021.

This group is responsible for monitoring the process for preparation of the "Green Growth Technology Roadmap". On April 21, 2022, the TDWG held its first ever meeting with more than 100 attendees from a total of 43 organizations, including the units and related organizations of the Ministry of Industry and Technology, the Ministry of Trade, Ministry of Environment, Urbanization and Climate Change, Ministry of Energy and Natural Resources, Ministry of Agriculture and Forestry and their affiliated

research centres/institutes, other public sector stakeholders and umbrella organizations from the private sector.

The Technology Roadmap study is being conducted for the Iron-Steel, Aluminium, Cement, Chemicals, Plastics and Fertilizer sectors; which are critically important for the Turkish economy and have high carbon emissions. Selected sectors to be focused was discussed in the Technological Transformation/Development Specialized Working Group and approved. With the Technology Roadmap studies, priority R&D and innovation themes for each sector are being detailed.

Separate Sectoral Focus Groups were formed for each sector with the contributions of Technological Change/Transformation Specialization Working Group members. Sectoral Focus Group Studies focused on identifying the basic technological needs and solution proposals that will enable businesses to operate in line with a scenario limiting global warming. While doing that the unique processes, inputs and outputs of each of the sectors were discussed by the members of the Sectoral Focus Group with the product life cycle approach. Sectoral Focus Group Meetings were held between May 24 - June 3, 2022.

With the Sectoral Focus Group Meetings, critical production technologies and critical processes related to these production technologies were determined with the product life cycle approach. Umbrella NGO's of private sector moderated the discussions for technology based needs and solutions, as well as the preparation of the roadmap.

- *Iron and Steel Industry Sectoral Focus Group (100 People)*
Moderator : Turkish Steel Producers Association (TÇÜD)
- *Aluminum Industry Sectoral Focus Group (63 people)*
Moderator: Entrepreneurial Aluminum Industrialists and Businessmen Association (GALSİAD)
- *Chemicals Industry Sectoral Focus Group (51 people)*
Moderator : Turkish Chemical Industrialists Association
- *Plastics Industry Sectoral Focus Group (77 people)*
Moderator: Turkish Plastics Industrialists, Research, Development and Education Foundation (PAGEV)
- *Cement Industry Sectoral Focus Group (48 People)*
Moderator: Turkish Cement Manufacturers Association
- *Fertilizer Industry Sectoral Focus Group (32 people)*
Moderator: Fertilizer Manufacturers, Importers and Exporters Association (GUID)

Moreover, online Contribution Forms have also been prepared in order to get their further suggestions from a larger pool of representatives in each sector in order to finalize the technological needs and solutions which will ensure clean and green production processes. Contribution Forms were distributed on 14 June 2022 among sector representatives, members of umbrella NGOs and companies that carried out TÜBİTAK R&D and Innovation projects. The “Technological Need/Solution Contribution Form Information Meeting on Climate Change and the European Green Deal”, where information was given on how to fill in the contribution forms, was held on 6 July 2022 with the participation of the Sector Representatives. Responses were collected until July 31, 2022.

In addition, relevant inputs were received from the Science and Technology Commission, which was formed within the scope of the Climate Council organized by the Ministry of Environment, Urbanization and Climate Change in February and whose technical coordination was carried out by TÜBİTAK, for the

Stage of Defining Sectoral Needs and Technological Solutions. In the theme of "Clean and Circular Economy", which is one of the main topics focused on under the Commission, studies have been carried out to produce ground breaking R&D and innovation-based solutions in line with our country's 2053 net zero emission target and green development policy for adaptation and combating climate change. Therefore, there has been an opportunity to make a preliminary study on technological needs and solutions that can be an input to this stage.

In each sector, the critical production technologies and processes determined in the relevant focus group, the needs and solution suggestions received through online contribution forms, the problems and solutions created for the relevant sectors in the studies of the Climate Council Science and Technology Commission, and the "Best Available Techniques - Best Available Techniques" in each sector. Techniques (BAT)" reference documents were consolidated and the technological needs and solutions in the pilot sectors were drafted.

In July 2022, academician nominations were received from the members of the **Technological Transformation/Development Specialized Working Group** and Sectoral Focus Groups for the establishment of Academic Advisory Groups to work on enrichment of sectoral need and solutions with an academic perspective. Academic advisory group members were determined with respect to their valid contributions, the relevancy of their scientific fields and their performance in RDI projects; taking into account the fair distribution of recommending organisations and institutions to where the academicians are affiliated. Draft technological needs and solutions were communicated to all nominated academics, and their contributions were collected throughout September-October 2022.

Industry representatives who are the members of the Sectoral Focus Groups have worked together with distinguished academicians in the Academic Advisory Groups in November-December 2022. Studies on innovative aspects and technical matters of each technological solution, the technological readiness levels (state of the art in Türkiye), RDI collaboration models, estimated timeframe and budget have been conducted during these joint meetings.

The final drafts of technology roadmaps for each sector have been sent for final consultation with members of **Technological Transformation/Development Specialized Working Group and Steering and Advisory Committee members of relevant research groups in TÜBİTAK in January 2023.**

The outcomes will contribute to the green transformation of the Turkish economy and industry and our country's vision of green and sustainable development, with a focus on science and technology. Benefiting from the outputs of this study, **World Bank Green Industry Project will also pave the way for providing supports especially for projects that will provide domestic solutions to the technological needs of private sector organizations in Türkiye that will enable them to adapt to green transition.**

4 STAKEHOLDER IDENTIFICATION AND ANALYSIS

4.1 Methodology

Stakeholder engagement is an inclusive process conducted throughout the project life cycle that has to be properly designed and implemented. This approach supports the development of strong, constructive and responsive relationships that are important for successful management of a project's environmental and social risks. Stakeholder engagement is most effective when initiated at an early

stage of the project development process, and is an integral part of early project decisions and the assessment, management and monitoring of the project's environmental and social risks and impacts. Therefore, the stakeholder engagement activities for Component2 has already been integrated into preparation period of the project starting from identification of the prioritized topics to be supported to the design of the financing instrument that will be applied. It will be furthered and this participatory approach will be extended to all phases of the project.

In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement.

- *Openness and life-cycle approach*: public consultations for the project will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation;
- *Informed participation and feedback*: information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analysing and addressing comments and concerns.
- *Inclusiveness and sensitivity*: stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders are encouraged to be involved in the consultation process, to the extent the current circumstances permit. Equal access to information is provided to all stakeholders.

According to ESS 10, the project stakeholders are categorized under three groups:

- **Project-affected parties** refer to individuals or groups who are affected or likely to be affected by the project because of actual impacts or potential risks to their physical environment, health, security, cultural practices, well-being, or livelihoods. These stakeholders may include individuals or groups who are impacted or likely to be impacted directly or indirectly (actually or potentially), positively or adversely, by the Project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.
- **Other interested parties (OIPs)** refer to individuals or groups who may have an interest in the project because of the project location, its characteristics, its impacts, or matters related to public interest. For example, these parties may include regulators, government officials, the private sector, the scientific community, academics, unions, women's organizations, other civil society organizations, and cultural groups. These stakeholders may not experience direct impacts from the project, but consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.
- **Vulnerable/Disadvantaged Individuals/Groups** refer to individuals or groups who because of their circumstances may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project's benefits. Such an individual/group is also more likely to be excluded from/unable to

participate fully in the mainstream consultation process and as such may require specific measures and/or assistance to do so.

The Project has multiple stakeholders from government, private sector, research sector and NGOs involved in the research and innovation eco-system in Türkiye and relevant to the Project. The stakeholder risk is moderate and therefore activities will be focused on the need to coordinate with multiple stakeholders throughout the Project period.

Furthermore, this ESS10 must be read in conjunction with ESS1: Assessment and Management of Environmental and Social Risks and Impacts. Because, ESS1 states that the environmental and social assessment will include stakeholder engagement as an integral part of the assessment. Thus, relevant stakeholder engagement activities will be reported back to the World Bank as also part of the regular E&S monitoring reports. The reporting frequency may vary depending on the content of the ESCP to be prepared.

The Table 2 below, summaries the stakeholders list of these first two groups with their main influence on or interest in the project.

Significance Level (Interest and Influence) provides information about the level of participation, how to establish a relationship with the stakeholders, how they will be informed, and the continuity and level of the established communication, in line with the needs of the stakeholders, depending on their sensitivity related to their impact-interest level. According to Significance Level of the identified stakeholders, the conditions will be considered as follows:

- **High Interest – High Influence:** Work together
- **High Interest – Low Influence:** Inform
- **Low Interest – High Influence:** Seek interests and/or invite to engagement activities
- **Low Interest – Low Influence:** Monitor

Any stakeholders that are not identified at this stage of the Project may directly contact TÜBİTAK PIU to make themselves and their needs known to facilitate the effective implementation of the SEP.

Table 2 Stakeholder Groups

Support the Green Innovation of Firms – Stakeholder Engagement Plan (SEP)

Parties/ Other Interested Parties	Stakeholders	Main Influence on or Interest in the Project/ Expectations from the Project	Significance Level	
			Interest	Influence
Affected Parties	Industrial Enterprises	<p>The Component-2 will target all types of firms that are engaged in green innovation activities, which include developing new green technologies, products, or processes that are novel in Türkiye or other markets. The eligible firms could be start-ups, SMEs, or large firms whether they are technology users or technology providers.</p> <p>The component will also support consortia of firms (each typically comprises a large firm and a few SMEs and, in many cases, academic institutions).</p> <p>The practices of the Component-2 that accelerate the green transformation in the industry will directly and positively affect the enterprises.</p>	High	High
Affected Parties	Employees of the beneficiary firms of the RDI support programmes	<p>Directly benefitting from the Project</p> <p>As enterprises grow, so will the capacity and competence of workers.</p>	High	High

Parties/ Other Interest d Parties	Stakeholders	Main Influence on or Interest in the Project/ Expectations from the Project	Significance Level	
			Interest	Influence
Affected Parties	Universities and Public research institutions	<p>The funding programmes in Component-2 will base on these three RDI support modalities/approaches with respect to the firm size, scale of the project and consortium composition. Universities and Public research institutions can take part in all three different modality. Their role is defined under each lane separately below:</p> <p>1) RDI projects of private sector including partnerships between technology providers (provided to SMES and large-sized enterprises):</p> <p><i>Universities' and public research institutions' role:</i> As the place where the services are purchased for the complementary R&D needed by the companies developing technology.</p> <p>2) Demand Driven Industrial RDI projects (technology provider & end user, industry-university)</p> <p><i>Universities' and public research institutions' role:</i></p> <ul style="list-style-type: none"> As the main partner in the supported RDI project developing green technology needed by the companies which are end-users. As the place where the services are purchased for the complementary R&D by technology provider firms. <p>3) Innovation Platforms (industrial innovation networks-SAYEM).</p> <p><i>Universities' and public research institutions' role:</i></p> <ul style="list-style-type: none"> As one of the main partner within the large scale RDI consortium. <p>Through "Industrial Innovation Networks Mechanism (SAYEM)", private sector firms, especially those having an accredited R&D and product design centres within the context of R&D Law in Türkiye, will form a network with other firms taking part in the value chain of the targeted technology-based products together with end-users, technology development zones and universities.</p> <p>Besides all above, experts from academic institutions will take a role in the evaluation of RDI projects received from beneficiaries (SMEs and large companies) throughout the project.</p>	High	High
Affected Parties	Citizens and communities settled in the beneficiaries' operation area or in their vicinity	<p>Their interests are safe and healthy operations and good business conduct of the beneficiary enterprises.</p> <p>Because activities of the beneficiary firm may impact them (eg. Dust, noise, pollution, leakages).</p>	Medium	High

Support the Green Innovation of Firms – Stakeholder Engagement Plan (SEP)

Parties/ Other Intereste d Parties	Stakeholders	Main Influence on or Interest in the Project/ Expectations from the Project	Significance Level	
			Interest	Influence
Affected Parties	TTOs Managing Companies	They will be responsible for the dissemination of information related to the Project during the implementation of the Project.	Medium	High
Affected Parties	Technology Development Zones Managing Companies	They will be responsible for the dissemination of information related to the Project during the implementation of the Project.	Medium	High
Other Interested Parties	Presidency of Strategy and Budget	For the Project related costs needed to be included in the Investment Program and the Budget and Medium Term Financial Plan.	High	High
Other Interested Parties	Ministry of Energy and Natural Resources (MoER) (together with its affiliated institution of the Turkish Energy, Nuclear and Mineral Research Agency)	Clean, Accessible and Secure Energy Supply is among the Green Transition Priority RDI Topics of World Bank's Green Industry Project Component-2. Therefore, the Ministry will benefit from the outcomes of the RDI projects conducted in the field of Clean, Accessible and Secure Energy Supply. Their expectations from the project is successful implementation of the Project with visible and measurable results.	Medium	Medium
Other Interested Parties	Ministry of Environment, Urbanization and Climate Change (MoEUCC) (together with its linked institution of the Directorate of Climate Change)	The Ministry will benefit from the outcomes of the RDI projects conducted on the Green Transition Priority RDI Topics of World Bank's Green Industry Project Component-2. The outcomes will complement the technology aspects of the "Türkiye's National Climate Change Adaptation Strategy and Action Plan (2021-2023)" and "Long Term Climate Change Strategy and Action Plan-2030" (Draft) . The Ministry is responsible for coordinating activities in Türkiye for combating climate change activities and is the head of "Climate Change and Adaptation Coordination Board" which was established with the Presidential Decree No. 85 published in the Official Gazette on October 29, 2021. Their expectations from the project is successful implementation of the Project with visible and measurable results.	Medium	Medium

Parties/ Other Interest ed Parties	Stakeholders	Main Influence on or Interest in the Project/ Expectations from the Project	Significance Level	
			Interest	Influence
Other Interested Parties	Ministry of Agriculture and Forestry (MoAF) (together with its linked institution of the General Directorate of Agricultural Research and Policies)	Green and Sustainable Agriculture is among the Green Transition Priority RDI Topics of World Bank's Green Industry Project Component-2. Therefore, the Ministry will benefit from the outcomes of the RDI projects conducted in the field of Green and Sustainable Agriculture. The Ministry is responsible for coordination of climate change adaptation activities addressing agriculture, forestry and fisheries. The Ministry is the head of Agricultural Sector Climate Change Coordination Board which was established with the Circular No. 2022/16-A, which entered into force with the Approval of the Ministry Authority dated 28.12.2022 and numbered 8288494. Their expectations from the project is successful implementation of the Project with visible and measurable results.	Medium	Medium
Other Interested Parties	Ministry of Transport and Infrastructure (MoTI)	Sustainable Smart Transport is among the Green Transition Priority RDI Topics of World Bank's Green Industry Project Component-2. Therefore, the Ministry will benefit from the outcomes of the RDI projects conducted in the field of Sustainable Smart Transport. The Ministry is responsible for coordination of climate change adaptation activities addressing transport. Their expectations from the project is successful implementation of the Project with visible and measurable results.	Medium	Medium
Other Interested Parties	Ministry of Trade (MoT)	The Green Deal Action Plan of Türkiye was released by the Ministry of Trade in July 2021 and provides a strategy for achieving a green transition in all sectors of the economy. Within the scope of the Action Plan, "Green Growth Technology Roadmap" studies are being carried out by the Ministry of Industry and Technology and TÜBİTAK. Therefore, the Ministry will benefit from the outcomes of the RDI projects supported by TÜBİTAK within the context of World Bank Green Industry Project. Their expectations from the project is successful implementation of the Project with visible and measurable results.	Medium	Medium

Support the Green Innovation of Firms – Stakeholder Engagement Plan (SEP)

Parties/ Other Intereste d Parties	Stakeholders	Main Influence on or Interest in the Project/ Expectations from the Project	Significance Level	
			Interest	Influence
Other Interested Parties	Ziraat Bankası	Ziraat Bankası is a state-owned bank in Türkiye. Ziraat Bank is a consulted organization for the project preparation and implementation phases in the field of beneficiary companies' financial status and credibility and guarantee conditions.	Low	High
Other Interested Parties	Credit Guarantee Fund (CGF)	Established in 1991, Credit Guarantee Fund is a non-profit joint stock company pursuant to the articles of the association. The company has been serving the primary objective of providing guarantee and collateral support for both SMEs and non-SMEs which have credibility but cannot benefit bank loans due to insufficient collateral. CGF is a consulted organization for the project preparation and implementation phases in the field of beneficiary companies' credit guarantee conditions.	Low	High
Other Interested Parties	Development Agencies	Their expectations is that the outcomes of the Project is to complement Smart specialization activities dedicated to Green Transformation at regional level. Therefore, successful implementation of the Project with visible and measurable results is also useful for them.	Medium	High

Parties/ Other Interest ed Parties	Stakeholders	Main Influence on or Interest in the Project/ Expectations from the Project	Significance Level	
			Interest	Influence
Other Interested Parties	<p>Major Private Sector Umbrella Organisations (NGOs):</p> <ul style="list-style-type: none"> • The Union of Chambers and Commodity Exchanges of Türkiye (TOBB) • Turkish Industry and Business Association (TUSİAD) • Independent Industrialists and Businessmen Association (MUSİAD) • Turkish Exporters Assembly (TİM) • Foreign Economic Relations Board • International Investors Association • Chambers of Industry • Chambers of Commerce 	<p>Their expectations from the project is successful implementation of the Project with visible and measurable results.</p> <p>There will be continuous interaction throughout the Project with these NGOs and their dedicated specific governance bodies focusing on green transformation of the industry (like the ones listed below). They will also contribute to the dissemination of information related to the Call for Proposals, outputs of the projects funded during the implementation of the Project.</p> <ul style="list-style-type: none"> • TOBB’s Standing Committee on Environment and Climate Change and European Green Deal Working Group (It has two separate governance bodies). Moreover, TOBB’s Department of Sectors and Entrepreneurship is responsible for 63 different Industry Councils one third of which is related sectors from the viewpoint of prioritized areas. • MUSİAD’s Energy and Environment Sector Board (MUSİAD announced their Climate Manifesto. They also released International Energy Summit’s Report, Smart Agricultural Cities Model.) • TIM’s Climate Committee and Industry Sustainability Science Committee (TIM announced Sustainability Action Plan, Sectoral Sustainability Action Plans last year) • TÜSİAD Energy, Environment and Climate Change Roundtable, Working Groups on Environment and Climate Change, Energy, Food, Beverage and Agriculture (TÜSİAD announced their Position Paper On Addressing Climate Change last year) • Foreign Economic Relations Board (DEİK) Green Transformation Committee, Business Councils (Energy) • International Investors Association (YASED) Sustainable Development Platform, Working Groups (Energy, Food and Agriculture) 	High	High

Parties/ Other Intereste d Parties	Stakeholders	Main Influence on or Interest in the Project/ Expectations from the Project	Significance Level	
			Interest	Influence
Other Interested Parties	Other Sectoral NGOs	<p>The outputs of the “Green Growth Technology Roadmap” are among the prioritized topics of the RDI supports which will be provided within the context of World Bank Green Industry Project.</p> <p>Sectoral NGO’s of private sector below took part during preparation of the Green Growth Technology Roadmap.</p> <ul style="list-style-type: none"> • <i>Turkish Steel Producers Association (TÇÜD)</i> • <i>Entrepreneurial Aluminum Industrialists and Businessmen Association (GALSİAD)</i> • <i>Turkish Chemical Industrialists Association</i> • <i>Turkish Plastics Industrialists, Research, Development and Education Foundation (PAGEV)</i> • <i>Turkish Cement Manufacturers Association</i> • <i>Fertilizer Manufacturers, Importers and Exporters Association (GUID)</i> • <i>Turkish Aluminium Industrialists Association (TALSAD)</i> <p>They will also contribute to the dissemination of information related to the Call for Proposals, outputs of the projects funded during the implementation of the Project. They will be also contacted during the monitoring phase of the Project.</p>	High	High
Other Interested Parties	Social Security Institution and Revenue Administration	TÜBİTAK will run an application platform, screening company’s applications for support along eligibility criteria, and checking that applicant firms have no outstanding tax and social security obligations.	Low	Medium
Other Interested Parties	National Media	The media will enable wide and regular dissemination of information related to the Project to ensure its visibility, facilitate stakeholder engagement on the national level	Low	High

4.2 Disadvantaged & Vulnerable Individuals or Groups

Disadvantaged & Vulnerable Individuals or Groups are those who may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project’s benefits. Such an individual/group is also more likely to be excluded from/unable to participate fully in the mainstream consultation process and as such may require specific measures and/or assistance to do so.

In Component-2:

Disadvantaged groups are considered as:

- Women-led or women-managed enterprises, and
- Firms with limited internal R&D capacities

UNIDO states that the link between female entrepreneurship and fostering more inclusive, green and smart growth has often been underappreciated. At global scale, women seem to be more attracted to green industries than to traditional ones. For example, the share of women in the renewable energy sector workforce is higher than that in the fossil fuel sector, notably 32% compared to 22%.

Firms with limited internal R&D capacities face obstacles to develop and/or acquire green technologies. They are mostly the technology users in the economy. They lack the technological capability which is defined as the knowledge, skills and experience necessary in firms to produce, assimilate, improve and develop technologies. Appropriate measures will be taken to include these type of firms as technology users into the RDI projects.

The Project will address existing gaps by introducing targets for these type of disadvantaged groups to become beneficiaries.

Vulnerable groups are considered as:

- Young enterprises: Enterprises with less than 5 years in operation, and
- Firms that just started R&D activities
- Enterprises in less developed regions: Enterprises located outside the boundaries of metropolitan cities.

Young firms, firms that just started R&D activities and enterprises in less developed regions have more difficulty accessing information and government facilities than mature enterprises and enterprises in developed regions. Another reason for identifying these enterprises as vulnerable is the issue of repayment of the financed expenses of the RDI projects. Since young enterprises, in particular, may find it difficult to repay reimbursable finance due to their irregular cash flow. Therefore, they may refrain from applying to the Project.

The last justification is that these enterprises may not have enough information in the matter of green transformation. Therefore, adopting green transition plans to improve their resource efficiency may not be their priority. Moreover, they may not have enough knowledge about clean, accessible and reliable energy.

To ensure that all Project affected stakeholders will have an opportunity to receive Project information, raise concerns or make written or oral comments, special provisions will be taken to consider disadvantaged & vulnerable groups in a meaningful way. These concerns will be explained in the following Chapter.

The SEP is a living document which will be updated in accordance with any clarification on the Project and therefore this section of the SEP will be updated accordingly.

5 STAKEHOLDER ENGAGEMENT PROGRAM

5.1 Stakeholder Engagement Methods

Stakeholder engagement is a comprehensive procedure that will last the duration of the project. Stakeholder involvement works best when it is started early in the project development process and is a crucial component of early project choices as well as the evaluation, management, and monitoring of the project's environmental and social risks and impacts. Thus, the stakeholder engagement activities for Component2 have already been integrated into project preparation period starting from identification of the prioritized topics to be supported to the design of the financing instrument that will be applied. Information regarding “Engagement Activities for the Identification of Prioritized Topics” and “Engagement Activities for Design of Support Modules and Finance Modules” are provided in Chapter 3.

It will be furthered and this participatory approach will be extended to all phases of the project. TÜBİTAK’s embraced approach for stakeholder engagement will incorporate interactions between designated groups of individuals, offers channels for raising recommendations and grievances from stakeholders, and guarantees that this information is taken into account when project decisions are being made.

The approaches for involving stakeholders that will be implemented during project execution and that seek to maintain stakeholder ownership as well as raise awareness of the project's positive environmental and social impact are described below.

- Project Launch and Closure Meetings
- Official Project Meetings
- Disclosure Meetings and Trainings
- Consultation Meetings
- Digital Communication Tools/Platforms
- Beneficiary Dialogues
- Survey studies
- Grievance Mechanism

Project Launch and Closure Meetings: Multi-stakeholder meetings will be held to announce and disseminate project activities and results, both at the beginning and end of the project life cycle.

Official Project Meetings: Official project meetings will consist of internal meetings to be held at two levels: (i) among the officials of TÜBİTAK’s PIU, and (ii) with World Bank, Implementing Partners (MoTF, MoIT, KOSGEB), and Presidency of Strategy and Budget, TÜBİTAK MAM, Ziraat Bankası, CGF. The representatives of different units of the TÜBİTAK will meet monthly during both the preparation and implementation phase of the Project in order to keep each expert assigned to this Project informed about every aspects/milestones of the project. Also, the Project Implementation Unit will meet weekly to ensure smooth implementation. World Bank, Implementing Partners (MoTF, MoIT, KOSGEB), and TÜBİTAK MAM will meet regularly every month; however, it may also convene extraordinarily upon request from the World Bank or the Ministry. Ziraat Bank and KGF will also be called when there are issues that need to be discussed regarding the process regarding the interaction of beneficiary companies with Ziraat Bank and KGF.

Disclosure Meetings and Trainings: These meetings are informative meetings which will be organized to inform the project stakeholders about the scope and timeline of subproject activities. These events will be organized to reach out the target stakeholders for each subcomponent to raise their awareness regarding the Project and the trainings/supports to be given within the scope of the Project. Most of these meetings will be executed through digital platforms.

Consultation Meetings. Consultation meetings will be conveyed with various stakeholders both during preparation, implementation and post-implementation phase of the Project. Consultation meetings should include all potential stakeholders to be affected by the project activities and all other stakeholders identified throughout the Project life cycle. These include beneficiaries of RDI Support Programmes, representatives of government authorities, NGOs, sectoral associations and international organizations. The meeting minutes and participant lists of the meetings will be recorded. Most of these meetings will be executed through digital platforms. These will include **Lessons Learnt Meetings** which offers collaborative feedback session through which TÜBİTAK will have the opportunity to share the project's accomplishments and failures during the project life cycle while gathering feedbacks from stakeholders. These gatherings are a tool to gather feedback and observations.

Digital Communication Tools/Platforms: The website and social media accounts of the TÜBİTAK, email groups and national/local television channels will be used to inform stakeholders about the important developments of the Project. Electronic publications (Poster, brochure, leaflet, etc.) will be released. These tools will be effectively used in order to lessen the need of face to face meetings.

Grievance Mechanism: There is an existing GM mechanism called TÜBİTAK Information Center-TUBIMER (<https://tubimer.tubitak.gov.tr/tr>). The details of the GM are provided in Chapter 6 of this document. In order for this mechanism to function properly and timely manner, a GM focal point is assigned as part of the PIU to oversee the entire process. The GM focal point will also be responsible for reporting the project's grievance redress process for monitoring purposes. This person will also be responsible to coordinate the grievance mechanism to ensure its smooth functioning within the project by coordinating the grievance mechanism and will provide channels for the project stakeholders to provide feedback on the project activities and/or raise concerns.

Regular Progress Reporting and Ex-Post Project Monitoring Process:

Supported projects by TÜBİTAK, are regularly monitored during the implementation phase of the RDI projects. Progress reports are technically reviewed by evaluators and advancements in the projects are monitored regularly.

Furthermore, TÜBİTAK will develop a model that will allow successive follow-up of the success with regard to Environment and Social outcomes of the projects in different periods **after the project ended such as +1, +3 and +5 years**. This monitoring model will be integrated into the Commercialization Monitoring Process which is already in progress. At the current situation, there is a Commercialization Monitoring Process in order to record the commercialization success of the projects supported by TÜBİTAK within the scope of the industrial R&D projects. Beneficiary firms are obliged to prepare a Commercialization Plan as soon as they submit their final progress report. This plan is expected to include the works and explanations planned to be carried out after the project is completed for the successful mobilization of the RDI results in the market. A Commercialization Monitoring Referee is assigned for each completed RDI project. The economic impact of completed projects is monitored at the end of the first, third, and fifth years by this Monitoring Referee following project completion

through the analysis of Commercialization report submitted by the beneficiary at these mentioned time intervals. Economic impact of previously supported projects is taken into consideration and prioritized during the evaluation process, when the same beneficiary submits new research project proposal to TÜBİTAK.

Environment and Social Monitoring Process will be constructed resembling the Commercialization Monitoring Process in TÜBİTAK which also include strong stakeholder engagement aspects. Those activities will be reported back to the World Bank as also part of the regular E&S monitoring reports.

All information regarding the Project will be made accessible on the TUBITAK, MoIT and World Bank's official websites.

5.2 Overview of Stakeholder Engagement Program

Stakeholder engagement will involve consultations with stakeholders throughout the entire project cycle to inform them about the project, including their concerns, feedback and grievances. Project period has been divided into three Phases:

Design & Preparation Phase: Before the Project officially starts

Implementation Phase: Before the Project officially starts

Post-Implementation Phase: Closure of the Project, Monitoring of the Project Outcomes and Preparation of the Final Documents

The Table 3 below presents targeted stakeholder groups, project phase, communication channels and materials, purpose of engagement activities.

Table 3 Stakeholder Engagement Program

Stakeholder	Project Phase	Communication Channels and Materials	Purpose	Frequency	Responsible Party
World Bank, Implementing Partners (MoTF, MoIT, KOSGEB), and TÜBİTAK MAM, TSE, Ziraat Bankası, CGF	Design&Preparation Implementation Post-Implementation	<ul style="list-style-type: none"> • Official Project Meetings (1) • Project Launch and Closure Meetings (2) 	<ul style="list-style-type: none"> • Creation of a joint design, monitoring and consultation environment 	<p>As needed (1) Once (2)</p>	TÜBİTAK PIU
Industrial Enterprises and Universities/Public Research Organisations, TTOs, TDZs	Design&Preparation Implementation Post-Implementation	<ul style="list-style-type: none"> • Project Launch and Closure Meetings (1) • Disclosure Meetings and Trainings (2) • Consultation Meetings (3) • Digital Communication Tools/Platforms (4) • Beneficiary Dialogues (5) • Survey studies (6) • Grievance Mechanism (7) • Regular Progress Reporting and Ex-Post Project Monitoring Process (8) 	<ul style="list-style-type: none"> • Reaching every potential beneficiary • Keeping informed about all important deadlines, technical capacity building activities • Receiving feedbacks 	<p>Once (1) Every Three Months (2), (3) Continuously (4), (5), (7) As needed Annually after the project has started (6) Every 6 months after the project has started and +1, +3 and +5 th years after the project ended (8)</p>	TÜBİTAK PIU
NGOs	Design&Preparation Implementation	<ul style="list-style-type: none"> • Project Launch and Closure Meetings (1) • Disclosure Meetings (2) 	<ul style="list-style-type: none"> • Reaching every potential beneficiary • Keeping informed about all important deadlines, 	<p>Once (1) Every Three Months (2), (3)</p>	TÜBİTAK PIU

Support the Green Innovation of Firms – Stakeholder Engagement Plan (SEP)

Stakeholder	Project Phase	Communication Channels and Materials	Purpose	Frequency	Responsible Party
	Post-Implementation	<ul style="list-style-type: none"> • Consultation Meetings (3) • Digital Communication Tools/Platforms (4) • Grievance Mechanism (5) 	<ul style="list-style-type: none"> • technical capacity building activities • Receiving feedbacks 	Continuously (4), (5)	
Sectoral Associations	Design&Preparation Implementation Post-Implementation	<ul style="list-style-type: none"> • Project Launch and Closure Meetings (1) • Disclosure Meetings (2) • Consultation Meetings (3) • Digital Communication Tools/Platforms (4) • Grievance Mechanism (5) 	<ul style="list-style-type: none"> • Reaching every potential beneficiary • Keeping informed about all important deadlines, technical capacity building activities • Receiving feedbacks 	Once (1) Every Three Months (2), (3) Continuously (4), (5)	TÜBİTAK PIU
Relavant Ministiries including MoEUCC, MoENR, MoAF, MoT	Design&Preparation Implementation Post-Implementation	<ul style="list-style-type: none"> • Project Launch and Closure Meetings (1) • Disclosure Meetings (2) • Consultation Meetings (3) • Digital Communication Tools/Platforms (4) • Grievance Mechanism (5) 	<ul style="list-style-type: none"> • Keeping stakeholders informed • Providing regular updates • Collecting feedbacks, etc. 	Once (1) Every Three Months (2), (3) Continuously (4), (5)	TÜBİTAK PIU
Vulnerable/Disadvantaged Groups	Design&Preparation Implementation Post-Implementation	<ul style="list-style-type: none"> • Project Launch and Closure Meetings (1) • Disclosure Meetings (2) • Consultation Meetings (3) • Digital Communication Tools/Platforms (4) • Grievance Mechanism (5) 	<ul style="list-style-type: none"> • Reaching every potential beneficiary • Keeping stakeholders informed • Providing regular updates • Collecting feedbacks, etc. 	Once (1) Every Three Months (2), (3) Continuously (4), (5)	TÜBİTAK PIU
Communities in the vicinity of beneficiary	Design&Preparation Implementation	<ul style="list-style-type: none"> • Digital Communication Tools/Platforms (1) • Grievance Mechanism (2) 	<ul style="list-style-type: none"> • Keeping stakeholders informed • Collecting feedbacks, etc. 	Continuously (1), (2)	TÜBİTAK PIU

Support the Green Innovation of Firms – Stakeholder Engagement Plan (SEP)

Stakeholder	Project Phase	Communication Channels and Materials	Purpose	Frequency	Responsible Party
firms	Post-Implementation				
Presidency of Strategy and Budget	Design&Preparation Implementation	<ul style="list-style-type: none"> • Official meetings • Project Launch and Closure Meetings 	<ul style="list-style-type: none"> • Keeping stakeholders informed • Providing regular updates • Collecting feedbacks, etc. 	As needed	TÜBİTAK PIU
MoTF	Design&Preparation Implementation Post-Implementation	<ul style="list-style-type: none"> • Official meetings • Project Launch and Closure Meetings 	<ul style="list-style-type: none"> • Keeping stakeholders informed • Providing regular updates • Collecting feedbacks, etc. 	As needed	TÜBİTAK PIU
Media	Implementation Post-Implementation	<ul style="list-style-type: none"> • Press releases • Audiovisual stories • Project websites • Social Media Channels developed for the Project • TV/Radio • Project e-mail address • Press conferences • Digital communication tools 	<ul style="list-style-type: none"> • To reach our every potential beneficiary • To keep the stakeholders informed • To provide regular updates about the Project 	As needed (Media and other stakeholders will be informed upon milestones of the project)	TÜBİTAK PIU

5.3 Proposed Strategy to Incorporate the View of Disadvantaged/Vulnerable Groups

Every stakeholder, particularly vulnerable groups, will have an equal chance to obtain information, offer suggestions, or file complaints. In the event of a communication breakdown, TUBITAK branches will get in touch with anyone having communication issues.

The disadvantaged and vulnerable group will be informed by specialized methods in order ensure that they are aware of this program and communication tools.

- **New startups:** An e-announcement will be sent regularly to firms located in Technology Development Zones (by means of technopark administration offices) and Technology Transfer Offices.
- **Firms in less developed regions:** Networks of Chambers of Commerces, Chambers of Industry and Development Agencies will be effectively utilized to circulate all information related with Component-2.
- **Firms that just started R&D activities:** There is a specific RDI support mechanism designed for this type of firms in Türkiye, which will be mobilized within the context of the Component-2. TÜBİTAK 1507 “Starting RDI Support Program for SMEs”, which aims to facilitate new entries to RDI ecosystem by supporting SMEs at their initial RDI activities. The first 5 RDI projects of SMEs may be supported by this program, each project having a maximum duration of 18 months.
- **Women-led or women-managed enterprises:** This type disadvantaged groups will be contacted and informed via NGOs. For instance, Turkey Exporters Assembly (TIM) has an established "TIM Women's Council" and The Union of Chambers and Commodity Exchanges) has established Province Women Entrepreneurship Council. Via these governance mechanisms, NGOs aim to solve the problems encountered by women entrepreneurs and exporters in the business world. Their network is planned to be utilized to include women-led or women managed enterprises’ projects more effectively.
- **Firms with limited internal R&D capacities:** For the prioritized R&D and innovation topics identified, R&D and innovation supports will be provided to SMEs and large-scale companies together with universities and public research institutions by TUBITAK within the scope of the World Bank Green Industry Project through three RDI support modalities. One of them is named as “Demand Driven Industrial RDI projects (technology provider & end user, industry-university)”. For those firms who do not have internal RDI capacity to develop technological solutions for green transformation, two of the existing support programs of TEYDEB will be utilized for partnerships between technology user and technology providers.
 - **TÜBİTAK 1707 Procurement Based R&D Program** aims to facilitate the collaboration of technology providers and end users. Through this program, technology provider SMEs transform their solutions into outputs with commercial value by collaborating with the customer enterprises. The partnership of customer enterprises and SMEs in the technology development project will both increase their cooperation on green technologies and enable more effective transition of R&D outputs into green industrial processes. **Customer enterprises, whether it is an SME or a large scale firm, and at least one technology provider SME jointly apply** for this support program. It is expected that this model will increase the effectiveness of the national innovation system in green technologies and green growth of the

industry; as well as directly contribute to the co-creation, dissemination and exploitation of green technologies in industry.

- **TÜBİTAK 1505 University-Industry Cooperation Support Program** aims to contribute to the commercialization of knowledge and technology in universities, research infrastructures, public research centers and institutes; by transforming them into innovative products/processes and transferring them to the industry. Both large scale companies and SMEs may take place in projects as the end-users of R&D results. The industrial organisations, taking part in projects, shall be residing in Türkiye and commit to implement the project results in Türkiye.

5.4 Information Disclosure

An open, inclusive and transparent process of engagement and communication will be undertaken by TUBITAK to ensure that stakeholders are well informed about the proposed development. Information of the Project will be disclosed as early and as comprehensively as possible.

TUBITAK PIU, as part of the stakeholder engagement, will disclose following information and documentation regarding the Project as follows:

- Stakeholder Engagement Plan (SEP),
- Labor Management Procedure (LMP),
- Environmental and Social Management System (ESMS),
- Environmental and Social Commitment Plan (ESCP),
- Project description and updates regarding the implementation progress of the Project,
- Summary of conclusions from the consultative meetings and public discussions held, and
- The Grievance Redress Mechanism (GRM) and its objectives.

The current TUBITAK website (https://www.tubitak.gov.tr/tr/destekler/sanayi/ulusal-destek-programlari#destekler_sanayi_ana_sayfa_akordiyon-block_1-0) is being used to disclose project documents, including in both Turkish and English. TUBITAK has created a webpage on each type of project application. All future project related environmental and social monitoring reports, listed in the above sections will be disclosed on <https://arbis.tubitak.gov.tr/> . All information documents will be posted on the website.

Furthermore, networks of Technology Development Zones, Technology Transfer Offices, R&D and Design Centers of Firms, Chambers of Commerces, Chambers of Industry and Development Agencies will be effectively utilized to circulate all information related with Component-2.

TUBITAK online application system (PRODIS) is used to submit a project to TUBITAK. The blank project application document will be browsed to see all the information needed for the project proposal, and by using this document, the contents created on a computer can be copied into the appropriate fields in PRODIS via link [TÜBİTAK TEYDEB Proje Değerlendirme ve İzleme Sistemi - PRODİS \(tubitak.gov.tr\)](#).

Additionally, monitoring of the progress of the projects supported during the funding phase and after the project finishes will be achieved. Informative emails or notifications will be sent to the firms who are included in the list of approved companies. That list includes the companies who is currently in the implementation phase or already implemented a project that was financed by TUBITAK.

5.5 Future Phases of Project

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the Stakeholder Engagement Plan and the grievance mechanism.

TUBITAK will update its official website regularly with key project updates and reports on the project's environmental and social performance. The website will also provide information about the grievance mechanism for the project. Visual material will be used in consultation meetings. Written information will be prepared by TUBITAK and disclosed to the public.

5.6 Citizen Engagement

The project will include a citizen-oriented design. Several citizen participatory activities are being considered. The project may carry out a participatory needs assessment (such a focus groups or surveys): research-oriented firms and start-ups (including vulnerable/disadvantaged firms), who are potentially eligible for the project support, shall receive information about the project and be able to provide feedback on the design of the reimbursable finance provided TUBITAK.

During implementation, as a part of stakeholder engagement activities, TUBITAK will carry out regular dialogues with beneficiary enterprises to provide them an opportunity to voice their challenges, needs and priorities regarding the reimbursable finance support. These dialogues can also serve as beneficiary feedback mechanism by enabling firms to provide feedback on the reimbursable finance's functionality (ease of access, transparency, etc.). This feedback can help improve the implementation of Components 2.

The project will also carry out annual beneficiary surveys. The results of the surveys will be shared during stakeholder engagement activities, and actions to address the feedback will be included in the project implementation activities ("closing the feedback loop"). The suggested beneficiary feedback indicator is "Share of enterprises that report financing reflecting their needs."

6 RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

6.1 Management Functions and Responsibilities

TÜBİTAK will carry out the Component 2 of the Project. TÜBİTAK has the required experience and is in charge of implementing the stakeholder engagement activities.

Monitoring and reporting regarding Stakeholder Engagement will be executed by a dedicated **"Stakeholder Engagement Team"** composed of Communications Specialist from Corporate Communications Department and GM expert (focal point), expert from Department of Science, Technology and Innovation Policy (focal point), and one expert from each Technology Group Coordinatorships under the Directorate of Technology and Innovation Support Programs (TEYDEB) which are sub-groups responsible for managing the support mechanisms in the sub fields/sectors. Technology Group Coordinatorships planned to be involved in Stakeholder Engagement team are composed of:

- Machinery, Manufacturing Technologies Group
- Material, Metallurgy and Chemical Technologies Group
- Electrical and Electronic Technologies Group

- Information Technologies Group
- Biotechnology, Agriculture, Environment and Food Technologies Group
- Transport, Defense, Energy and Textile Technologies Group (The official name of the group is like this but, Defense is excluded in this project)
- Priority Technology Areas Support Group (responsible for Industry Innovation Networks-SAYEM)

Stakeholder Engagement team will work closely with the **“Monitoring and Evaluation Team”** in the TÜBİTAK PIU. Monitoring and Evaluation Team for Component-2 will be composed of senior experts from the Department of Science, Technology and Innovation Policy (including the focal point), senior experts and head of financial audit and contracts manager from the TÜBİTAK TEYDEB (including the focal point) and one senior expert from the Department of Strategy Development.

Stakeholder Engagement team’s role is to track, document, and communicate the progress and results with regard to the Stakeholder Engagement Plan. They will also contribute to the monitoring the overall progress with regard to the supported RDI projects.

TÜBİTAK will be responsible to ensure stakeholder engagement and grievance management throughout the Project lifetime for Component 2. TÜBİTAK PIU will be in charge of the following activities:

- Constantly coordinate on all aspects related to the implementation of this SEP according to ESS1 and ESS10,
- Review resources in place, identify and communicate needs for additional resources dedicated to stakeholder engagement and grievance management activities,
- Monitor the Grievance Database and inform MoIT and World Bank on the process of addressing grievances received,
- Maintain constant connection with beneficiaries in order to identify potential Project risks at an early stage,
- Periodically update the list of stakeholders as new stakeholders are identified for the Project,
- Periodically update the Stakeholder Engagement Plan as the Project progresses (quarterly),
- Inform following each stakeholder engagement activity to agree on any actions which require follow up and coordination with additional institutions for implementation,
- Coordinate and agree on the content of reporting to external Project stakeholders.

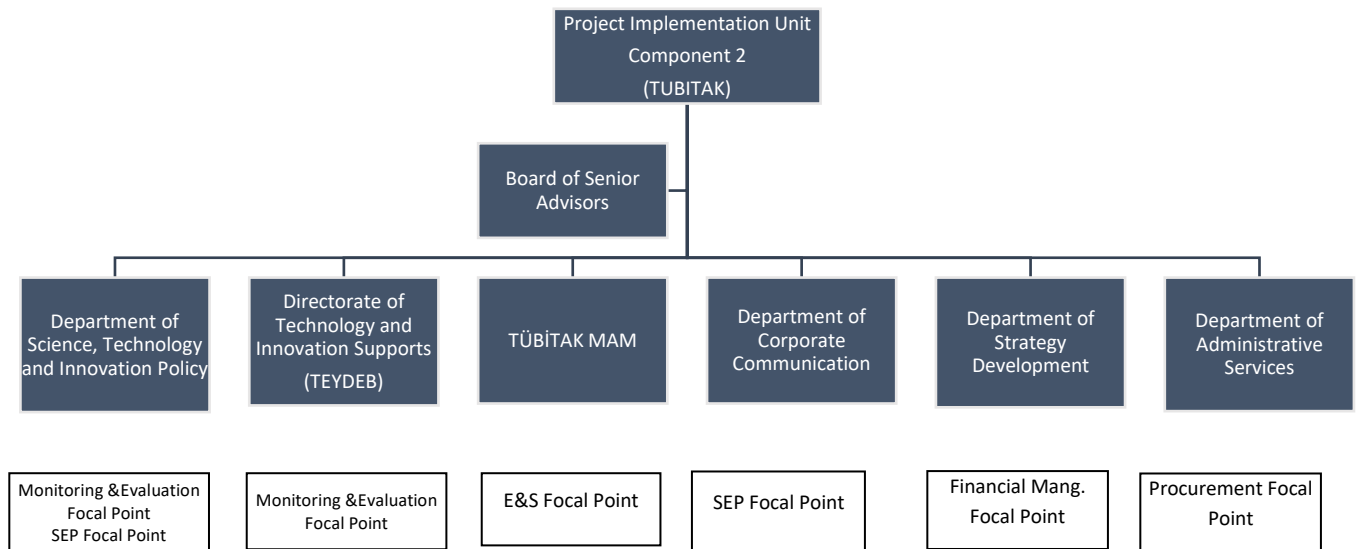
TÜBİTAK PIU will conduct official project meetings regularly every week and disclosure meetings monthly to review the recent advancements in the project in a detailed manner. These will be conducted in each phase of the project namely Design & Preparation, Implementation and Post-Implementation Phases until all of the outcomes targeted are achieved. Trainings will be planned for the TÜBİTAK PIU staff. This approach will help ensuring that every official in the PIU is at the same level of knowledge about the expectations from the project and the opportunities to be offered to the beneficiaries and will provide a consultation environment on the problems and solution proposals experienced throughout the implementation process.

The implementation of this SEP is the overall responsibility of TÜBİTAK. TÜBİTAK will closely liaison with other relevant institutions, governmental bodies, affected communities and individual as well as with other stakeholders to engage with them and ensure full disclosure of information and documents as defined by this draft SEP.

The Project has multiple stakeholders from government, private sector, research sector and NGOs involved in the research and innovation eco-system in Türkiye and relevant to the Project. The stakeholder risk is moderate and therefore activities will be focused on the need to coordinate with multiple stakeholders throughout the Project period.

At this stage, general structure of TÜBİTAK’s PIU organizational chart is roughly like defined in Figure 1. The final structure will be added to the final SEP together with roles and responsibilities regarding engagement process, when it becomes available. The staff of PIU will be assigned from existing human resources by TUBITAK and hired externally. A Board of Senior Advisors is planned to be established chaired by the President of TÜBİTAK for high-level guidance and consultation throughout the whole life cycle of the Project Component-2.

Figure 1 Component 2 Project Implementation Unit’s General Structure



6.2 Resources

TUBITAK PIU will oversee stakeholder engagement activities. The budget required for implementing the stakeholder engagement plan over project duration will be allocated and used for conducting the above specified activities with different stakeholders and for communication and visibility activities.

It is assumed that all the activities will be conducted by use of human resources of TUBITAK, in addition to the subcontractors that will be contracted for the communication campaigns and environment and social monitoring purposes. The table below indicates some operational expenditures planned to be carried out by project budget.

Table 4 Operational Expenditures

Budget categories	Unit costs (USD)	Resource	Total (USD)
1. Communication campaigns			
Subcontract for promotion of project (digital communication activities, etc)	250,000	World Bank – financed project budget	250,000
Events venue cost (250 participants)	25,000 (Per event)	World Bank – financed project budget	250,000
Cost of experts for independent review and advisory services	50,000 (Per year)	World Bank – financed project budget	250,000
2. Supporting Staff			
Communication and stakeholder expert (1 expert-5 years duration)	30,000 (Per year)	World Bank-financed project budget	120,000
2. Equipment for personnel who will be dealing stakeholder activities			
Computers, printers	5000 (per printer) 1500 (per computer)	World Bank - financed project budget	17,500
PIU office stationery consumables	1,000	World Bank – financed project budget	1,000
3. Other contingency expenses			
	2,000	World Bank project budget	2,000
Total			890,500

7 GRIEVANCE MECHANISM

The main objective of a Grievance Redress Mechanism (GRM) is to assist to resolve complaints and grievances in a timely, effective and efficient manner that satisfies all parties involved. Specifically, it provides a transparent and credible process for fair, effective and lasting outcomes. It also builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions. Specifically, the GRM:

- Provides affected people with avenues for making a complaint or resolving any dispute that may arise during the course of the implementation of projects.
- Ensures that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants; and
- Avoids the need to resort to judicial proceedings.

7.1 TUBITAK's Grievance Redress Mechanism for the Project

TUBITAK is already maintaining a Grievance Redress Mechanism (GRM) called TÜBİTAK Communication Center (<https://tubimer.tubitak.gov.tr/tr>). Any grievances that may occur during the project will be addressed thanks to the present Grievance Redress Mechanism in TÜBİTAK. Attention will be paid that such responses to the grievances are satisfactory for stakeholders and activities after grievance can be followed and the complainant are to be informed about the outcomes of the corrective activities.

The TÜBİTAK Communication Center (TÜBİMER) was established in 2017 in order to ensure that the communication channels in the processes carried out by TÜBİTAK can be managed from a single center and to increase the efficiency of the processes. With the establishment of TÜBİMER, it was aimed to provide the Institution with a fast and effective communication infrastructure with its stakeholders, to ensure institutional responsiveness, and to identify in-house improvement opportunities.

There is a separate governance mechanism named as the Department of TÜBİTAK Communication Center acting under the Directorate of Corporate Communications of TÜBİTAK. Within the framework of the Right to Petition and Obtaining Information legislation, all feedback and requests sent to our Institution by our stakeholders via the TÜBİMER Online System, the Presidential Communication Center (CIMER) gate and our call center are shared with our relevant units and are meticulously evaluated and answered by this Department.

The processes for responding to and closure of the applications received through the TUBIMER Online System, the Presidential Communication Center (CIMER) gate and the call center will be explained below, respectively.

A. TÜBİTAK Communication Center's Online System

The TÜBİMER Online System has been established to receive and manage stakeholder requests and opinions in an electronic environment over a single system. This online system aims to unify the submission and review procedures for real and legal people to TÜBİTAK, such as "Acquiring Information," "Comment/Suggestion," "Complaint," and "Objection," to be managed in a registered way in an electronic setting through a single system. An existing form for "Complaints" is provided as an example in Annex-2 from TUBITAK's online grievance system.

With the establishment of TÜBİMER Online System;

- Increasing the efficiency of the processes by ensuring that the communication channels in the processes carried out by TÜBİTAK can be managed from a single center,
- Having a fast, agile and effective communication infrastructure with stakeholders,
- Ensuring institutional responsiveness,
- Identifying improvement opportunities in internal processes

were targeted.

Stakeholders can submit their applications to TÜBİMER Online System after the required identity verification stages and the application in question is answered directly by Department of TÜBİTAK Communication Center if there is no need for the evaluation of any unit (like for general information requests for support programs). In cases where the opinion of a unit other than TÜBİMER is required regarding the application, the application is directed to the Directorates of Support Programs or to relevant TÜBİTAK unit through the TÜBİMER Online System. The final feedback to the stakeholder is provided by Department of TÜBİTAK Communication Center while considering contributions received from TÜBİTAK's Directorates of Support Programs.

Since all the Access to Information applications submitted to TÜBİTAK are answered under the coordination of Department of TÜBİTAK Communication Center;

- It is ensured that the applications are processed within the scope of the time and limitations determined within the scope of the Law No. 4982 on the Right to Information, and in this respect, it is aimed that the applications are processed in a legal, accountable and predictable manner.
- Different responses to information requests and complaints within the same scope are prevented, thus ensuring that the actions and transactions of our Institution are consistent.
- With their complaint applications, the applicants can also have information about the administrative action and/or the reasons for the establishment of the action. Thus, the distance between the administration and the citizen is shortened, TÜBİTAK's ability to function in a transparent, responsive and accountable manner is improved.
- In case the opinions, directions and objections received from the stakeholders focus on any issue; it ensures that the issues that stakeholders want to be corrected can be detected and intervened earlier, thus contributing to an effective and participatory management goal.
- Since all correspondence and transactions regarding the applications are carried out through the TÜBİMER Online System, it would be possible to track the trends regarding stakeholders statements and requests.

Before the establishment of TÜBİMER, within the scope of the Access to Information Law No. 4982 and the Law on the Use of the Right to Petition 3071, the applications were resolved separately in the relevant units, but with the establishment of TÜBİMER, they became coordinated by a single center.

In addition, an institutional process has been established for the processing of the petitions/applications regarding "Objections". Since 2017, the processing of petitions/applications regarding "Objections" are followed under separate legislation namely "Regulation on Objections to the Application and Evaluation Processes of the Support Programs Managed by TÜBİTAK". The process regarding the objection mechanism is explained in more detail below.

Objection Mechanism of TÜBİTAK:

In 2017, our institution accepted and published the “Regulation on Objections to the Application and Evaluation Processes of the Support Programs Managed by TÜBİTAK”. An “Independent Objection Evaluation System” has been established within our institution which includes of an objective evaluation mechanism independent of the Directorates of Support Programs in TÜBİTAK.

By this way, the following objectives were also desired to be achieved.

- Strengthening the perception of objectivity and impartiality among stakeholders regarding TUBITAK project evaluation processes
- Making it possible to compensate for the errors that may arise in the project evaluation processes
- Benefiting from the criticisms voiced by the stakeholders regarding the project evaluation processes in the improvement of the project evaluation processes

Stakeholders who applied to the scholarship and RDI support programs run by TÜBİTAK and were rejected after the evaluation process of project proposal, send their Objections through the TÜBİMER Online System. These applications are processed and evaluated within the framework of the aforementioned Regulation.

The “Independent Objection Evaluation System” is composed of two governance bodies: the TÜBİTAK Objection Review Commission and the TÜBİTAK Objection Evaluation Board. Applicants submit their objection applications to TÜBİMER after the necessary identity verification and document upload stages, and the said objection applications are first reviewed by TÜBİTAK Objection Review Commission (Commission) to be checked in terms of scope and form, and then they are send to TÜBİTAK Objection Evaluation Board (Board) to be evaluated in terms of content.

The commission consists of one manager representing each support unit of TÜBİTAK and the activity subject to the objection application, and it checks:

- Whether the objection applications are within the scope of the relevant Regulation,
- Whether the objection applications are made within the period specified in the Regulation (15 days from the notification of the activity subject to the objection to the relevant person (written or electronic notification)

The Commission does not make any assessment regarding the content of the objection application.

TÜBİTAK Objection Evaluation Board consists of a total of nine members who have knowledge and experience about TÜBİTAK’s support processes. There are five members from academicians’, one member from industry, one lawyer and two representatives of the Presidency of TÜBİTAK.

The feedback and decision of the Board is notified to the applicant in both writing and electronically.

After the appeal is received, a rapporteur is determined by the Chairman of the Board from among the members of the Board or the employees of the Board secretariat to examine the objection application. The rapporteur evaluates the information, documents, evidences and presents the final examination report to the Board. If deemed necessary, electronic or written information, documents and explanations regarding the objection application are requested from the relevant Department of Support Programs. Depending on the final decision of the Board, the Board have the right to request re-evaluation of the project proposals subject to the objection by the Department of Support Programs of TÜBİTAK. There is no scientific evaluation of the project proposals within TÜBİMER, only the

objection applications are evaluated with the aspects specified in the relevant Regulation, checked if grounds for objection include concrete and measurable issues within the framework of the criteria.

B. CİMER Gate

Presidential Communication Center (CİMER) Gate refers to the platform created in Türkiye in 2006 for the purpose of processing, evaluating, concluding complaints, requests, opinions and suggestions and giving a quick response to the citizens. Information requests, complaints, requests, opinions and suggestions can be sent to all public institutions and organizations in Türkiye via CİMER, and TUBİTAK can be accessed by all its stakeholders through CİMER.

According to Directorate of Communications of Presidency of the Republic of Türkiye, if the subject of the application to CİMER contains a specific request, complaint or notice, the related institutions has to give a definite positive or negative answer within 30 days. If the subject of the application to CİMER is an information and/or document request in accordance with the Law No. 4982 on the Right to Information, the response time is 15 working days.

CİMER operates under the Presidency's Directorate of Communications and serves as the official state tool to receive requests, complaints, compliments and inquiries for information from the public. The applicants can communicate their requests (such as suggestions, complaints, compliments, inquires for information or whistle-blower complaints) to the Presidency through the communication channels given below.

There are three different ways to express their complaints, suggestions and requests through the Presidential Communication Center, CİMER:

1-Firstly, an application can be made using the CİMER Application Form on the official website of the Presidency (<https://www.cimer.gov.tr>).

2-Their suggestions and complaints can be sent to the Presidency via the CİMER link on the E-Government portal and on the TÜBİTAK's homepage.

3-Phone application can be made with dialing 150.

CİMER applications related to TUBİTAK activities are primarily directed to our Institution by the Ministry of Industry and Technology of the Republic of Turkey, and the response of CİMER applications regarding our Institution is coordinated by Department of TÜBİMER in TÜBİTAK. While a CİMER application is being processed, it is first determined whether a unit other than TÜBİMER needs to be consulted. In case there is no need to consult a different unit, CİMER applications are answered directly by TUBİMER. Otherwise, after receiving the opinions, considerations and evaluations of the relevant unit/units, CİMER applications are answered by TUBİMER in line with the contributions received from other TÜBİTAK units.

The mission of CİMER is to provide resources for policies to be formed by receiving the opinions, complaints and suggestions of citizens about government works and actions and transactions of public administration. With CİMER, it is aimed to process and respond to applications as soon as possible, to carry out all procedures related to the application in an automation system, to receive statistical reports on applications and to control the entire process from a single center. In addition, it is aimed to use the petition and information rights, which are among the constitutional rights of CİMER, faster and easier.

C. Application to TÜBİTAK Call Center

TÜBİTAK Call Center, which was established in 2014 in order to provide faster and more effective communication with academics, researchers, students and other stakeholders, provides service over the 444 66 90 line. Our Call Center operates to respond effectively and quickly to all kinds of information, assistance, opinions, suggestions and complaints about TÜBİTAK's support programs, scholarships, competitions and publications.

Through the TÜBİTAK Call Center, information and guidance support is provided on scholarship and support programs, competitions, project application, evaluation and conclusion stages, the use of TÜBİTAK Business Application Software, TÜBİTAK popular science publications, and e-sales and subscription processes of these publications.

In order to maintain and increase the service quality of the TÜBİTAK Call Center, various trainings are provided to the TÜBİTAK Call Center personnel on a regular basis in order to provide quick and effective feedback on the subjects that our stakeholders want to learn about, and the hardware and software equipment used by the personnel are updated in the light of technological developments.

Specific training will be provided to the TÜBİTAK Call Center employee in order to ensuring that everyone is at the same level of knowledge about the expectations from the World Bank Green Industry Project Component-2 and the opportunities to be offered to the beneficiaries.

7.2 Reporting and Monitoring of Grievances of Stakeholders

All these channels will be actively used throughout the life cycle of the Project. TÜBİTAK PIU will keep a record of all grievances in a grievance log prepared by Department of TÜBİMER, and is required to work with the Project Management if necessary to resolve grievances. Department of TÜBİMER is a member of TÜBİTAK PIU and Head of Department of TÜBİMER is the focal point for grievances responsible for World Bank Green Industry Project. PIU will report grievances to the World Bank on a quarterly basis throughout the Project.

Detailed information on the GMs that will be utilized for World Bank Green Industry Project will be prepared and all stakeholder institutions and organizations will be informed about this mechanism with proper announcements on TÜBİTAK's website and social media accounts.

*Table 5 Timeframe for the Respond and Resolve of Grievances**

Methods	Closure Time
Application TÜBİMER Online System	<ul style="list-style-type: none"> • Within 30 days for "Acquiring Information," "Comment/Suggestion" and "Complaints" • Within 75 days for "Objections".
Application to CİMER	<ul style="list-style-type: none"> • Within 30 days for the specific request, complaint or notice according to Directorate of Communications of Presidency of the Republic of Türkiye • Within 15 working days for an information and/or document request in accordance with the Law No. 4982 on the Right to Information
Application to TÜBİTAK Call Center	<ul style="list-style-type: none"> • Instantly • Within 15 working days for resolving the grievance (only if there is an extra process to address the grievance due to compelling reasons)

Methods	Closure Time
Sending direct e-mail to the PIU Members	<ul style="list-style-type: none"> • Within 2 working days for responding the grievance • Within 15 working days for resolving the grievance (only if there is an extra process to address the grievance due to compelling reasons)

* Law on the Right to Petition 3071 (1984) and Law on the Right to Information 4982 (2003) form the basis for all grievance mechanisms.

7.3 TUBITAK Grievance Redress System for Staff

Personnel have the right to submit suggestions, express concerns and grievances related to the workplace, and to file complaints and lawsuits due to the administrative actions and procedures applied to them by their managers or the workplace.

Mainly, all information requests, opinions, suggestions and complaints about TUBITAK are processed through the TUBIMER Online System (<https://tubimer.tubitak.gov.tr/en>), and employees of our Institution can make applications and thereby raise their concerns through that online system. The applications submitted by the employees through the TUBIMER Online System are evaluated by the relevant units of our Institution and the applicants are responded. Thus, it is aimed to increase the efficiency of the TUBITAK's processes and the operations of our executive units can be controlled.

Via TUBIMER Online System four type of application can be made, which are "Information Request", "Opinion/Suggestion", "Complaint" and "Objection". When TUBIMER Online System became operational on October 16, 2017, the employees were informed about TUBIMER Online System through our Institution's website, e-mails and presentations. In addition to this, new employees of our institution are also informed about the TUBIMER Online System within the orientation programs.

Besides, all citizens of the Turkish Republic, as well as TÜBİTAK employee are entitled to apply Turkish Grand National Assembly and the public authorities by written petition, in respect to their requests and complaints, in accordance with the Article 3 of the Law on Use of the Right to Petition (Official Gazette dated 01.11.1984 and numbered 3071). Applications and complaints can also be made in writing, starting with the nearest manager, and if an employee has a grievance about the manager, then the complaint is submitted to the next manager in line. And if necessary, all staff has right to fill petition and submit it to TUBITAK Human Resources Department. Petition is assessed by the relevant department together with Human Resources Department and necessary measures are taken under TUBITAK Human Resources Regulation¹ and Enterprise Collective Bargaining Agreement² which regulates the working conditions of government employees by negotiation between Employees' Trade Union and Employers' Trade Union by which TÜBİTAK is represented according to the Law no. 6356 on Trade Union and Collective Bargaining Agreements.

Complaints about ethical issues such as sexual abuse/harassment received from TUBITAK employees (including PIU) are evaluated by paying attention to the confidentiality of employee information. This type petition is assessed by TUBITAK Human Resources Department and necessary measures are taken according to TUBITAK Human Resources Regulation (Chapter 10) and Article 47 and Article 48 of the Enterprise Collective Bargaining Agreement which defines a "Board of Discipline" and "Penalties and Offenses".

¹ https://www.tubitak.gov.tr/sites/default/files/tubitak_ik_yonetmeligi-242_bk_islenmis_hali.pdf

² https://tubitak.gov.tr/sites/default/files/26723/19_donem_toplu_is_sozlesmesi.pdf

Last but not least, there is the “Appeals Board” mechanism, where employees can voice their problems related to human resources practices. It is the Board that meets to evaluate the objections to be made by the personnel regarding the practices within the scope of the “TÜBİTAK Personnel Recruitment, Appointment, Promotion and Title Change” Application Principles. Employees can convey their requests regarding Human Resources practices through Human Resources Information System. Requests are responded and finalized after being discussed at the Appeal Board meetings.

7.4 World Bank Grievance Redress System

Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance mechanisms or the WB’s Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB’s independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank’s attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank’s corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>.

Project affected communities or individuals can also raise their grievances to the World Bank Independent Inspection Panel (IIP). This panel determines whether the person or communities that made the complaint were harmed because of the breach of one or more of the WB’s performance criteria. The panel can directly convey its concerns about the received complaints to the WB. At this stage, WB would have an opportunity to respond to the complaints.

8 MONITORING AND REPORTING

Stakeholder engagement activities will be monitored periodically and reported in project progress reports biannually to MoIT and World Bank. Monitoring and reporting regarding Stakeholder Engagement will be executed by a dedicated Stakeholder Engagement team with composition stated in Chapter 6.

Stakeholder Engagement team’s role is to track, document, and communicate the progress and results with regard to the Stakeholder Engagement Plan. They will also contribute to the monitoring the overall progress with regard to the supported RDI projects.

Stakeholder engagement should be monitored and reported by TÜBİTAK throughout the entire life cycle of the project, which will involve:

- Updates of the stakeholder list;
- Sufficient resources to undertake the stakeholder engagement
 - Official Project Meetings
 - Disclosure Meetings and Trainings:
 - Consultation Meetings
 - Digital Communication Tools/Platforms
 - Beneficiary Dialogues
 - Survey studies
 - Grievance Mechanism

- Summary reports of the activities done by utilizing the engagement tools (including critical issues discussed, raised during the consultations) and records on attendance registers (sex disaggregated) and type of stakeholders engaged;
- Processes through which the feedbacks are integrated to the project implementation
- Inclusivity of Disadvantaged & Vulnerable Individuals or Groups;
- Records of all grievances received and dealt with;
- Statistics on grievance subjects (disaggregated data: gender, province, category of grievance, status of the grievances [closed, pending, resolved,..], etc.);
- Status of grievances (open/closed); and
- Average grievance resolution times.

In line with international best practices stipulated by the ESS10, the Project is committed to providing stakeholders with Project information on a regular basis throughout Project design&preparation, implementation and post-implemantation phases.

Report contents will be adopted according to the type of stakeholders. TÜBİTAK PIU not only will prepare technical progress reports to be presented to World Bank but also will prepare non-technical progress reports including success stories from the project which will shared with the public.

Furthermore, a midterm survey on Stakeholder Engagement will be conducted by TUBITAK PIU to seek feedback from the beneficiary firms to measure the state of meeting their expectations with the Project. The updated procedures in accordance with the feedback received will also be communicated with the stakeholders through TÜBİTAK's official website and social media accounts.

Documentations of the stakeholder engagement activities will be kept in the archive of the MoIT and TUBITAK. Progress for the stakeholder engagement activities will be reported and discussed in the TÜBİTAK PIU monthly.

Throughout the Project life, TÜBİTAK will proceed communicating with relevant stakeholders as identified in Stakeholder Engagement Program. Any additional stakeholders identified during the life of the Project will also be added to the stakeholder lists and communication with them will be initiated accordingly.

ANNEX: About The Scientific and Technological Research Council of Türkiye

The Scientific and Technological Research Council of Türkiye (TÜBİTAK) is the leading agency for management, funding and conduct of research in Türkiye. It was established in 1963 with a mission to advance science and technology, conduct research and support national research and innovation ecosystem. Being related to the Ministry of Industry and Technology, TÜBİTAK is an autonomous institution and is governed by a Management Board whose members are selected from prominent scholars from universities and industry.

TÜBİTAK has a key role in the institutional set-up of the R&D sector in Türkiye as it is the main funding authority in the STI field for both academy and industry; in addition to its responsibility to coordinate with Presidency's Policy Councils in line with national priorities and to contribute by providing support tools to realize STI policies.

TÜBİTAK also has the responsibility to establish research centers and institutes in strategic areas to strengthen the technological infrastructure of the country. It manages two research centers – Marmara Research Center (MAM) and Informatics and Information Security Research Center (BİLGEM) - and nine R&D research institutes and facilitating units comprised of 5200 research personnel. Within the TÜBİTAK's Marmara Research Center, in order to support the industry by transferring the know-how and technologies in green technologies, a dedicated Directorate namely "Climate Change and Sustainability" has been established building upon existing research infrastructures and human resources. The Directorate conducts research at Technology Readiness Levels (TRL) between TRL 5 or 6 and 9, targeting technological innovation that is closer to industrial applications and the market.

Considering the management of R&D support, TÜBİTAK has well qualified and competent human capital of 267 experts, 82% of which has graduate degrees and approximately half of which is engaged in Technology and Innovation Support Programs for private sector. Technology and Innovation Support Programs Directorate currently monitors 3.312 Industry Oriented R&D and Innovation projects with a budget of 4.66 billion TL (2022 Fixed Prices) in which 2729 firms (+ 64 universities) are involved.


TÜBİTAK has been one of the earliest institutions in Türkiye which announced Guidance Document of prioritized RDI topics for its support programs in order to fulfill our country's obligations arising from the Paris Climate Agreement. "Prioritized R&D and Innovation Topics within the Scope of Green Deal Agreement Compliance" is published at the beginning of the year 2021. Projects focusing on green growth topics are prioritized and co-creation models of high technology platforms and industrial innovation networks are mobilized. In the last 2 years, 20% of R&D and innovation project supports have been given in the fields of green technologies.

Within TÜBİTAK's capacity of working in coordination with all the stakeholders of national research and innovation ecosystem, it has a dedicated STI Policy Department experienced in competency analysis of ecosystem actors, impact analysis, drafting policy documents as well as technology prioritization and roadmapping studies including the ongoing Green Growth Technology Roadmap.

ANNEX-2 Sample Form of the TUBITAK’s Grievance Redress Mechanism for the Project

Examples of forms are provided below from TÜBİTAK’s Communication Center’s Online System.

Form of Complaints:

English ▾

📄 **Complaint** APPLY APPLICATIONS ACCOUNT LOG OUT

Applicant

Statement

Response Channel

Preview

Confirm

You can share with us your opinions and suggestions regarding all TUBITAK projects, support activities, awards, scholarships and events.

Turkish ID No

Name

E-Mail

Province

Address

Surname

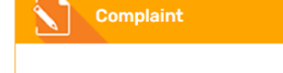
Phone

District

Post Code

You may edit your information [here](#).

✔ Save Draft Next Page

English ▾

📄 **Complaint** APPLY APPLICATIONS ACCOUNT LOG OUT

Applicant

Statement

Response Channel

Preview

Confirm


The Subject of Complaint

Statement*

1800 characters left.

Do you wish to upload a file?

✔ Save Draft Previous Page Next Page

 **Complaint** APPLY APPLICATIONS ACCOUNT LOG OUT

Applicant Statement Response Channel Preview Confirm


The Subject of Complaint


Support Programs and Fellowships
Informatics and Information Security Center (BİLGEM)
Marmara Research Center (MAM)
R&D Support Departments
Systems and Procedures
Other
TÜBİTAK Presidency

1800 characters left.

Do you wish to upload a file?

✓ Save Draft Previous Page Next Page

 **TÜBİMER**
TÜBİTAK İLETİŞİM MERKEZİ English

 **Complaint** APPLY APPLICATIONS ACCOUNT LOG OUT

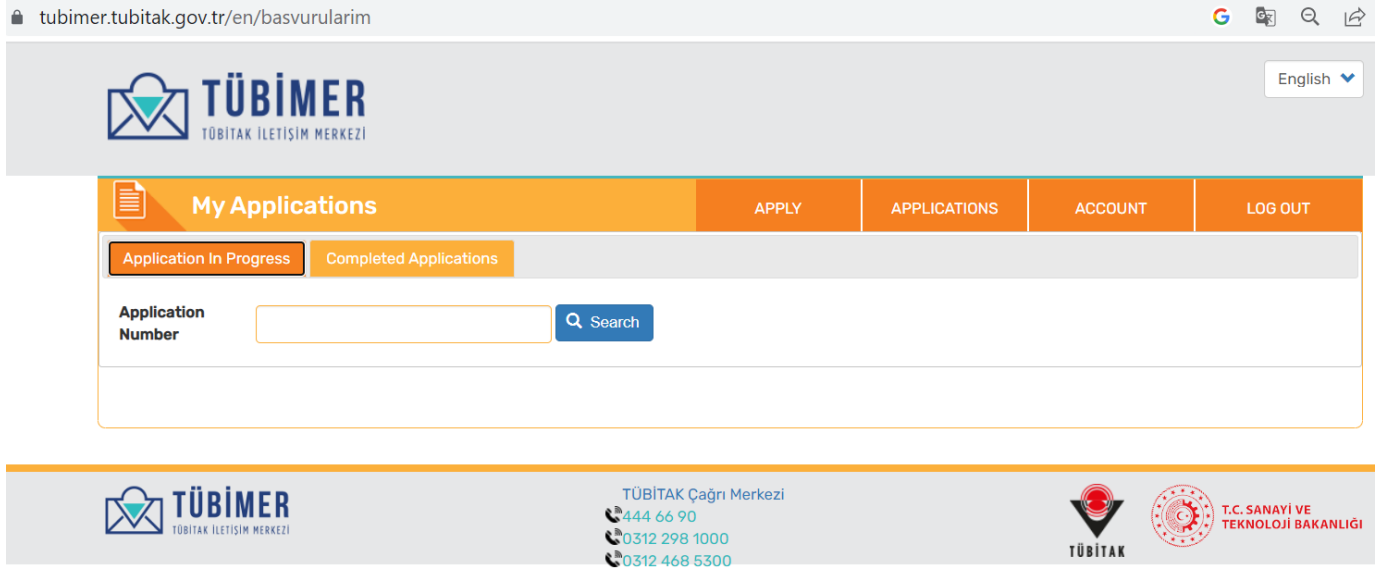
Applicant Statement Response Channel Preview Confirm

Preferred Response Channel

E-Mail
 SMS
 I have read and accepted the [Responsibility text](#)*

✓ Save Draft Previous Page Preview

All applications can also be followed through the beneficiaries' online account:



The screenshot displays the TUBIMER online account interface. The browser address bar shows the URL: tubimer.tubitak.gov.tr/en/basvurularim. The page header includes the TUBIMER logo (TUBITAK İLETİŞİM MERKEZİ) and a language dropdown menu set to 'English'. The main navigation bar contains the following links: 'My Applications', 'APPLY', 'APPLICATIONS', 'ACCOUNT', and 'LOG OUT'. Below the navigation bar, there are two tabs: 'Application In Progress' (active) and 'Completed Applications'. A search bar is present with the label 'Application Number' and a 'Search' button. The footer section includes the TUBIMER logo, contact information for the TUBITAK Çağrı Merkezi (444 66 90, 0312 298 1000, 0312 468 5300), and logos for TUBITAK and the Ministry of Industry and Technology (T.C. SANAYİ VE TEKNOLOJİ BAKANLIĞI).