

**Country/Region/Global: Turkey/RBEC**  
**Initiation Plan**

**Project Title:** **SDG Investment Initiative for Operationalizing the SDG Investor Map Turkey**

**Expected UNDAF/CP Outcome(s):** Outcome 4.1: By 2025, governance systems are more transparent, accountable, inclusive and rights-based with the participation of civil society, and quality of judicial services is improved.

**Expected CPD Output(s):** Output 4.5: Capacities of local and national actors developed for enhanced coordination, financing/ analysis of progress towards the Sustainable Development Goals

**Initiation Plan Start/End Dates:** 01 October 2021 – 30 April 2022

**Implementing Partner:** UNDP

**Brief Description**

To achieve the SDG agenda, financial resources of the private sector is given greater importance especially for building back better after Covid-19. With an aim to empower investors through impact intelligence products around bankable investment areas in countries with material SDG contribution, UNDP SDG Impact launched the "SDG Investor Maps", and UNDP Turkey CO implemented the SDG Investor Map in Turkey with the technical assistance provided by the IICPSD.

An "SDG Investment Initiative" is proposed to be established to structure efforts around promoting SDG-anchored investments with an active private sector engagement to mobilize private sector capital and blended financing towards SDG-anchored investment areas with high potential to accelerate economic recovery and growth following the impact of COVID-19. The Initiative is designed to consist of three targeted outputs; (i) strengthened local capacity to structure, monitor and evaluate SDG-anchored investments to foster expertise and transparency in transactions; (ii) increased awareness and inter-industry collaboration to catalyze synergies in private sector for SDG advancing investment opportunities; (iii) improved matchmaking and deal sourcing opportunities to promote private sector transactions in SDG-aligned investment areas. The results of the IP are expected to be utilized for the design of a larger programme on impact investment with enhanced national capacities.

Programme Period:	2021-2022
Atlas Project Number:	_____
Atlas Output ID:	_____
Gender Marker:	GEN 2

Total resources required	230.000 USD
Total allocated resources:	230.000 USD
• Regular	_____
○ UNDP	230.000 USD

Agreed by UNDP Turkey:

**LOUISA VINTON**

**UNDP TURKEY RESIDENT REPRESENTATIVE**



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## I. PURPOSE AND EXPECTED OUTPUT

The role of the private sector in development cooperation is gaining more importance than ever. To bridge this financing gap and alleviate the financing burden, it is essential to expand SDG-related investments by unlocking private capital. Efforts in financing for development should focus more in ensuring that the private sector plays a more active role in building back better from COVID, while policymakers should create an enabling environment to mobilize risk-informed private sector investments which are aligned with the SDGs. The COVID-19 crisis highlighted the necessity to forge solid cross-sector alliances where the potential of private capital in development processes is key, as envisioned by the Addis Abba Action Agenda. There is a growing interest among investors in activities that deliver strong financial returns while generating SDG impact.

To ensure that investor interest translates into higher levels of SDG-investments, it is vital to address the current lack of intelligence and guidance around how asset owners can help generate significant SDG impact through their transactions. A major challenge constraining SDG-investments is the difficulty of identifying bankable projects for investors. The "Annual Impact Investor Survey 2020" by GIIN finds that the lack of high-quality investment options with track record remains as a significant barrier to the growth of SDG investments. With an aim to empower investors through impact intelligence products around bankable investment areas in countries with material SDG contribution, UNDP SDG Impact launched the "SDG Investor Maps", and UNDP Turkey CO implemented the SDG Investor Map in Turkey with the technical assistance provided by the UNDP's Istanbul International Center for Private Sector in Development (IICPSD). Following SDG Impact's methodology, the "[SDG Investor Map Turkey](#)" identified 27 Investment Opportunity Areas under 9 priority sectors in the country which are aligned with national priorities and SDG needs while carrying considerable investment potential.

With an aim to operationalize the outputs of the SDG Investor Map and the impact investing ecosystem study in Turkey, this proposal aims *"to address the challenges impeding the flow of private capital towards the achievement of the SDGs and create an enabling environment for facilitating the SDG-anchored investments in Turkey"*.

An "SDG Investment Initiative" is proposed to be established to structure efforts around promoting SDG-anchored investments with an active private sector engagement to mobilize private sector capital and blended financing towards SDG-anchored investment areas with high potential to accelerate economic recovery and growth following the impact of COVID-19. The Initiative is designed to consist of three targeted outputs; (i) strengthened local capacity to structure, monitor and evaluate SDG-anchored investments to foster expertise and transparency in transactions; (ii) increased awareness and inter-industry collaboration to catalyze synergies in private sector for SDG advancing investment opportunities; (iii) improved matchmaking and deal sourcing opportunities to promote private sector transactions in SDG-aligned investment areas.

Initiation plan will mainly concentrate on ; i) strengthened local capacity to structure, monitor and evaluate SDG-anchored investments to foster expertise and transparency in transactions ; (ii) increased awareness and inter-industry collaboration to catalyze synergies in private sector for SDG advancing investment opportunities and (iii) improved matchmaking and deal sourcing opportunities to promote private sector transactions in SDG-aligned investment areas.

**Applicable Outcome(s) from the UNDP Turkey Country Programme Document**

**Expected UNSDCF Outcome(s):** Outcome 4.1: By 2025, governance systems are more transparent, accountable, inclusive and rights-based with the participation of civil society, and quality of judicial services is improved.

**Expected CPD Output(s):** Output 4.5: Capacities of local and national actors developed for enhanced coordination, financing/analysis of progress towards the Sustainable Development Goals

**Indicator 4.5.1: New data collection/analysis mechanisms providing to monitor progress towards the Goals.**

**Baseline:** 3

**Target:** 13 (by 2025)

<b>Project title: SDG Investment Initiative for Operationalizing the SDG Investor Map Turkey</b>			
<b>Expected Outputs</b>	<b>Planned Activities</b>	<b>Descriptions of Activities</b>	<b>Budget Description Budget Amount</b>
<b>Output 1: Strengthened local capacity to structure, monitor and evaluate SDG-anchored investments to foster expertise and transparency in transactions.</b>	<b>1.1. SDG Investment Initiative Virtual Platform</b>	<b>1.1.1. The virtual space is created,</b>	
<b>Output 1: Strengthened local capacity to structure, monitor and evaluate SDG-anchored investments to foster expertise and transparency in transactions.</b>		<b>1.1.2. Resources and knowledge are shared with the stakeholders,</b>	20.000
<b>Related CPD outcome:4.5</b>		<b>1.1.3. Research outputs, activities and industry stories are shared,</b>	30 000
<b>Indicator 4.5.1: New data collection/analysis mechanisms providing to monitor progress towards the Goals.</b>		<b>1.1.4. Multi-stakeholder engagement is monitored.</b>	
<b>Baseline:</b> 3			
<b>Target:</b> 4			
<b>Indicators:</b>			
<b>#of sessions (and modules) delivered</b>			
<b>#of trainees reached</b>			
<b>#of partnerships formed to conduct trainings</b>			
<b>Targets:</b>			
<b>Strengthening local capacity to structure and assess SDG investments</b>			
	<b>1.2. SDG Investment Trainings</b>	<b>1.2.1. ToT programs designed and delivered (UNDP CO will be main recipient)</b>	
		<b>1.2.2 Designing of session structure including curriculum development for trainings,</b>	
		<b>1.2.3. Partnerships for conducting trainings are formed,</b>	
		<b>1.2.4. Trainings are conducted.</b>	
			Contractual Services (consultancy, services/CO staff)
			50 000

Output 2: Increased Awareness and Inter-Industry Collaboration to Catalyze Synergies in Private Sector for SDG Advancing Investment Opportunities		
<p><b>Output 2:</b> Increased Awareness and Inter-Industry Collaboration to Catalyze Synergies in Private Sector for SDG Advancing Investment Opportunities.</p> <p>Related CP outcome:4.5                      Indicator 4.5.2: Number of innovative financing frameworks for SDG achievement                      Baseline: 0                      Target: 1</p> <p>Indicators:                      #of events delivered                      #of third-party organizations reached                      #of partnerships formed                      #of stakeholders reached</p> <p>Targets:                      Raising public and industry awareness around SDG-anchored investments</p>	<p><b>2.1. SDG-Anchored Investment Dialogues</b></p> <p>2.1.1. Active communication strategy is prepared,                      2.1.2. Partnerships with media partners are established,                      2.1.3. Key dates and events are promoted to raise awareness,                      2.1.4. Organization of event(s) and making the linkages with stakeholders for enhancing the impact of advocacy activities,                      2.1.5. Awareness materials designed and distributed.</p>	<p>Contractual Services (consultancy services/CO staff) 55 000                      Virtual design &amp; communication 5 000</p>
Output 3: Improved Matchmaking and Deal Sourcing Opportunities to Promote Private Sector Transactions in SDG-Aligned Investment Areas		
<p><b>Output 3:</b> Improved Matchmaking and Deal Sourcing Opportunities to Promote Private Sector Transactions in SDG-Aligned Investment Areas.</p> <p>Related CP outcome:4.5                      Indicator 4.5.2: Number of innovative financing frameworks for SDG achievement                      Baseline: 0                      Target: 1</p> <p>Indicators:</p>	<p><b>3.1. Investor Convenings</b></p> <p>3.1.1. Investor Convenings are organized,                      3.1.2. Monitoring mechanism established for evaluating further impacts.</p>	<p>Contractual Services (consultancy and services) 70 000</p>

<p><b>#of events delivered</b> <b>#of stakeholders engaged</b> <b>#of further communications facilitated</b> <b>#of transactions facilitated</b></p> <p><b>Targets:</b> <b>Promoting sectoral matchmaking opportunities to</b> <b>promote SDG-aligned investments as per the</b> <b>outcomes of the SDG Investor Map Turkey</b></p>				
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## II. MANAGEMENT ARRANGEMENTS

UNDP Turkey Country Office will be managing the Project with technical support of the (IICPSD). UNDP Turkey Country Office will manage the multi-partnered project and relations with the investors, private sector through its Business for Goals Platform as well as public institutions including Strategy Budget Office, Presidency Investment Office, Ministry of Trade, Ministry of Industry and Technology (GD DA, GD Incentive and Foreign Investment, General Directorate of Industrial Zones, Development Agencies, SME Support Agency) Ministry of Treasury and Finance, Turkish Development Investment Bank, IFIs and private banks, and National Advisory Board on Impact Investment (NAB) and relevant NGOs (ie. International Investors Association (YASED)),

UNDP Turkey in collaboration with UNDP Istanbul International Center for Private Sector in Development (IICPSD) and Presidency Investment Office supported the impact investment agenda of Turkey through the SDG investor mapping exercise which has been one of its first kind in Turkey. Turkey also initiated establishment of National Advisory Board on Impact Investment (NAB), which became operational in May 2021. [EtkiYAP Association](#) has supported the Government in facilitation of the consultation processes during the establishment process and currently taking on the coordination and secretariat role in NAB. The President of the Association also currently performs as the elected President of the NAB for two years. The project at hand will work closely with Etkiyap and NAB to increase the impact of the activities and ensure sustainability. In specific terms, UNDP will cooperate with Etkiyap to develop the SDG Impact Investment Platform and its integration in NAB's own portal, which will bring together the investors and private sector that creates impactful solutions at scale. Besides, UNDP will also enhance the capacity and knowhow on impact investment through targeted trainings for the members of the NAB as well as development agencies/investment offices. These efforts would definitely contribute to strengthening the impact investment ecosystem which was introduced as a concept in Turkey through ongoing collaboration with MFA (i.e. SDG Impact Accelerator Project). The Project will be built on the results of the previous efforts on impact investment and serve for its improvement through close cooperation with Government, private sectors and investors.

UNDP will also join forces with Ministry of Industry and Technology through piloting of the training programmes on impact investment to the staff of the development agencies and investment support offices. UNDP will design the training curriculum which is contextualized for the needs of the development agencies. In addition, while designing the SDG investment platform, collaborative work will be conducted in order to enhance the properties and effective use of the Investment Support Platform of the Ministry.

A Project Board (PB) with representation from Presidency of Strategy and Budget, Ministry of Foreign Affairs, Ministry of Industry and Technology and UNDP Turkey CO and IICPSD will be set up to guide and oversee the implementation of the project. The stakeholders that are mentioned above will be invited to Project Board meetings when and if needed.

The Project Board is the group responsible for consultation and consensus-based decision making and management for a development project/ when guidance is required by the Portfolio Managers, including recommendation for UNDP about approval of plans and revisions. The Project Board is chaired by the UNDP Turkey CO.

In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure the best value for money, fairness, integrity, transparency and effective international competition. Reviews by this group are made at designated decision points during the running of the development project/initiation plan, or as necessary when raised by the PM.

Based on the approved annual work plan (AWP), the Project Board may review and approve the annual plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that

signs off the completion of annual plan. It ensures that required resources are committed and arbitrates on any conflicts within the development project/initiation plan or negotiates a solution to any problems between the Project Management Unit (PMU) and external bodies. In addition, it approves the appointment and responsibilities of the PMU and any delegation of its Project Assurance responsibilities.

**Specific responsibilities of the Project Board:**

- Review and approve the Work Plan
- Agree on Project Management Unit's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the project;
- Review and appraise detailed AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log, M&E and communication plan.
- Provide overall guidance and direction to the project implementation, ensuring it remains within any specified constraints;
- Address issues as raised by the Project Management Unit;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Management Unit's tolerances in the Annual Work Plan when required;
- Conduct regular meetings and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP and inform the Outcome Board about the results of the review.
- Review and approve end technical reports, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assure that all deliverables have been produced satisfactorily;
- Review and approve the Final Review Report, including Lessons-learned;

**Senior Supplier (UNDP)**

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the development project/initiation plan. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the initiation plan. The Senior Supplier role must have the authority to commit or acquire supplier resources required. UNDP will be mobilising resources via available mechanisms and will ensure all necessary compliance measures are taken in line with the selected modality.

**Specific Responsibilities (as part of the above responsibilities for the Project Board)**

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the initiation plan are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

**Technical Service Provider (IICPSD)**

IICPSD is positioned as a technical service provider to deliver the relevant outputs of the Project, if and when requested by CO. IICPSD will be preparing a detailed work plan offer for UNDP CO to finalize the scope and budget required for relevant actions.

### **Presidency of Republic of Turkey Strategy and Budget Office & Ministry of Foreign Affairs**

These two offices are natural members of each Project Board.

SBO is the Government coordinating agency of the UNDP in Turkey and ensures that all UNDP programmes are designed/implemented in line with National priorities.

Ministry of Foreign Affairs gives final approval to all UNDP implemented projects, hence has an overall oversight function under each project.

### **Project Assurance**

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Management Unit; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Management Unit. At UNDP Project Assurance function belongs to ARR/P, Portfolio Manager and M&E Analyst with a clear mandate for oversight and monitoring functions.

Project assurance can also include key staff in Beneficiary institutions that have a stake in the quality execution of the project. However, project assurance function cannot be assumed by Senior Executive since assurance function is to be carried out by an impartial party

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## **III. MONITORING**

The monitoring requirements to assess the result of the initiation plan is detailed below.

<b>Monitoring Requirements</b>	<b>Primary Responsibility</b>	<b>Indicative Budget</b>	<b>Time Frame</b>
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP ✓ Regular Progress Report ✓ Updated Risk Log	Monitoring and Evaluation Officer	N/A	End of Project
Project Board Meetings	UNDP	N/A	One meeting in Project Period
Lessons Learned and Knowledge Generation Doc.	Portfolio Managers	N/A	End of Project
Supervision Missions	None	None	None

The task force with support from UNDP Gender Team, Analyst and Contracted Consultants will be responsible for monitoring gender equality aspects during the implementation.



## IV. WORK PLAN

Period: 6 Months

Year: 2021/2022

Initiation plan work plan with given timeframe and planned budget is committed to implement activities only under primary output.

EXPECTED OUTPUTS	PLANNED ACTIVITIES (and actions)	TIMEFRAME		RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		2021 Q4	2022 Q1			Budget Description	Amount
<p><b>Output 1:</b> Strengthened local capacity to structure, monitor and evaluate SDG-anchored investments to foster expertise and transparency in transactions.</p> <p>Related CPD outcome: 4.5 Indicator 4.5.1: New data collection/analysis mechanisms providing to monitor progress towards the Goals. Baseline: 3 Target: 4</p> <p><b>Indicators:</b> #of sessions (and modules) delivered #of trainees reached #of partnerships formed to conduct trainings</p> <p><b>Targets:</b> Strengthening local capacity to structure and assess SDG investments</p>	<p><b>1.1. SDG Investment Initiative Virtual Platform</b></p> <p>1.1.1. The virtual space is created, 1.1.2. Resources and knowledge are shared with the stakeholders, 1.1.3. Research outputs, activities and industry stories are shared, 1.1.4. Multi-stakeholder engagement is monitored.</p> <p><b>1.2. SDG Investment Trainings</b></p> <p>1.2.1. Training of Trainers Program Developed and Delivered 1.2.2. Designing of session structure including curriculum development for trainings, 1.2.3. Partnerships for conducting trainings are formed, 1.2.4. Trainings are conducted.</p>	X	X	<p>UNDP Turkey CO IICPSD Etki YAP Ass.</p> <p>UNDP Turkey CO IICPSD</p>	<p>UNDP</p> <p>UNDP</p>	<p>Software Contractual services (Consultancies/Responsible Party Agreements/CO staff)</p> <p>Contractual Services (consultancy, services/CO staff)</p>	<p>20 000</p> <p>30 000</p> <p>50 000</p>

<p><b>Output 2: Increased Awareness and Inter-Industry Collaboration to Catalyze Synergies in Private Sector for SDG Advancing Investment Opportunities.</b></p> <p><b>Related CP outcome: 4.5</b></p> <p><b>Indicator 4.5.2: Number of innovative financing frameworks for SDG achievement</b></p> <p><b>Baseline: 0</b></p> <p><b>Target: 1</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>#of events delivered</li> <li>#of third-party organizations reached</li> <li>#of partnerships formed</li> <li>#of stakeholders reached</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Raising public and industry awareness around SDG-anchored investments</li> </ul>	<p><b>2.1. SDG-Anchored Investment Dialogues</b></p> <ul style="list-style-type: none"> <li>2.1.1. Active communication strategy is prepared,</li> <li>2.1.2. Partnerships with media partners are established,</li> <li>2.1.3. Key dates and events are promoted to raise awareness,</li> <li>2.1.4. Organization of event(s) and making linkages with stakeholders for enhancing the impact of advocacy activities</li> <li>2.1.5. Awareness materials designed and distributed.</li> </ul>	<p>X</p>	<p>X</p>	<p>UNDP Turkey CO</p>	<p>UNDP</p>	<p>Contractual Services (consultancy services/CO staff/Event management services)</p>	<p>60 000</p>
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<p><b>Output 3: Improved Matchmaking and Deal Sourcing Opportunities to Promote Private Sector Transactions in SDG-Aligned Investment Areas.</b></p> <p>Related CP outcome:4.5  <b>Indicator 4.5.2: Number of innovative financing frameworks for SDG achievement</b>                  Baseline: 0                  Target: 1</p> <p><b>Indicators:</b>                  #of events delivered                  #of stakeholders engaged                  #of further communications facilitated                  #of transactions facilitated</p> <p><b>Targets:</b>                  Promoting sectoral matchmaking opportunities to promote SDG-aligned investments as per the outcomes of the SDG Investor Map Turkey</p>	<p><b>3.7. Investor Convenings</b>                  3.1.1. Investor Convenings are organized,                  3.1.2. Possible monitoring mechanisms designed for evaluating further impacts.</p>	<p>X</p>	<p>X</p>	<p>IICPSD and UNDP Turkey CO</p>	<p>UNDP</p>	<p>Contractual Services (consultancy and services)</p>	<p>70 000</p>
<p><b>Total UNDP Contribution</b></p>							<p>USD 230.000</p>
<p><b>Total Project Budget</b></p>							<p>USD 230.000</p>

## **ANNEX 1: Project Outputs and Activities: 3-Pillar SDG Investment Initiative**

Building on the strong success of UNDP's efforts to promote impact and SDG investments in the country and given the high policy momentum, UNDP is advantageously positioned to leverage the power of its SDG investments portfolio by catalyzing an investment ecosystem which would channel private sector capital towards building economic resilience and spurring growth to address the socioeconomic impact of COVID-19. *An "SDG Investment Initiative" is proposed to be established to structure efforts around promoting SDG-anchored investments with an active private sector engagement to mobilize private sector capital and blended financing towards SDG-anchored investment areas with high potential to accelerate economic recovery and growth following the impact of COVID-19.*

*A national platform for SDG investing is needed to increase awareness around existing impact-oriented projects and to connect these entrepreneurs with investors. A major barrier against the growth of SDG-anchored investments especially in developing countries is the lack of information around how to identify bankable impact projects and how to structure business models with material development impact to tap into the larger pool of external financing. By addressing this gap, the "SDG Investment Initiative" can help overcome informational asymmetries and empower both sides of the SDG investing market (supply and demand) through much needed market information. By bringing together the two pillars of the market through an efficient online medium, the platform helps reduce time costs related to the identification of right partners and stakeholders by both entrepreneurs and asset owners. In doing so, the platform also serves the longer-term outcome of reducing transaction costs around SDG investments, which will help develop a track record for such investments, further accelerating the flow of private capital towards SDG needs.*

UNDP Turkey Country Office and IICPSD would join efforts to establish the "SDG Investment Initiative" based on their previous successful collaboration. *The Initiative is designed to consist of three targeted outputs with planned activities, each of which are detailed below.*

### **Output 1. Strengthened local capacity to structure, monitor and evaluate SDG-anchored investments to foster expertise and transparency in transactions**

The SDG Investment Initiative will serve the purpose of maintaining a network of SDG investment practitioners to foster a robust SDG investment ecosystem in Turkey. Knowledge products, tools and data will aim to equip stakeholders with the necessary know-how for the establishment and growth of this new niche industry.

#### **Activity 1.1 SDG Investment Initiative Virtual Platform**

A virtual space/platform will be created to act as a knowledge hub for peer-learning and experience sharing, for fostering collaboration among the private sector, governments, and other key stakeholders operating in the market, as a forum for policy dialogue and advocacy, and facilitate deal sourcing and match making in the investment opportunity areas identified within the SDG Investor Map in Turkey. The virtual platform will serve as a venue for convening the investors and enterprises as well as for providing capacity building activities. Such functions will significantly reduce the time, effort and costs involved in due diligence and will help overcome information barriers to investors.

#### ***Expected Objectives:***

- Create a virtual space to connect companies, incubators, investors and entrepreneurs operating in the investment opportunity areas identified within the SDG Investor Map Turkey;

- Provide resources for and share knowledge with stakeholders to assist them to engage in SDG-anchored investments including capacity building materials, links to existing websites, organizations and materials / tools and data;
- Share research outputs, activities and industry stories to promote good practices and effective collaboration;
- Monitoring multi-stakeholder engagement to identify gaps and target areas.  
The site will include but not limited to:
- A dashboard of indicators displaying funding from investors by goal, region, country, and population group;
- A list of investors and companies operating in the investment opportunities areas identified within the SDG Investor Map Turkey;
- Success stories and status of ongoing efforts;
- Interactive training courses and other materials;
- Reports, background papers, case studies and outcome documents;
- Information on how third parties can get involved with the platform;
- List of upcoming events.

### **Activity 1.2 SDG Investment Trainings**

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In order to overcome the challenge posed by low awareness and limited capacity around SDG investing, a targeted “*SDG Investment Capacity Building Program*” will be developed and delivered, aiming to support policymakers, development professionals and finance experts to build capacity for seizing new investment opportunities in the sustainable development area. The program is structured as a rigorous technical modular seminar explaining the sustainable development agenda and SDGs, key concepts and recent developments in SDG investing, and showcasing best practices and potential investment opportunities in SDG-anchored investing.

#### ***Expected Objectives***

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Upon completion of the training, the participant will learn:

- The sustainable development agenda and the Sustainable Development Goals (SDG) framework,
- The defining properties of SDG investing and its contribution to the SDGs,
- How to measure for impact and financial returns,
- How to create a pipeline of bankable projects,
- How to elevate investment readiness and design business models that will create impact,
- The fundamentals of policymaking for SDG investing.

#### ***Target Audience***

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This training program can be modified to address three main sets of audiences without excluding other relevant stakeholders from the field:

1. Regulatory and governmental bodies working with a mandate to promote economic and social development or to enhance financial markets as well as development organizations (*e.g. Ministries of Development, Ministries of Finance, Capital Markets Boards, Stock Exchanges, Central Banks...*)
2. Finance industry experts and practitioners (*e.g. DFIs, Conventional Banks, Investment Banks, Development Banks, PE and VC Funds...*)
3. Private sector stakeholders including SMEs and corporations operating in impact-generating sectors (*e.g. Companies, Startups, SMEs, Social and Green Entrepreneurs*)

## ***Training Modules***

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Specific modules are designed to suit the specific needs and demands by the three sets of audiences targeted by the Training Programme.

1. **Capacity Building for Policymakers and Development Professionals**
  - **1<sup>st</sup> Module:** Sustainable Development Agenda and the Sustainable Development Goals (SDG) Framework
  - **2<sup>nd</sup> Module:** The SDG-Anchored Investing Market and its Contribution to SDG Financing
  - **3<sup>rd</sup> Module:** Global Standards on Impact Measurement, Management and Reporting
  - **4<sup>th</sup> Module:** Importance of Policymaking to Nurture SDG Investing Ecosystems in Countries
  - **5<sup>th</sup> Module:** Global Good Practices in Public-Private Partnership to Advance SDG Investing
2. **Capacity Building for Finance Experts**
  - **1<sup>st</sup> Module:** Sustainable Development Agenda and the Sustainable Development Goals (SDG) Framework
  - **2<sup>nd</sup> Module:** The SDG-Anchored Investing Market and its Contribution to SDG Financing
  - **3<sup>rd</sup> Module:** Global Standards on Impact Measurement, Management and Reporting
  - **4<sup>th</sup> Module:** Financing Models, Mechanisms and Good Practices for SDG Investing
  - **5<sup>th</sup> Module:** Impact and Financial Integration: Managing the Investment Pipeline
3. **Capacity Building for SMEs and Impact Generating Enterprises**
  - **1<sup>st</sup> Module:** Sustainable Development Agenda and the Sustainable Development Goals (SDG) Framework
  - **2<sup>nd</sup> Module:** The SDG-Anchored Investing Market and its Contribution to SDG Financing
  - **3<sup>rd</sup> Module:** Global Standards on Impact Measurement, Management and Reporting
  - **4<sup>th</sup> Module:** SDG Investment Readiness and Investor Outreach for SMEs
  - **5<sup>th</sup> Module:** Global Good Practices from Private Sector in Impact Generation

## **Output 2. Increased Awareness and Inter-Industry Collaboration to Catalyze Synergies in Private Sector for SDG Advancing Investment Opportunities**

Background studies show the limited awareness on SDG Investments by stakeholders in the private sector and policy spheres. Although previous endeavors continuously confirmed an increasing appetite for SDG-anchored investments by the private sector as well as policymakers, opportunities are limited to communicate

The Initiative would engage in advocacy to raise awareness on the compatibility of SDG investing and their capacity to accelerate SDG implementation. The Initiative will accomplish this by targeted advocacy work in large scale SDG investing public-policy dialogues.

### **Activity 2.1 SDG-Anchored Investment Dialogues**

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The Initiative will design an active communication strategy to propagate the SDG investment concept among practitioners, which will be strengthened by “SDG-Anchored Investment Dialogues” organized independently or at the margins of high visibility events focusing on sustainable finance and financing for development.

#### ***Objectives:***

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- Engage and communicate effectively with the stakeholders and the wider community;
- Ensure that the stakeholders and the wider community are informed about the latest trends in SDG financing;
- Create tools to advertise products and services developed under the SDG Investment Initiative;

- Identify key global events to organize panels on SDG investing;
- Optimize opportunities for partner visibility and communication.

### ***Expected Outputs and Outcomes:***

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#### ***Outputs***

- Partnerships are established with media partners and outlets to regularly cover industry related stories and their development impact;
- Key dates and events are promoted to raise awareness and link the advocacy efforts;
  
- Linkages have been made with stakeholders for enhancing the impact of advocacy activities;
- Awareness materials designed (brochures, information notes, newsletters, human interest stories, visual media) and distributed along appropriate channels.

#### ***Outcomes***

- Increased awareness on SDG investing;
- Increased visibility and a powerful reputation of SDG Investment Initiative;
- Improved UNDP capacity of building new partnerships and expanding its network;
- Increased alignment between conventional finance and SDGs.

### **Output 3. Improved Matchmaking and Deal Sourcing Opportunities to Promote Private Sector Transactions in SDG-Aligned Investment Areas**

A major limitation which constrains the scalability of SDG investments is lack of deal sourcing and matchmaking opportunities among investors and SDG impact generating enterprises to explore opportunities. UNDP will utilize its expertise in facilitating Investor Convening events as per the outputs of the SDG Investor Map implementation to provide an avenue for inter-industry dialogue, which would further private sector collaborations on a sectoral basis.

#### **Activity 3.1 Investor Convenings**

Investor Convening events are planned to bring together industry experts which operate under the sectors and investment areas identified by the SDG Investor Map Turkey. The “**Investor Convenings**” bring together international and domestic investors with private sector enterprises identified by the SDG Investor Map to facilitate mobilization of capital for SDG-aligned investments. Convenings are structured as client-oriented meetings with high private sector focus, resembling Business-to-Business (B2B) meetings which bring together businesses to build connections and explore potential cooperation areas. These meetings resemble “Investor Conferences but are usually smaller in scale and more targeted on specific SDG-anchored investment areas. Overall, the Convening provides an avenue for private sector companies operating in selected priority sectors by the Map to present their business models while investors are offered an opportunity to acquire first-hand information on SDG-aligned companies and their investment strategies. The Investor Convenings are designed and organized to meet the below short-term and long-term objectives:

#### ***In the short run,***

- To introduce existing opportunities in SDG investments in Turkey for international and domestic investors as well as private sector companies, while helping them form new connections,

- **To facilitate bilateral communication between participating investors and private sector companies to forge effective partnerships in mobilizing SDG-focused transactions,**
- **To showcase the growing SDG-investment momentum for public authorities such as Investment Promotion Agencies,**
- **To explore and discuss the bottlenecks limiting private sector investments in SDG-anchored areas.**  
***In the long run,***
- **To raise public and private sector interest and awareness around SDG-anchored market solutions and investments,**
- **To mobilize and channel private sector capital and blended financing for SDG-aligned investment opportunity areas.**

**The Convenings are usually structured in three pillars: (i) Opening Remarks and Presentation of the SDG Investor Map Findings, (ii) Simultaneous or Consecutive Sectoral Break-Out Sessions to Dive Deeper into Specific IOAs with Participants from Each Sector, and (iii) Concluding Remarks.**

**The Investor Convenings aim to complement and strengthen UNDP's efforts to facilitate impact by helping channel financial resources towards market opportunities. The Convenings provide an avenue to let SDG-anchored companies showcase their business models, and to increase investor awareness on the existing opportunities to generate both profit and impact in specific markets.**