



Inclusive Dialogue on Means of Implementation of the Post-2015 Development Agenda: Engaging with the Private Sector

NATIONAL CONSULTATIONS TURKEY

Country Report
January 2015





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Acknowledgements

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We wish to convey special thanks to Ms. Damla Taşkın, Consultant of UNIDO who facilitated the main consultations in Istanbul and Ankara. We wish to convey special thanks to the co-authors of this Report, Ms. Damla Taşkın and Ms. Deniz Öztürk; as well as Ms. Melda Çele, Ms. Sevgi Şairoğlu, Mr. Derin Şenerdem (Global Compact Türkiye) and Özlem Çavuş (UNIDO) who provided significant input to the stakeholder consultations.

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We would like to thank in particular over 300 stakeholders from Civil Society, Private Sector, Public Sector, Academia that participated in the consultation process. We also would like to emphasize that this consultation represents the first instance where many representatives addressed the topic with such participation. We hope to continue to engage in policy dialogue with the Ministries that participated actively and enriched the outputs with their contribution. These are namely:

- Ministry of Culture and Tourism
- Ministry of Customs and Trade
- Ministry of Development
- Ministry of Economy
- Ministry of Energy and Natural Resources
- Ministry for EU Affairs
- Ministry of Environment and Urban Planning
- Ministry of Family and Social Policies
- Ministry of Food, Agriculture and Livestock
- Ministry of Health
- Ministry of Labour and Social Security
- Ministry of National Education
- Ministry of Science, Industry and Technology
- Ministry of Transport, Maritime Affairs and Communications

Special thanks to Jeremy Steel who has supported us with design work throughout the process.

We acknowledge the photographers and cameramen as well as other supporters who have made this process and report possible.

Forewords

Dear Colleagues and Stakeholders,

The only way to achieve the future we want is to have a consensus on the definition of a desirable future and to make sure that all stakeholders assume responsibility to conduct themselves in a manner which moves us towards this common goal. Trust is both the essence of good governance and the foundation of sustainable development. A proper public engagement process is the first step towards building trust. Therefore, collaborative efforts to build consensus on the Post-2015 Sustainable Development Goals (SDGs), which we hope member states will come to an agreement on during the next General Assembly (September, 2015) at UN Headquarters, is of critical importance for sustainable development and improving the quality of life.

The United Nations Development Group (UNDG) devised an innovative methodology for identifying global development challenges beyond 2015, involving people from all over the world. The process was designed to facilitate consultations amongst multiple stakeholders in order to understand their expectations and dreams for the world beyond 2015 when the timeline of the Millennium Development Goals (MDGs) expires. Building upon the first round of initial consultations that took place in 2013 whose results were presented in the Post-2015 Development Agenda National Consultation Report for Turkey, once again under the auspices of the UN Development Group (UNDG), a second round of consultations took place in 2014 that addressed the respective implementation mechanisms by stakeholders and the private sector.

Within the “Engaging with the Private Sector” thematic consultation, two areas were identified by the co-leads, UNIDO and Global Compact Türkiye: Enhancing Partnerships and Localizing the Architecture for SME Engagement to ensure sufficient deployment and proper implementation of the SDGs. Good governance, gender, inequalities, youth, and education were identified as key crosscutting issues by participating stakeholders.

This report summarizes the results and key finding of direct consultations with over 200 representatives from the private sector, civil society, academia, and government that attended a series of 5 consultations that took place in Istanbul and Ankara between June and November 2014. Furthermore, 60 stakeholders responded to the comprehensive survey conducted.

This consultation also provided an opportunity for inter-agency collaboration and allowed a stock-taking of existing partnerships and initiatives between the private sector and FAO, ILO, IOM, UNDP, UNFPA and UNV.

As also mentioned in the global Consolidated Report, the Turkey consultation also reiterated that the private sector can play a prominent role in advancing all drivers of inclusive growth if it is inclined and chooses to do so. More and more businesses are incorporating social and environmental sustainability criteria in business operations in Turkey for their own future sustainability reasons but we are far from this ethos influencing the backbone of the economy including SMEs which are often family owned enterprises.

In this regard, it was noted that there are a vast range of innovative public-private as well as UN-business partnerships right here in Turkey that serve as examples with important elements which can be built upon and replicated regionally and worldwide.

The most direct route to innovation, technological advances and productive capacity is through a healthy, engaged industrial sector. A public interest oriented inclusive discussion format, involving the private sector in an increasing number of national development plans, is taking place in many country settings. In addition to addressing poverty reduction, this new development framework will need to address the drivers of change, such as economic growth, job creation, inequality, and innovation that makes better and more careful use of natural resources.

The private sector is not only a potential source of financing, but can also be a positive force for development. Its role, especially when motivated by long-term sustainability interests, lies in integrating sustainability and equity choices into its core operations incorporating core UN values. Initiatives, such as the United Nations Global Compact's and its Local Networks or the UNIDO Green Industry Platform, among others can support such initiatives together with other stakeholders.

Turkey is a young, growing vibrant country with an agile and robust private sector that is active increasingly in the Middle East and African continent. The Sustainable Development Goals framework, provides Turkey a window of opportunity for the Turkish private sector, including investors, to make a fundamental contribution to the new sustainable development framework, not only in Turkey, but in the global economy. We invite you all to join our efforts in this process and thank you all for contributing to these two important rounds of consultations.

Sincerely,



Kamal Malhotra
UN Resident Coordinator in Turkey

Dear Colleagues and Stakeholders,

It is with great honor that we present to you the Inclusive Dialogue on Means of Implementation of the Post-2015 Development Agenda – **Engaging with the Private Sector Turkey National Consultations Report**. This report is the product of collaboration, partnership, and our great belief in humanity.

Today we are at a very important moment in history. The Millennium Development Goals have come to an end and the only way to achieve the future we want is to build a consensus among all the stakeholders for the Post-2015 Sustainable Development Goals (SDGs). Trust is the essence of good governance and foundation of sustainable development. A proper public engagement process is the first step towards building trust.

Although significant progress has been made, substantial work remains for all of us. While we continue to face challenges such as climate change, environmental protection, poverty and diseases, we are also in need of a new agenda for action, which is practical, applicable, understandable, and above all embracing society equally.

Sustainability is on top of our priorities. The anticipated Sustainable Development Goals are our next step in the continuous process of global development. While we reach out to all stakeholders, it becomes even more apparent that partnership with the private sector is of critical importance.

The private sector is an important engine of growth. As advanced by universally accepted principles, it has the power to change lives for the better and alleviate poverty. This power also equals great responsibility with the private sector providing jobs and generating income making them an essential part of the development agenda.

This year, the G20 is being chaired by Turkey - a dynamic economy that has a special global and regional role. Turkey's selection as one of the consultation countries, has been very timely and accurate considering Turkey's thriving economy and young population. This demanding process in Turkey has been implemented successfully, involving all links of the stakeholder chain by United Nations Industrial Development Organization Turkey Office – UNIDO Centre for Regional Cooperation and Global Compact Türkiye. Together, we have paid great attention to reach all stakeholders and have carried out five consultation meetings. Civil society organizations, academia, private sector as well as the public sector were all represented and deeply involved in this engagement process.

Both Global Compact Türkiye and UNIDO have continuous and fruitful cooperation with the private sector by nature and this know-how and experience has provided a solid basis for our findings. We have addressed the respective implementation mechanisms by stakeholders and the private sector. Participating stakeholders focused on enhancing partnerships and improving SME engagement to ensure sufficient deployment and proper implementation of the SDGs. Good governance, gender, inequalities, youth, and education were identified as key crosscutting issues.

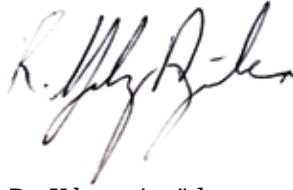
Partnerships are expected to play a key role in the implementation of the future SDGs. In this regard, it has been noted that there are a vast range of innovative public-private as well as UN-business partnerships right here in Turkey serving as models that can be built up and replicated worldwide. Furthermore, sectorial deployment and leveraging natural incentives/allies may be examples of successful strategies for going to scale by motivating SMEs to embrace the SDGs by building win-win partnerships.

We are all architects of a better world, a world which we all want to live in. We assume different roles and complement each other. This fact renders this journey richer and more nurturing for all parties. Each stakeholder's enthusiasm in being involved in the next steps has confirmed our belief in the greatness of mankind.

We would like to extend our gratitude to all participants of this fruitful and exciting process. Let us all continue to work towards a better world.



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Executive Summary



Photo credit: Cem Hakan Özasan

UNIDO Turkey and Global Compact Türkiye, the Local Network of the United Nations Global Compact have jointly embraced the Secretary-General's initiative towards an open process of consultations on "*Engaging with the Private Sector*,"¹ based on their strength to advance engagement with the private sector. The thematic national consultations aim to facilitate a dialogue that will explore how businesses can best contribute to global sustainability and reflect the global and inclusive scope of the future sustainable development goals and Post-2015 Development Agenda.

Within this process, the first round of development talks on the Post-2015 Development Agenda (2013) focused on the potential issues and areas to be incorporated in the development framework. Here, the UNDP Turkey Country Office was one of the initial selected pilot countries for which an expansive, citizen-wide and participatory national consultation was completed successfully.²

Subsequently, the second round of consultations addressed the respective "how to"/implementation mechanisms regarding the Post-2015 Development Agenda. Here as well, Turkey was identified to conduct the "*Engaging with the Private Sector*" thematic consultation. Among the five focus areas³ identified by the co-leads, Turkey chose to focus on two: **Enhancing Partnerships**⁴ and **Localizing the Architecture for SME Engagement**⁵ for which **good governance, gender, inequalities, youth and education** were identified as cross-cutting issues.

This report summarizes the results and key findings of the Inclusive Dialogue with the private sector on implementation of the Post-2015 Development Agenda. More than 200 representatives from the private sector, civil society, academia and government attended a series of 5 consultations that took place in the cities of Istanbul and Ankara between June and November 2014.

Key messages that emerged from national consultation can be summarized as follows:

1. The need to **raise awareness** on the Post-2015 Development Agenda and sustainability.
2. Promotion of **good governance** and focusing on **enabling policies**.

1 www.globalcompactturkiye.org/wp-content/uploads/2014/08/ConceptNote-ContinuingInclusiveDialogue-onthePost-2015DevelopmentAgenda-EngagingwiththePrivateSector.pdf

2 www.un.org.tr/v3/templates/allcss/report2015.pdf

3 *Developing Government Policies that Drive Corporate Sustainability, Enhancing Partnerships, Mobilizing Private Sustainability Finance, Localizing the Architecture for SME Engagement, Building Trust through Enhanced Transparency and Accountability*

4 www.globalcompactturkiye.org/wp-content/uploads/2014/08/Theme2EnhancingPartnerships.pdf

5 www.globalcompactturkiye.org/wp-content/uploads/2014/08/Theme4_Localizing_the_Architecture_for_SME_Engagement.pdf

3. **Integrating youth** into the Post-2015 Agenda and creating employment opportunities through qualified education and skills development.
4. Establishing **better employment opportunities for women**.
5. Encouraging **SME engagement** through access to markets, finance and skills.
6. **Enhancing partnerships** through innovative strategies focusing on natural incentives and specific sectors.

Furthermore, participants stressed the need to define concrete, implementable, rational and adequate “**Sustainable Development Goals**” (SDGs) and “**Key Performance Indicators**” (KPIs). It was also recommended from business that there be a **maximum of 10 goals and a manageable number of indicators**.

Overall, the consultations received great attention and interest from the participants. All stakeholders expressed their enthusiasm and willingness to take part actively in the next steps. The process has reached its objectives of raising awareness and collecting input from all stakeholder groups. The country is ready to embrace the Post-2015 Development Agenda.

Furthermore, given that Turkey will assume Presidency of the G20 in 2015, there is a window of opportunity to build a bridge between the key findings in these consultations in both the G20 and B20 process and to develop a better interaction between them.

The B20 Turkey Executive Committee is Chaired by the Union of Chambers and Commodity Exchanges of Turkey (TOBB) and is comprised of representatives from the Turkish Exporters Assembly (TİM), TÜSİAD, the Independent Industrialists’ and Businessmen’s Association (MÜSİAD), the Turkish Confederation of Employer Associations (TISK) and the Foreign Economic Relations Board (DEİK).

The three main pillars of the B20 have been identified as **continuity, inclusivity, and connectivity**. The B20 will focus on enhancing global growth and job creation through six taskforces to develop recommendations to G20 leaders on specific policy areas. There is a significant opportunity to make a link between the new Sustainable Development Goals framework and the B20 through all the dedicated taskforces on trade, infrastructure and investment, financing growth, employment, anti-corruption and SMEs & entrepreneurship.

We find that corporate sustainability, as advanced by universally accepted principles, upholds these three pillars and hope that it will be taken forward both by the G20 and the B20.

*There are 8
Millennium
Development
Goals:*



I. Background

In September 2000, world leaders of **189** UN Member State countries came together at United Nations Headquarters in New York to adopt the United Nations Millennium Declaration, committing their nations to a new global partnership to reduce extreme poverty and setting out a series of time-bound targets. The targets and the declaration were based on a decade of major United Nations conferences and summits. These goals had a deadline to be achieved by the year 2015 and have become known as the **Millennium Development Goals**:

The Millennium Development Goals consist of eight goals:

1. Eradicating Extreme Poverty and Hunger
2. Achieving Universal Primary Education
3. Promoting Gender Equality and Empowering Women
4. Reducing Child Mortality Rate
5. Improving Maternal Health
6. Combating HIV/AIDS, Malaria and Other Diseases
7. Ensuring Environmental Sustainability
8. Developing a Global Partnership for Development

In addition to setting 8 targets, the declaration also underlined the importance of fundamental values essential for international relations in the 21st century. These are **freedom, equality, solidarity, tolerance, respect for nature, shared responsibility**. In order to transform these values into action, key objectives were identified. Related to these objectives a special fund was also established in 2007 with contributions from the Government of Spain. **The MDG Achievement Fund (MDG-F) had the objective to advance the Millennium Development Goals (MDGs) worldwide. 130 programmes** in 50 countries around the world were supported in line with national priorities. Twenty-five UN agencies cooperated within this framework with a large number of ministries and civil society groups. Turkey implemented four of these programmes with the collaboration of FAO, ILO, IOM, UNDP, UNESCO, UNICEF, UNIDO and the WTO. The MDG Achievement Fund is now replaced by the **Sustainable Development Goals Achievement Fund**. However, Turkey is currently not a beneficiary country. More information on Turkey projects can be found on the MDG website.⁶ Further information on each goal can be found on the UN website.⁷

⁶ www.mdgfund.org/country/turkey

⁷ www.un.org/millenniumgoals/2014%20MDG%20report/MDG%202014%20Progress%20Chart_English.pdf

II. MDG Achievements

As we closely approach 2015, we shall continue joint efforts to reach the Millennium Development Goals. Although significant progress related to the MDGs has been achieved, substantial work remains. On 25 September 2013, the UN General Assembly hosted a special event on the MDGs during the annual meeting. During this event, UN Secretary-General Ban Ki-moon presented to Member States his report entitled “*A Life of Dignity for All*.” In the outcome document adopted by Member States, world leaders renewed their commitment to meet the MDG’s targets.

Within the framework of the MDGs, since 2005, an annual progress report has been published. According to the latest report, there has been an overall profound difference in people’s lives. Global poverty has been halved five years ahead of the 2015 timeframe. Ninety per cent of children in developing regions now enjoy primary education, and disparities between boys and girls at school have decreased. Related to the fight against malaria and tuberculosis, remarkable gains have also been made and other health indicators have also been improved. Over the last twenty years, the child death probability until the age of five has been nearly halved with the concrete outcome of 17,000 children saved every day. The target of halving the proportion of people who lack access to improved sources of water has been achieved as well.

The Highlights from the latest MDG Outcome report can be summarized as follows:

- Perhaps the most striking of all is that poverty cannot be alleviated despite many efforts. When 1.2 billion people still live in extreme poverty, it is very difficult to speak about other achievements. However it is still consoling that the MDG target has been met and that poverty rates have been halved between 1990 and 2010.
- Even though there was a great boost at the start of the decade related to school enrolment rates of children, there is a big loss of speed currently.
- It is pleasant to observe that, boosted by quota systems, women are assuming more power in parliaments.
- Child mortality and maternal mortality are the areas that require serious attention. High adolescent birth rates are attributed still to poverty and lack of education
- HIV infection rates remain high with new cases being confirmed.
- Millions of hectares of forest are lost every year, and global greenhouse gas emissions continue their upward trend.
- There is positive news related to official development assistance. It is now at its highest level, an important comeback when compared with the previous two years.



Photo credit: Salih Güler

III. Why a New Agenda for Action?



As clearly observed from the latest outcomes, the global development agenda needs to be continued beyond the year 2015. A new agenda for action is required as a new era begins. The latest figures demonstrate that despite significant progress 1.4 billion people still live in extreme poverty and every 4 seconds a child dies from preventable causes. It is also impossible to imagine in this digital age that over 900 million, particularly women and young people, suffer from chronic hunger. With the current population increase rates, the world which has surpassed its carrying capacity will not be able to sustain this system unless drastic action is taken.



Climate change is observed all over the world and with the catastrophes it causes, threatens to destroy the lives of millions more and undo all the progress we have made so far. Inequality is growing everywhere and human rights are being undermined in the world's most fragile and conflict affected countries with the world economies making it impossible for our world to be defined as "totally prosperous."



Under the light of all these facts, action for achieving a world we all would like to live in needs to continue beyond 2015. Secretary-General Ban Ki-moon has established a UN System Task Team to coordinate preparations for post 2015 and to support the work of the High-level Panel that the Secretary-General has appointed to advise him on the Post-2015 Agenda.



The outcome document of the Rio+20, "*The Future We Want*" accelerated the discussions and the process. In order to design the framework for the future, UN Development Group (UNDG) has been facilitating unique global dialogue in many countries. The process is carried out in an inclusive and participatory manner in order to enable people of the world to help shape the future. National consultations have been carried out in 88 countries. These were named as "*The First Round of Post-2015 Development Agenda National Consultations*." Turkey was amongst the first 50 of the selected countries.

In all of the 88 countries, relevant UN Agencies and stakeholders organized conferences, workshops and face-to-face meetings on what should be included in the future global development agenda. In Turkey the process was implemented under the coordination of the Office of the UN Resident Coordinator.

Highlights from the MDG-F projects implemented in Turkey

Thousands of people participated online and in person in global thematic consultations on how to integrate the following eleven issues into the Post-2015 Development Agenda:

- Inequalities
- Health
- Education
- Growth
- Employment
- Environmental sustainability
- Governance
- Conflict and fragility
- Population dynamics
- Hunger, food and nutrition security
- Energy
- Water

A specific website “**World We Want**” was created that hosts all consultations and provides visual data analysis which helps to map issues and dialogue streams around the world. The MY World survey, available in 17 languages online and offline, invites people to vote for 6 out of 16 priorities for the future development agenda. More than 5 million people have cast their votes so far, indicating that good education, better healthcare and better job opportunities are the issues that matter most to them. The website World We Want gathers the priorities of people from all around the globe and facilitates a collective vision that will be used directly by the United Nations and World Leaders to plan a new development agenda launching in 2015.

The objective of the country dialogues is to catalyse an inclusive debate on the Post-2015 Development Agenda by providing inputs and ideas that (a) build a shared global vision on the Future We Want, with clear recommendations for governments, civil society and broad stakeholders; (b) amplify the voices of the poor and other marginalized groups in formal negotiation processes; and (c) influence the intergovernmental processes so that they are informed and aligned with the aspirations of a broad spectrum of society for a Post-2015 Agenda. Rather than being research exercises, it is hoped that the national dialogues can provide an anchor for deeper and broader participatory processes led by partners, including civil society, academia and the private sector with specific attention for marginalized and vulnerable groups as well.⁸

⁸ www.post2015turkey.org/en/post-2015-national-consultations-in-turkey

IV. Sustainable Development Goals:

The *Rio+20 United Nations Conference on Sustainable Development* was held in Rio de Janeiro, Brazil in 2012, the twentieth anniversary of the *United Nations Conference on Environment and Development* (UNCED, Rio de Janeiro, 1992) and the tenth anniversary of the *United Nations World Summit on Sustainable Development* (WSSD, Johannesburg, 2002). During these three important conferences, it was emphasized that sustainable development, economic goals and environmental goals have both positive and negative impacts on one another. Also, the most common and accepted definition of sustainable development, “**Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs**” was repeated as a fundamental principle.

The *United Nations World Summit on Sustainable Development*, which took place in Johannesburg in 2002, once again highlighted the importance of social factors reminding that economic development usually brings about social development but is not sufficient to improve human welfare on its own.

Additionally, one of the main outcomes of the Rio+20 Conference was the agreement by member States to launch a process to develop a set of Sustainable Development Goals (SDGs). These goals were envisioned to build upon the Millennium Development Goals and merge with the Post-2015 Development Agenda. In the Rio+20 outcome document, member states agreed that sustainable development goals (SDGs) must:⁹

1. Be based on Agenda 21 and the Johannesburg Plan of Implementation.
2. Fully respect all the Rio Principles.
3. Be consistent with international law.
4. Build upon commitments already made.
5. Contribute to the full implementation of the outcomes of all major summits in the economic, social and environmental fields.
6. Focus on priority areas for the achievement of sustainable development, being guided by the outcome document.
7. Address and incorporate in a balanced way all three dimensions of sustainable development and their inter-linkages.
8. Be coherent with and integrated into the United Nations development agenda beyond 2015.
9. Not divert focus or effort from the achievement of the Millennium Development Goals.
10. Include active involvement of all relevant stakeholders, as appropriate, in the process.

It was further agreed that SDGs must be action-oriented, concise, easy to communicate, limited in number, aspirational, global in nature, universally applicable to all countries while taking into account different national realities, capacities and levels of development and respecting national policies and priorities. This will enable ease of implementation as well as monitoring and evaluation.

⁹ <http://sustainabledevelopment.un.org/>

V. Post-2015 Turkey National Consultations



*UN Resident Coordinator in Turkey,
Mr. Kamal Malhotra*

The consultations started in October 2012 in Ankara. Regional, thematic and online discussions took place throughout Turkey until January 2013. Regional consultative meetings were carried out in Istanbul, Gaziantep, Kütahya and Kastamonu covering 11 provinces of Turkey. Nine themes were selected for the discussions namely:

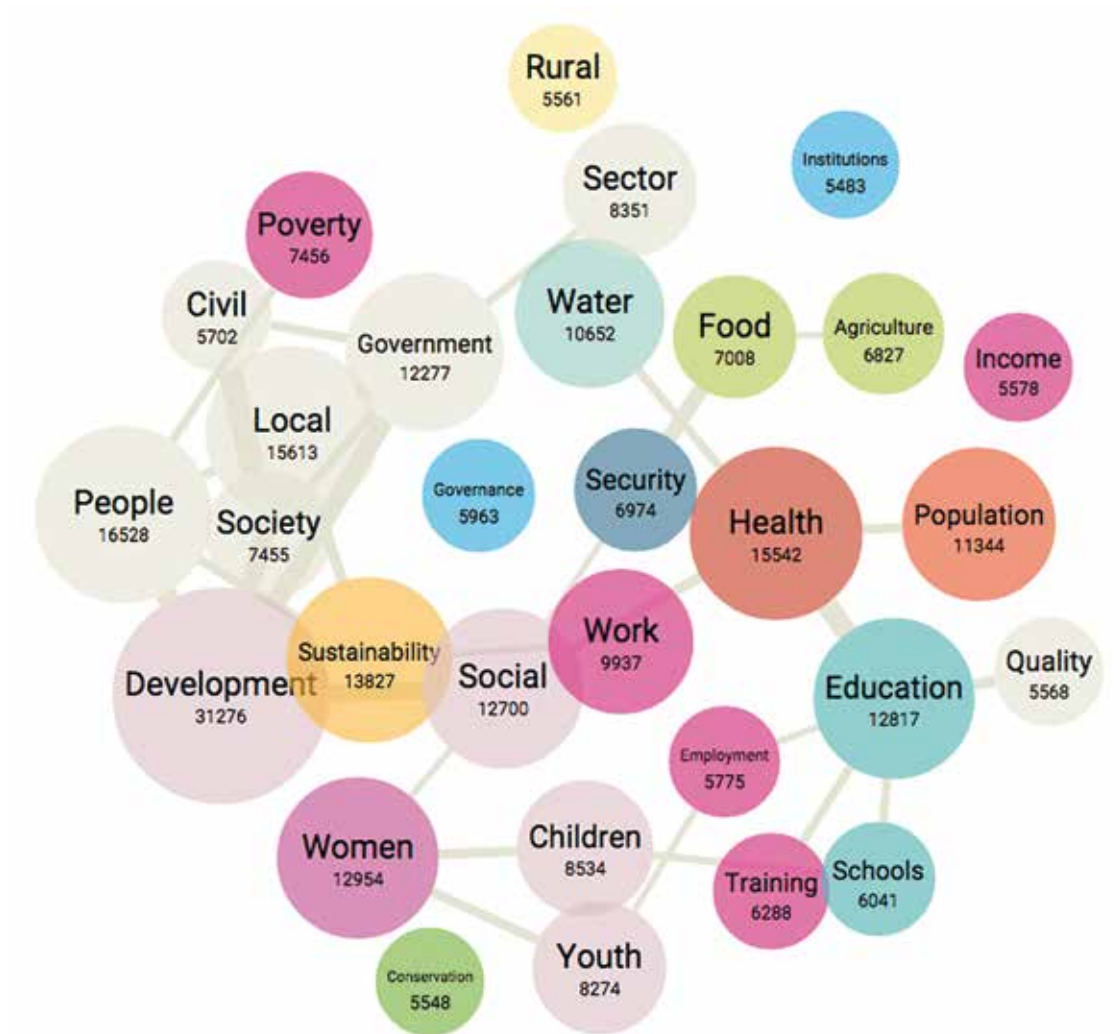
- Inequalities
- Health
- Education
- Growth
- Employment
- Environmental sustainability
- Food security and nutrition
- Governance, conflict and fragility
- Population



Turkey report on first round of consultations

As the Turkey report covers the overall first round of consultations and the results thereof, these will not be stated further in this report. Nevertheless, it is worth noting that the **inequalities** and **poverty** themes were at the **forefront of discussions** during the consultations. These issues were also regarded as the underlying causes of deficiencies and challenges across all the thematic areas. Therefore it was concluded that these were the issues that needed immediate action in Turkey. However, it is stated in the Turkey report that “**if one had to identify the number one issue raised during all these discussions it would surely be gender equality.**” This is validated by the fact that MDG 3 is one of the two goals (the other being MDG 7) that Turkey will fail to achieve by the target year of 2015. The recommendations related to these themes can be found in the Turkey national report on the Post-2015 National Consultations in Turkey website.¹⁰

¹⁰ www.post2015turkey.org/en



A graph generated by the online survey depicting the priority keywords declared by different groups

VI. Second Round of Consultations: Thematic Global Consultations



The continuation of an inclusive dialogue on Post-2015 is a key mandate given to the UN by its member states as well as UN Secretary-General Ban Ki-moon. As the Post-2015 Development Agenda process moves into its next phase, the need to build further on the outcomes of the first round of consultations (held in 2012-2013), to ensure the inclusion of the voices of a wider range stakeholders and approaches in the Post-2015 Development Agenda process has emerged.

In view of that, the Secretary-General requested the UN system to organize a second round of consultations on the Post-2015 Development Agenda building on the outcomes of consultations already conducted, keeping channels of debate and engagement open with special focus on private sector engagement. It can simply be stated that the second round of consultations is focusing on the “How?” question whereas the first round of consultations focused on the question “What?”

The second round of consultations that focuses on 6 themes started in April 2014 and will run until April 2015. The process is planned as a series of public meetings and on-line discussions where policy planners, civil society representatives, academics, community and private sector leaders discuss how to best deliver the next sustainable development agenda that will build on the success of the MDGs.

The selected six themes are as follows:

1. **Localizing the Post-2015 Agenda:** To encourage grassroots support and community buy-in, this consultation seeks to create opportunities to discuss the local dimensions of the future global development framework. This dialogue also explores the increasingly important role of cities in advancing progress on national and global agendas.
2. **Helping to Strengthen Capacities and Build Effective Institutions:** This consultation builds on the MDGs to explore the necessary institutions, leadership and capacities required to manage the complexity of inter-dependent social, economic and environmental issues as part of sustainable and inclusive development.
3. **Participatory Monitoring for Accountability:** This dialogue looks at how participation and empowerment can improve accountability in the post-2015 agenda. It will showcase how more accountable,

transparent, responsive governance is being pursued at country and local levels using participatory research, participatory monitoring and citizen generated real-time monitoring activities.

4. **Partnerships with Civil Society:** This dialogue supports civil society in contributing to discussions related to the means of implementation for the Post-2015 Development Agenda. The goal is to advance partnerships with civil society that result in positive gains for society, are respectful of human rights and sustainability, and ensure and enhance transparency and accountability.
5. **Engaging with the Private Sector:** This consultation is led by the UN Global Compact and UNIDO and focuses on a crucial topic that requires active participation of the private sector. Turkey was one of the countries selected for this consultation.
6. **Culture and Development:** The goal of this consultation is to stimulate the exchange of views, experiences and perspectives on how culture relates to development in areas such as poverty reduction, gender equality, social inclusion, education, health, urbanization, population dynamics, climate.



The co-leads of the consultations – UNIDO and the UN Global Compact have identified the following themes addressing implementation methods:

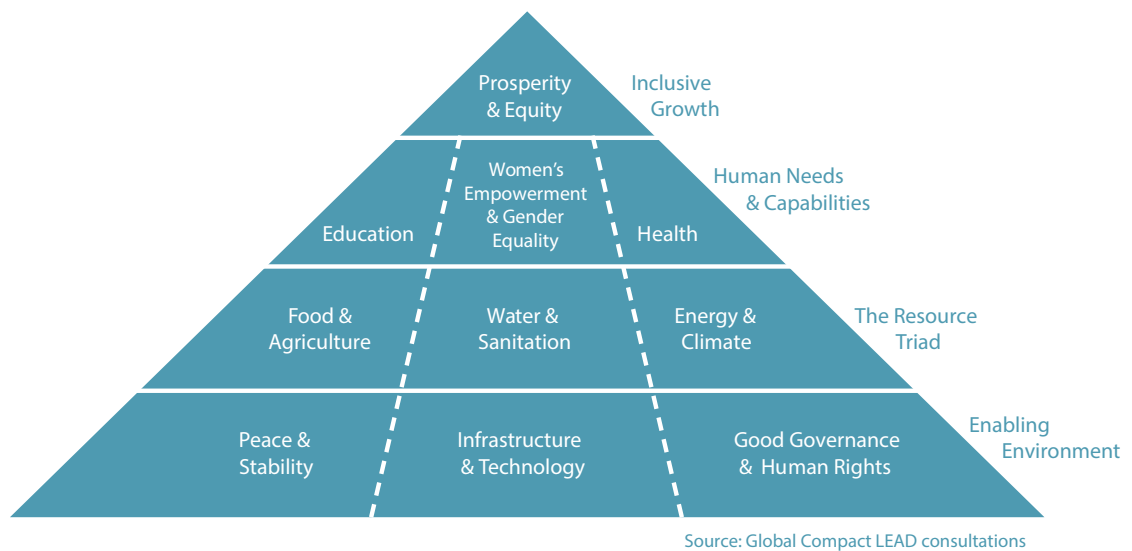
1. **Developing Government Policies that Drive Corporate Sustainability**
2. **Enhancing Partnerships**
3. **Mobilizing Private Sustainability Finance**
4. **Localizing the Architecture for SME Engagement**
5. **Building Trust through Enhanced Transparency and Accountability**

The selection of these themes was based on an assessment of the results from prior consultations, i.e. where more information was needed, as well as an interest in addressing components from more than one of the Business Engagement Architecture's building blocks. The Post-2015 Business Engagement Architecture (Architects of a Better World) was developed in alliance with the Global Reporting Initiative (GRI) and the World Business Council on Sustainable Development (WBCSD) in September 2013 and launched in Turkey in March 2014. The architecture, illustrates the

main building blocks necessary to enhance corporate sustainability as an effective contribution to sustainable development, creating value for both business and society. Engaging with the private sector requires full interaction and partnership from all stakeholders. Individual companies, corporate sustainability organizations, governments, investors, business schools, civil society, labour organizations and consumers all have a role to play in scaling up business action, and should be able to identify those areas in which they need to do more.

The Post-2015 Development Agenda presents an historic opportunity for the international community to engage the private sector in a dialogue exploring how businesses can best contribute to global sustainability. At the same time, it is a golden opportunity for the international business community to elevate their missions and strategies to align with the Post-2015 vision, fostering innovation, finding solutions and allowing for transformational partnerships to be formed for the benefit of the global society and economy, as well as drive business success.





The Post-2015 Business Engagement Architecture (Architects of a Better World) www.unglobalcompact.org/resources/441

VII. TURKEY National Consultations – Continuing Inclusive Dialogue on the Post-2015 Development Agenda: Engaging with the Private Sector

At the country level, the UNIDO Centre for Regional Cooperation – Turkey Office and Global Compact Türkiye (Local Network of the United Nations Global Compact) led this process jointly under the auspices of the UN Resident Coordinator in Turkey. Both organizations collaborate with public and private organizations in their daily work and thus have built various partnerships. The consultation process has taken stock of these partnerships and built further on them. The process over-all has been an inter-agency collaboration and enabled for greater intra-collaboration on private sector engagement. Turkey is currently a dynamic economy with an agile private sector. SMEs are the backbone of the Turkish economy like any other country. They are on top of the development agenda for the Turkish government and the primary target of government incentives. However, the fields of corporate sustainability and understanding how businesses can contribute towards sustainability are relatively new for the country overall and this notion has not gone to scale yet within the mainstream private sector. The Government is at the initial stage of new policies, programs and incentives related to these topics. Furthermore, it is anticipated that the Turkish private sector will need additional time to absorb these changes and begin to implement related corporate policies and strategies.



Source: www.invest.gov.tr

Population	76.6 million (2013)
Labour Force (Population)	28.8 million (2013)
Median Age	30.1 (2013)
Area	783,562.38 km
Neighbouring Countries	Bulgaria, Greece, Syria, Iraq, Iran, Azerbaijan, Armenia, Georgia
Major Cities (Population)	Istanbul (14.1 million), Ankara (5 million), Izmir (4 million), Bursa (2.7 million), Antalya (2.1 million) (2013)
GDP	USD 820 billion (2013-Current Prices)
GDP Per Capita	USD 10,782 (2013)
Exports Value	USD 152 billion (2013)
Foreign Direct Investment	USD 12.9 billion (2013)
Number of Companies with Foreign Capital	36,450 (2013)
Inflation Rate	7.5% (CPI-2013)
Civilian Labour Force (thousand)	28.271 (2013)
Labour Force Participation Rate	Women 30.8 Men 71.5 (2013)
Worker's Employment (%)	Public sector 6.4 Private sector 93.6 (2013)
Sector Shares in GDP (%)	Agriculture 7.4 Industry 18.5 Service 74.1 (2013)

Some Quick Facts and Figures on Turkey¹¹

Gender Gap Index 2014¹	125/142 (score 0.618)
Economic Participation and Opportunity	132/142 (score 0.453)
Educational Attainment	105/142 (score 0.953)
Political Empowerment	113/142 (score 0.088)
Human Development Index 2013²	69/187 (score 0.759)
Life Expectancy at Birth	75.3 (2013)
Mean Years of Schooling	7.6
Expected Years of Schooling	14.4
Gender Development Index	118/148 (score 0.884)
Share of Female Seats in Parliament	14.2 (2013)
Poverty Headcount Ratio (% of population)³	2.3% (2012)

Development Indicators of Turkey

¹ <http://reports.weforum.org/global-gender-gap-report-2014>

² <http://hdr.undp.org/sites/default/files/hdr14-report-en-1.pdf>

³ <http://data.worldbank.org/country/turkey>

¹¹ www.invest.gov.tr

<http://tisk.org.tr/en/e-yayinlar/rakamlarla-turkiye/rt%20ing.pdf>

Turkey's **sustainability adjusted competitiveness index** indicates that although Turkey has shown considerable improvements in recent years, there is still room for improvement. Turkey is ranked 44th on the Global Competitiveness Index 2013–2014 out of 148 countries with an overall score 4.45/7.00.¹² The report highlights the macroeconomic environment in Turkey and recent developments. It is mentioned that **Turkey's vibrant business sector derives important efficiency** gains from its large domestic market (ranked 16th) that is characterized by intense local competition (ranked 15th). Turkey also benefits from its **developed infrastructure** (49th), roads and air transport; although ports and the electricity supply require additional upgrading.

The report states that in order to enhance competitiveness, **Turkey must focus on building up its human resources base** through quality primary and higher education and healthcare (59th), increasing the efficiency of the labour market (130th) and **reinforcing the efficiency and transparency of its public institutions** (58th). Furthermore, Turkey attains a **middle score on the social sustainability** dimension and a **lower score on environmental sustainability**.

The *Global Competitiveness Report 2013* highlights the most problematic factors for doing business in Turkey. The top five challenges are:

1. Tax rates
2. Inadequately educated workforce
3. Inefficient government bureaucracy
4. Access to financing
5. Tax regulations

The consultations are envisioned to contribute to the Turkish business community in many different aspects.

- To raise awareness of the concept of sustainability and the Post-2015 Development Agenda process which is seen as an absolute necessity to ensure competitiveness in global markets.
- To include and reflect on the views of the Turkish private sector's perspective within this process.

¹² www3.weforum.org/docs/WEF_GlobalCompetitivenessReport_2013-14.pdf

- To build a link for business to engage with all stakeholders as a means of implementation.
- To identify good case examples.
- To identify existing tools and resources that business can utilise.
- To identify the main challenges that business faces on advancing the agenda.

All members of the Executive Board of Global Compact Türkiye and the SME Reporting Task Force were briefed on this process and a dedicated consultation with the Banking and Finance Working Group was conducted for which they made a strong commitment for engagement and supported the methodology overall.

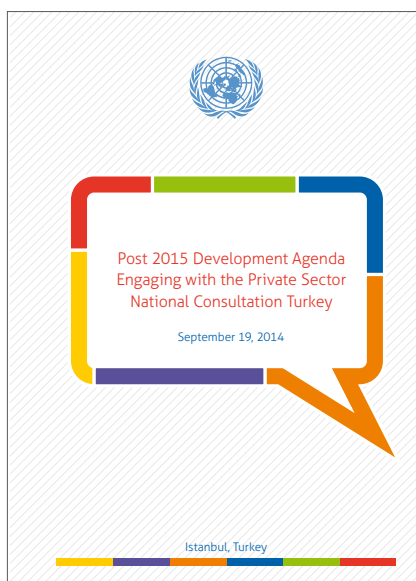
Within the *2013-2016 Strategy of Global Compact Türkiye*, empowerment of SMEs has been identified as a priority area. Given that UNIDO is also the SME focal point agency within the UNGC, Global Compact Türkiye has reached out to the UNIDO Turkey country office recently to join efforts. As such, this consultation also came timely in this regard and provided a window of opportunity for greater collaboration with SMEs in Turkey on the topic of sustainability.

A dedicated task force was formed in order to enable cooperation with interested UN agencies namely FAO, ILO, IOM, UNDP, UNFPA and UNV and also served as an example of inter-agency collaboration. The task force was invited to take part in the process and be actively involved. Overall, the collaboration was extremely positive and useful especially in terms of taking stock of existing UN–business partnerships and conducting a stakeholder analysis for which over-laps as well as new channels of engagements were identified.

The following themes were selected for the Turkish consultations:

- **Enhancing Partnerships**
- **Localizing the Architecture for SME Engagement**

Considering the fact that the concept of sustainability is still not comprehensively captured by the majority of the Turkish private sector overall, the consultation process is regarded as an opportunity to raise awareness of the future development agenda of the UN, including SDGs. As most enterprises



A sample of the visuals used for the consultations in Turkey

are not aware of the fact that they could even play a role in implementing the future agenda, the consultations aim to shift paradigms, seek to integrate their perspectives and engage them further on this next implementation phase. Considering the time frame and resources to disseminate the information optimally, a collective approach was adapted by establishing direct links with organizations such as organized industrial zones, sector and business associations, chambers that have an outreach to their members which will multiply the outputs.

The intended outcomes of this important process are also parallel to Turkey's own development agenda, detailed in the Turkish *10th Development Plan, Industrial Strategy, SME Strategy*¹³ as well as other policies and programs. As such, it was deemed essential to involve the related government agencies in the process to capture the public sector's opinion with regard to the private sector involvement in the Post-2015 Development Agenda. Turkey's ambitious goal of becoming a regional financial centre as well as the presence of the headquarters of multi-national companies rendered the consultation process even more interesting.

Regarding the first theme, a broad definition given by the General Assembly for principle-based partnerships¹⁴ is that they are voluntary and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a common purpose or undertake a specific task, and to share risks, responsibilities, resources and benefits. Partnerships should not be thought of simply as global single-issue funds or campaigns. They can be, and in existing practice often are, creative interplays between business, local or national government, NGOs, academia or think tanks, etc., that take on jobs that are very specific – building a highway that connects farmers with markets or links neighbouring companies via trade and travel – or very broad and complex – principles on doing business in conflict zones, or management of cross-border water basins. More frequently, partnerships are crossing sector lines to involve governments, businesses, and civil society organizations, in various combinations.

¹³ www.kalkinma.gov.tr/Lists/Yaynlar/Attachments/518/Onuncu%20Kalk%C4%B1nma%20Plan%C4%B1.pdf

¹⁴ General Assembly resolution A/RES/68/234

Innovative partnerships with business and civil society have become a common phenomenon at the United Nations in recent years. Multi-stakeholder partnerships that involve the private sector, investors, governments, academia, foundations and civil society can provide effective mechanisms for fostering technology transfer and knowledge networks creating a transformative partnership. Transformative partnerships are needed to drive and achieve systemic change towards inclusive and sustainable economic development. A range of UN entities across the system now collaborates with the private sector in various capacities. Within UN entities in Turkey, there are leading examples of innovative partnerships that have made an impactful contribution to national development efforts.

On a local level, organized industrial zones and technology parks are examples of successful partnerships in terms of private sector development. The “Equality at Work Platform” founded with the cooperation of the World Economic Forum under the auspices of the Ministry of Family and Social Policies and with two leading businesspersons co-chairing the initiative demonstrates a good example for business working to advance professional skills development with the public sector.

UN–business partnerships are one of the many examples of innovative partnerships. At the global level the UNDP Turkey Country Office is the leading country office globally in terms of private sector partnerships for development. This is followed closely by UNFPA and other agencies like UNICEF and FAO. Therefore “Enhancing Partnerships” was one of the selected themes in order to stimulate further partnerships and share existing success stories with the broad range of stakeholders.

Discussions were designed to address domestic resources that could be mobilized, and the enabling environment needed, to bridge the persistent divide in knowledge, capacity and technology, as well as cross-cutting elements such as gender, youth, human rights and global inequalities.

VIII. Unique Approach & Methodology



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Compared to other countries, the Turkish approach overall was highly comprehensive and participatory in nature. Taking into consideration that outreach in the lead up to the main consultations would be needed to ensure that adequate input would be provided and to also ensure that participating organizations were adequately briefed in advance to provide input, a series of mini-stakeholder meetings were held. Furthermore, the outcome and key messages of these stakeholder meetings were then fed into the subsequent consultations. As such, a continuous cycle of dialogue of all stakeholders was achieved. The process of the consultation was designed in three phases.

Phase I (Primary data collection): Preliminary collection of data on what has been done to date related to the two main themes through primary sources (electronic surveys, face-to-face meetings either with individuals representing a business organization or through boards of major industry, sector business groups). This phase sought to bring clarity on the issues, which are seen to be crucial with regard to the implementation of SDGs. One of the main impacts of Phase I is increased awareness at both the private sector and government level on the Post-2015 Development Agenda. Further information on the survey results is stated in the following sections.

Phase II (Inclusive dialogue facilitation): In order to ensure the participatory approach of the overall methodology, mini-stakeholder meetings were held in the lead up to the main private sector and public sector consultation. In total, a series of 5 inclusive dialogues were held:

- Stakeholder Meeting with Civil Society – 25 June 2014
- Stakeholder Meeting with the Banking Sector – 2 July 2014
- Stakeholder Meeting with Universities – 17 September 2014
- Main Private Sector Istanbul Consultation – 19 September 2014
- Main Public Sector Ankara Consultation – 22 October 2014

Phase III (Review of key messages and finalization of report): Based on the additional input and recommendations as a result of this series of inclusive dialogues, feedback reports have been prepared and shared with the stakeholders. Press releases and social media were also used for dissemination as well as awareness-raising.

IX. Survey Results

A survey was also prepared and shared broadly with stakeholders in the form of a questionnaire. The survey was adopted from the global survey guidelines and included additional questions in the local context. These additional questions were in the scene-setting nature to better comprehend the general understanding of the term sustainability and partnerships. Despite the short period of time, extensive outreach was conducted on the survey. The survey target list was populated from the sum of stakeholders of the task force, representing over 500 organizations. Particular attention was given to ensure that the survey was also completed by organizations in the less developed regions in Turkey. Some organizations had difficulty in completing the survey and sought guidance on understanding the terminology. In particular, companies that are already engaged in partnerships with the UN provided the most comprehensive feedback.

The survey was shared with the following organizations:

- 6 Provincial Administrations
- 52 Business Associations, Industry Associations, Employer Organizations
- 96 SMEs
- 107 Large Enterprises
- 146 NGOs, Foundations & Universities
- 13 Government Institutions

In total, the survey was completed by 60 stakeholders representing all major stakeholders. The survey answers are interpreted in the tables and graphs below.

The survey produced some interesting outputs even related to basic matters. This proved once more how important it is currently to shift paradigms on the subject matter in Turkey. The answer to the first question is a perfect example. When the participants were asked how they perceived public-private partnerships, a striking 40% still stated that partnerships need to be voluntary and not produce a profit as a result. This is actually underlining once more, how important the consultation process is for raising awareness. As the focus is engaging with the private sector and profit making is by default the nature of all business, it is essential to break this prejudice immediately. This indicates that the notion of good business, that is business' abilities to make a profit while contributing to sustainable development is still not commonly accepted by stakeholders in Turkey.

Participants defined Private-Public Partnerships as:

"Goal-oriented efforts by businesses and/or government bodies to promote sustainability and the common good, that can include a profit-making or return-on-investment component to facilitate financial sustainability". (60%)

"Voluntary and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a common purpose or undertake a specific task, and to share risks, responsibilities, resources and benefit". (40%)

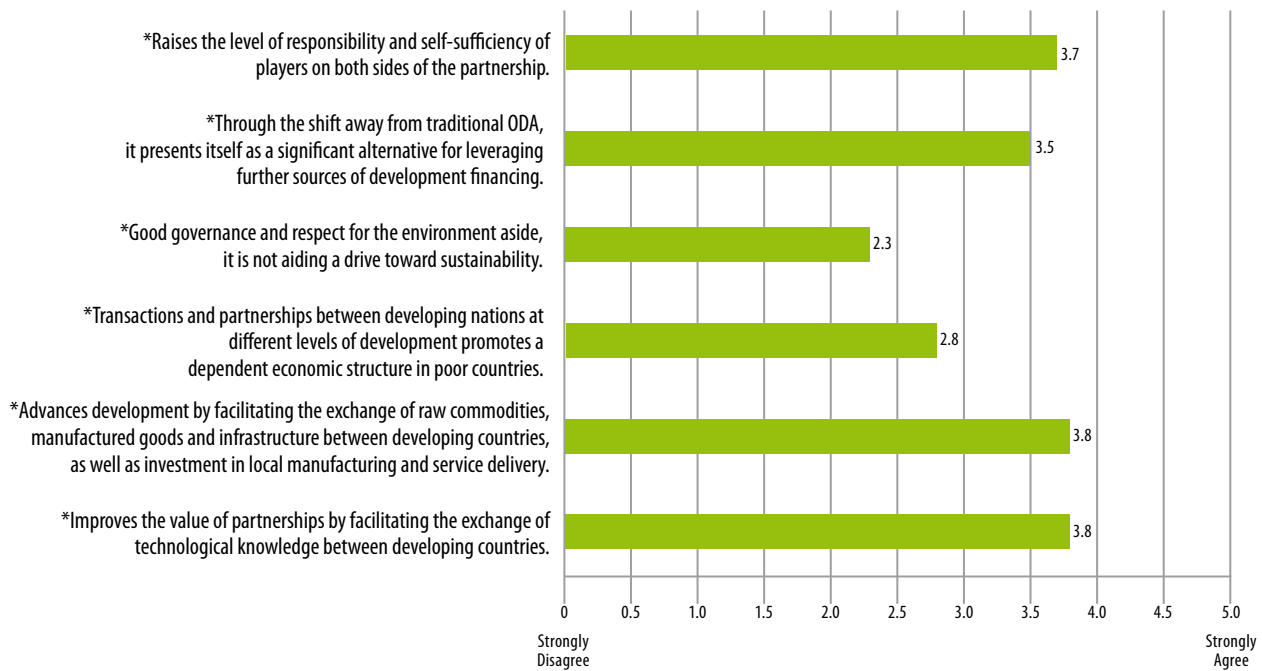
"Business deals that sometimes produce sustainable development benefits (e.g. clean-energy public transportation, wider access to piped-in water)". (0%)

There are many partnerships established amongst the respondents (see below). This process overall enabled these partnerships to be presented to a broader audience albeit briefly and the results have surpassed the expectations.

Q: With what type of stakeholders do you have partnerships?

Stakeholders	Collaborated with on sustainability issues
Business	81%
Local government	62%
National government	32%
NGO/Non-profit	68%
Academic institution	85%
Foundation	75%
Company(ies) located in the supply chain	38%
Multi-lateral organization	53%

South-South Cooperation, one of the rising trends of the UN system was also one of the survey questions. The responses to the question "To what extent do you agree with the following statements regarding the current modes of South-South cooperation" are depicted in the following graph. (5 = strongly agree, 1 = strongly disagree)



In line with the Localizing the Architecture for SME Engagement theme, the question “**How the respondents realistically perceive the contribution of the SMEs on the subject matter**” had the following interesting responses:

- 96% of stakeholders suggest that SMEs should realistically be expected to create new jobs and reduce unemployment in sustainable development priorities.
- 32% of stakeholders suggest that SMEs should realistically be expected to simply ensure that they do no harm and meet minimum responsibilities, such as the responsibility to respect human rights.
- 45% of stakeholders suggest that SMEs should realistically be expected to find ways to reduce their carbon footprint and curb environmental damage.
- 53% of stakeholders suggest that SMEs should realistically be expected to report regularly on sustainability performance including social and environmental impacts.



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- 74% of stakeholders suggest that SMEs should realistically be expected to monitor their supply chains and address violations (e.g. child labour, worker safety).
- 66% of stakeholders suggest that SMEs should realistically be expected to participate actively in setting industry standards.
- 66% of stakeholders suggest that SMEs should realistically be expected to invest in R&D towards innovation, green technologies and sustainable business models.
- 87% of stakeholders suggest that SMEs should realistically be expected to participate in national business sustainability networks.

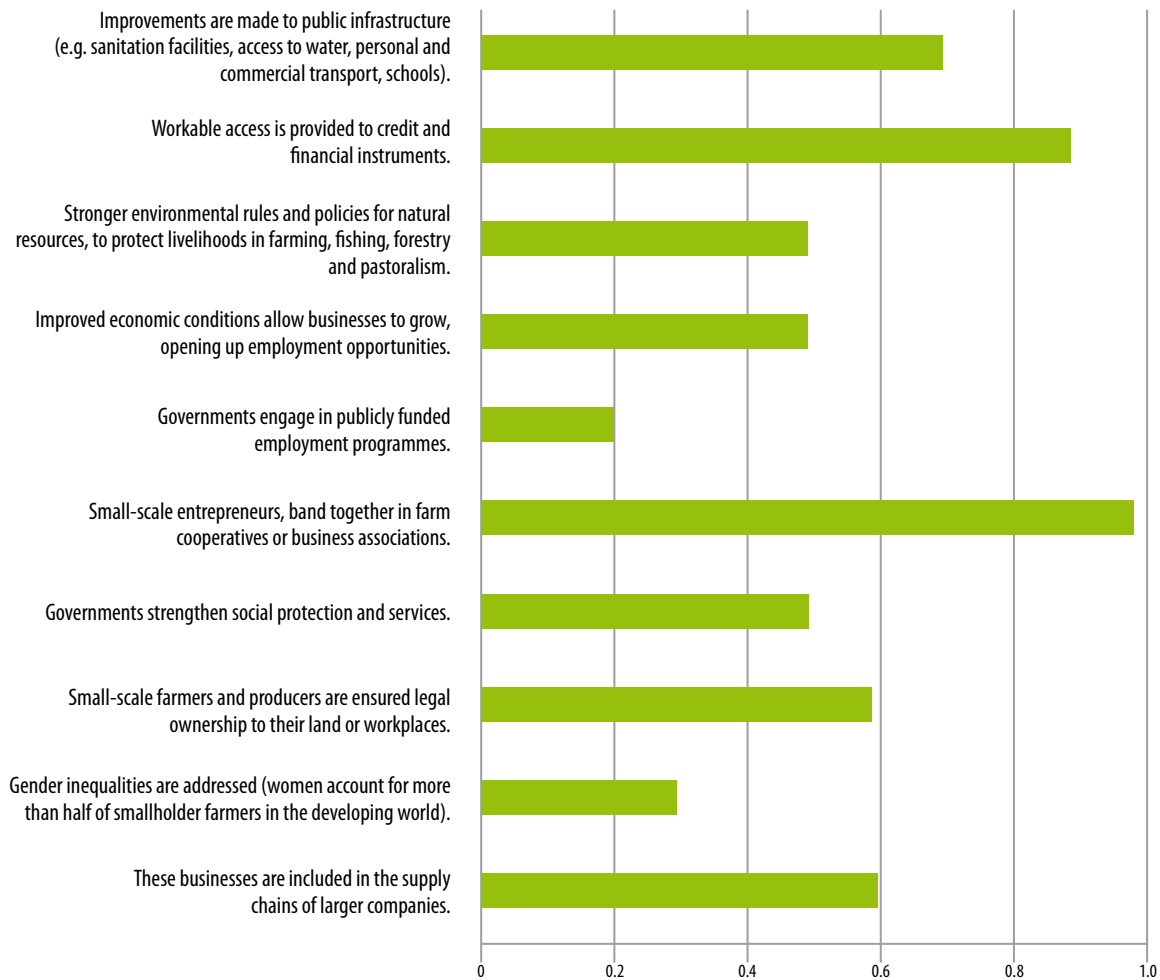
When asked about the **effective means of supporting the development of SMEs** the stakeholders gave their opinions as follows:



Photo credit: Hakan Yayla

- 70% of stakeholders believe that large corporations need to establish business relationships or partnerships with SMEs that include a transfer of technology as an effective means of supporting the development of SMEs.
- 51% of stakeholders believe that larger businesses need to actively support SME suppliers to establish policies and practices to meet minimum responsibilities and sustainability goals.
- 62% of stakeholders believe that responsible businesses need to provide active support to SME suppliers to help address potential violations (e.g. child labour or unsafe working conditions).
- 66% of stakeholders believe that governments need to provide support (e.g. through tax breaks, low-interest loans, training programmes).
- 38% of stakeholders believe that governments need to enact protectionist measures (e.g. tariffs or import barriers on competing products).
- 58% of stakeholders believe that finance institutions need to remove barriers that SMEs typically encounter in obtaining credit to upgrade or expand operations.
- 68% of stakeholders believe that the governments need to ensure an enabling environment (e.g. infrastructure, regulatory framework).

The most effective mechanisms for advancing the economic security of poor smallholder farmers and people trying to make a living in the informal sector were identified as improving cooperative and relevant associations and providing access to affordable credit. (Top three ranked in order of importance (1, 2, 3)):



An important end result of the survey was the mapping of existing projects and activities. Results indicate that the vast majority of **respondents have prioritized increasing women and youth participation** and engagement in all dimensions of **social and economic life as a priority**. This is followed by creating equality strategies and improving employment opportunities of persons with disabilities, though both at a much lower rate.

When **adapting the global survey**, three important **issue areas were added** to reflect the local context:

- Global migration and persons fleeing from conflict and high-risk areas
- Combating domestic violence
- Supporting childcare services

It was important that these questions be added and was perhaps the first instance that such a survey geared towards business included these issues.

Inequalities, Economic Growth and Employment, Environmental Sustainability, Democratic Governance and Education.

The respondents provided information on their own work to reduce inequalities:

Type of Projects/Activities	Percentage
Creating an equality strategy and action plans	40%
Increasing women and young people's engagement in all dimensions of social and economic life	84%
Reinforcement of programs aiming to reduce social problems derived from migration	21%
Improving working conditions of disability employment	40%
Combating domestic violence against women	23%
Supporting childcare services	19%

The respondents stated their opinion on their organisation's contribution in order of importance from 1 to 4.



Interestingly, this data indicates that although companies think they can make the greatest contribution in the two areas of creating equality strategies and taking action on increasing the employment of persons with disabilities, their current existing activities and projects are not equal in ratio. It could be interesting to look into this further on why this dichotomy exists and whether it is more prevalent in specific sectors.

What type of project/activity (in the specified areas below, including private-public partnerships as well) does your institution conduct to increase qualified job opportunities?

Type of Projects/Activities	Percentage
Increasing women's labour force participation rates	70%
Reinforcing the relationship between vocational education and employment	78%
Preventing unregistered employment	30%
Increasing job opportunities for disadvantaged groups	57%
Providing qualified work-based learning and apprenticeships	33%
Creating green jobs	35%

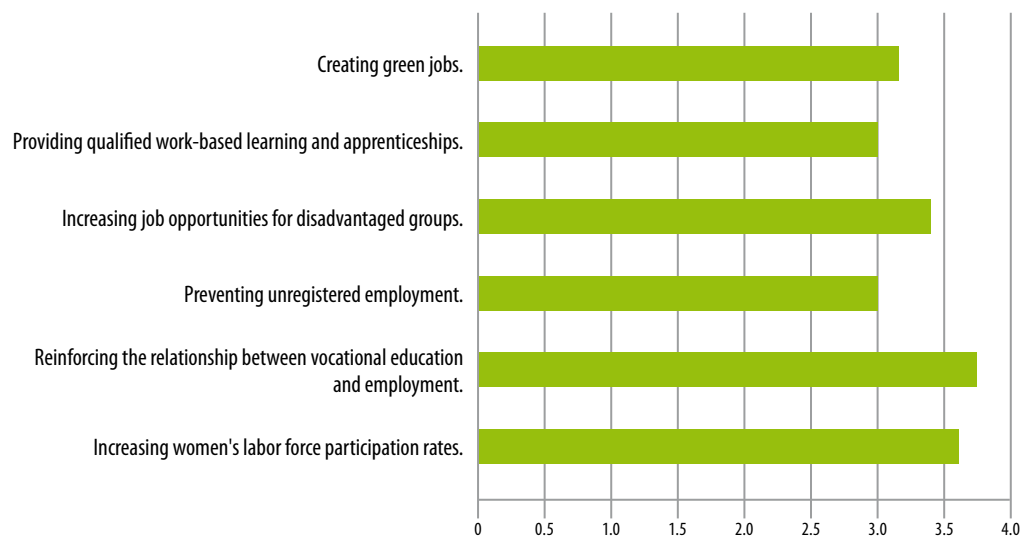
Similar to other emerging markets with young populations, there is a serious lack of qualified individuals in Turkey with the necessary skills to meet current and future private sector employment demands. Data from the survey indicates that a vast majority of the Turkish private sector is engaging in partnerships with the public sector in this area, mainly vocational schools and the Ministry of Education most likely. Interestingly, there is a significant gap in the response rate on vocational skills development and providing qualified learning and apprenticeships. We assumed that this rate would be higher given that providing qualified work based learning and apprenticeships is also a means of reinforcing the relationship between vocational education and employment.

Given that the labour force participation of women in Turkey is the lowest amongst OECD countries and that national competitiveness cannot be increased while undermining half the population, business has also joined efforts with the public sector in this regard. Also, preventing unregistered employment remains seen as the main responsibility of the state. Finally, a low response rate on creating green jobs may indicate the overall limited understanding of this topic in Turkey or lack of understanding of the notion that transition to the green economy will create new jobs.



Photo credit: TEGV

How would you rate your institution's contribution to these projects/policies?



Responses indicate that stakeholders rate themselves as making the most contribution on reinforcing the relationship between vocational education and employment, increasing women's labour force participation and increasing opportunities for disadvantaged groups. Interestingly, a vast majority of respondents indicate that they rate themselves as making a contribution to green jobs yet in the previous question they indicate that they are not doing anything in this area.

What type of project/activity (in specified areas below) does your institution conduct to contribute to environmental sustainability?

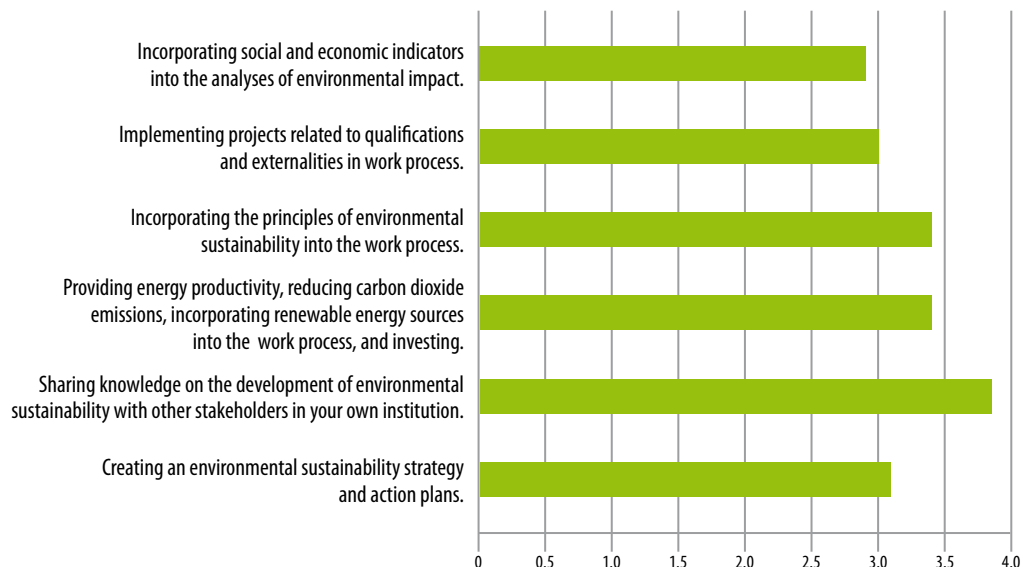
Type of Projects/Activities	Percentage
Creating environmental sustainability strategy and action plans	33%
Sharing knowledge on the development of environmental sustainability with other stakeholders in your own institution	46%
Providing energy productivity, reducing carbon dioxide emissions, incorporating renewable energy sources into work process, and investing if convenient	42%
Incorporating the principles of environmental sustainability into the work process	44%
Implementing projects related to qualifications and externalities in the work process	27%
Incorporating social and economic indicators into the analyses of environmental impact	23%

Although nearly half of the respondents indicated that although they are engaging in **environmental and climate stewardship** activities, **integrating these principles into their work processes** and implementing related projects as well as creating **environmental sustainability strategies and action plans** are significantly *less proportionate* in comparison.

Furthermore, there is a **lack of understanding on the social and economic impacts in their environmental impact** analyses.

How would you rate your institution's contribution to these projects/policies?

Data from survey results indicate that on average stakeholders find that they make the most contribution to environmental sustainability projects and policies through knowledge sharing activities:



X. Stakeholder Meetings

Stakeholder Meeting with Civil Society

Date: 25 June 2014

Location: Istanbul, Türkiye

Number of Participants: 30

Stakeholders: Civil Society, NGO and
International Organization Representatives

Key messages:

- Environmental Sustainability
- Good Governance
- Resource Efficiency
- Regional Disparities

The **road map** identified by stakeholders included:

- Raising awareness on sustainability for the general public and business community.
- Policies to be designed by the government in order to regulate, coordinate and support sustainable development.
- Identifying the concrete benefit for the private sector, communicating this benefit and guiding the business community accordingly.
- Government incentives to be consolidated under the title of “Sustainability Incentives” for more visibility and streamlining the limited government resources for optimum uses.
- Creating understandable, measurable indicators and a call for action for all levels of the society with focus on the private sector.

This meeting was the first stakeholder panel held within the series of inclusive dialogues. It was organized to receive the inputs of non-governmental organizations and was planned as a pilot. The panel was carried out in two parts for which the primary objectives were as follows:

- Raise awareness for the NGOs who might not have participated in the first round of consultations.
- Communicate the mission of the consultation and guide the dialogue in order to achieve optimum outputs.

The objective of carrying out a consultation only for the NGOs was to equip them with the necessary knowledge so that information can be disseminated further to their members and stakeholders for bigger impact and visibility. The participants represented civil society at large since there was participation ranging from organizations with solely business related mandates to completely social NGOs.

Participants provided information on current partnerships with the business community, public sector and academia that are regarded as excellent examples for partnerships.

All of the participants stated that they were very interested in contributing to the implementation mechanisms and the concrete indicators which are currently needed. In line with the capacities of the participants, it was impressive to observe that the audience was completely ready for subsequent action that provides an even better ground for the implementation of the Post-2015 Development Agenda.

The roadmap was clearly outlined by the participants as follows:

Raising awareness: It was commonly agreed that there is undoubtedly a great need to raise awareness for the general public and the business community on the topic of sustainability. In Turkey there is currently a knowledge of the issue but the concept needs to be definitely spread more widely. Furthermore, the business community has different levels of approach to the subject matter:

- Unaware of the topic
- Aware of the topic but is indifferent
- Legally bound to comply with some rules and regulations
- Encouraged to comply with private standards of buyers
- Aware and taking the initiative
- Aware and with corporate policies going beyond legal requirements
- Acting as a sustainability mover in their sector

Government Policies: The participants commonly agreed that as the concept is relatively new for Turkey, relevant government policies are required. The macro policies such as the 10th Development Plan and Turkish



25th June 2014 NGO Consultation in Istanbul

Industrial Strategy has a very limited reference related to the essence of sustainability. Even though some individual public bodies such as different ministries have their own current activities, there is no governing horizontal macro policy or strategy towards sustainability. Therefore it is essential to be in active dialogue with government organizations for sustainability to be referred to in all industry related policies and a horizontal strategy to be designed.

Benefit for the Business Community: The necessity of sustainability for their business and sector needs to be communicated clearly so that the business community perceives the positive, concrete outputs that they will achieve such as cost saving, lower employee turnover, increased brand awareness, increased possibility to work with global buyers and most certainly the ability to contribute to the livelihood of our ecosystem. While communicating with the private sector, it is important to use a simple, understandable language.

Government Incentives: It would be safe to state that the Government provides a wide scope of incentives to the business community, regardless of the sector in Turkey. It is natural that there is emphasis on innovation, research and development in order to increase the added value of the country in manufacturing. But in general, it is possible to identify an incentive for almost all businesses. Although there are incentives on environmental conduct or employment support, there is currently no government incentive in Turkey under the title of “sustainability.” Consolidation of government incentives under the title of “sustainability” was deemed necessary by the participants. This would result in raised awareness in the business community, more visibility for the term sustainability and better presentation of the government’s determination towards green businesses.

All of the participants were aware of sustainability and its essence and almost half of them already have projects and activities in order to contribute. The participants have stated their willingness to be a part of the Post-2015 Development Agenda, especially for engaging with the private sector focus.

Stakeholder Meeting with the Banking and Finance Sector

Date: 2nd July 2014

Location: Istanbul, Türkiye

Number of Participants: 18

Stakeholders: Business, Civil Society, NGOs, Academia,
International Organizations

Key messages:

- Contextual factors such as cultural, economic, and legal factors to be taken into account.
- SDGs need to be measurable with realistic, clear and specific indicators and they need to be time bound.
- MDGs were mostly aimed at social and economic issues. This new framework includes the environment and biodiversity as well, which could create a more engaging platform for the private sector to contribute.

The consultation was held as a discussion within the **Sustainable Banking and Finance Working Group** meeting of Global Compact Türkiye. Representatives were mostly from the banking sector in Turkey, in addition to civil society representatives who have parallel work within the sector.

After an extensive presentation on MDGs, participants raised their questions and indicated that they saw opportunities for private sector engagement within **environment** related issues and linking their **corporate volunteerism programmes** with the Post-2015 Development Agenda. This stakeholder meeting was facilitated by the Global Compact Türkiye Consultant.

The banking and finance sector is known for its indirect effects on sustainability matters, initially related to how credits are lent to projects. Regarding the SDGs, corporate volunteer programs of banks have been presented as a best practice. Such programs include community services, as well as financial literacy training provided by banking experts. Volunteer projects are useful, yet a robust strategy towards these goals is still lacking in Turkey.

The main output of this session was awareness raising, stimulating reflection on their partnerships and SME empowerment for sustainability. The working group that represents 95% of Turkey's market capitalization rate is willing to play an integral role in the SDG process, albeit the roles of each actor are clearly defined.



Stakeholder Meeting with the Banking and Finance Sector

Stakeholder Meeting with Academia

Date: 15 September 2014

Location: Istanbul, Türkiye

Number of Participants: 15

Stakeholders: Academia, Civil Society, NGOs, International Organizations

Key areas identified:

- Women's Labour Force Participation
- Youth Unemployment
- Governance

Academicians highlighted the need to provide a platform where academicians and private sector representatives can come together to reach common objectives. It was also stated that these identified challenges should not be seen solely as the problems of governments and that stakeholder engagement is essential.

The main objective was to raise awareness of the Post-2015 Development Agenda among universities and to brief them on the key messages from the proceeding consultations. Most importantly, the consultation enabled university representatives to provide input on the two main areas Turkey has selected to focus on. With regards to partnerships, better university engagement for private sector and global sustainable development was discussed.

The meeting was slightly different in format with the vision to seek academic expertise on the national context related to key thematic areas that were highlighted in the *Turkey National Consultation Report* (2013) namely:

- Inequalities
- Education
- Growth and employment
- Environmental sustainability
- Democratic governance

The key findings as presented by the groups were as follows:

- All of the five thematic areas are very important respectively and their solutions should be more overlapping and complimentary. It is important to see the link between them and adopt effective policies.
- From the perspective of the private sector, the sustainability goals need to be measurable with realistic, clear and specific indicators and the private sector should be able to see the benefit for themselves in sustaining these goals.
- All stakeholders need to communicate effectively and come together in various platforms. There is a strong need to engage representatives from the universities and private sector and encourage collaborative work. Various incentive mechanisms must be developed for the private sector in order to have their active contribution. Their efforts should be supported by government and other public sector institutions.
- Identified challenges should not be seen solely as the problems of governments. All stakeholders need to take responsibility and work together. One should realize that the public sector cannot respond to all problems on its own.



Stakeholder Meeting with Academia

The recommendations on the thematic issues are:

Education: The participants stressed that there is a need to focus more on the quality aspect of education in Turkey. Access to quality education and “inclusive education” are concepts which all stakeholders need to work together on.

Environmental sustainability: Both the private and public sector need to be further developed and educated on this issue.

Growth and employment: “Inclusive Growth” needs to be sustained to create jobs. Participants focused on women’s employment and women’s presence in the labour force to boost Turkey’s growth. Regarding women, the main issue was stated as the barriers they face in entering the labour market rather than the inequality they face once they are actively employed.

Democratic governance: There is an urgent need to create platforms where different stakeholders can interact with each other. Different actors, sector representatives’ and stakeholders’ views must be taken into account at all times.

Inequalities: This thematic area is interlinked with all other areas. Creating incentives in order to overcome these is very important.

XI. Main Consultations (Private & Public Sectors)

Private Sector Istanbul Consultation

Date: 19 September 2014

Location: Istanbul, Türkiye

Number of Participants: 63

Stakeholders: Private Sector, Civil Society, Academia and Government

Key messages:

- Need to raise awareness on Post-2015 Development Agenda and sustainability.
- Promotion of good governance and focusing on enabling policies.
- Integrating youth into the Post-2015 Agenda and creating employment opportunities through qualified education.
- Establishing better employment opportunities for women.
- Encouraging SME engagement and enhancing partnerships through innovative strategies focusing on natural incentives and specific sectors.

Furthermore, the participants stressed the need to define concrete, implementable, rational and adequate “**Sustainable Development Goals**” (SDGs) and “**Key Performance Indicators** (KPIs).” It is recommended to have a **maximum 10 goals and manageable number of indicators**.

The main private sector consultation took place with the participation of 63 participants from various stakeholder groups. This consultation was the fourth stakeholder meeting in Turkey and it was designed in two sessions in order to provide information, raise awareness and also to receive the inputs of the participants to be reflected in the Post-2015 Development Agenda.

The first session was carried out with informative purposes, in order to prepare the ground for the discussion to take place in the second session. The meeting included a presentation on the Post-2015 Development Agenda and a summary of key messages from previous stakeholder meetings as well as a roundtable discussion among the participants, facilitated by the UNIDO consultant.

Opening remarks by the UNIDO Turkey Director and the Global Compact Türkiye Network Representative and Chairman were made in which they highlighted the importance of this consultation and Turkey’s rising



*Main Private Sector Istanbul Consultation
19 September 2014*

importance as a development actor. They also mentioned existing complementing projects, programs and initiatives of their respective organizations. This was followed by a panel, representing different stakeholder groups.

Panel speakers presented their opinions and experience related to the topics selected for the Turkey National Consultations; (i) Enhancing Partnerships and (ii) Localizing the Architecture for SME Engagement.

Following the panel, a working session took place. This session was organized in the form of 7 round tables where in each table a representative from each stakeholder group was present. The participants were asked four questions in total; two in each thematic area.

Localizing the Architecture for SME Engagement:	Enhancing Partnerships:
1. What are the most effective ways of reflecting the SME perspective in the Post-2015 Development Agenda? What are the most effective ways of supporting SMEs to align their business goals with sustainable development?	1. What partnership approaches have proven most effective for business engagement in sustainable development and can be leveraged to advance post-2015 priorities?
2. How can large private sector firms drive the adoption of corporate sustainability practices with SMEs that are in their supply chains?	2. What legal, institutional and financial infrastructure is required to enhance and accelerate partnership processes? What kind of policy changes or government incentives might accelerate partnerships and enhance multi-stakeholder collaboration in the Post-2015 environment?

The groups were asked to discuss their answers and present their findings to the whole group. This encouraged an open platform for discussion as well as optimum usage of the time. Due to the composition of the participants, new partnerships are also expected to flourish from this event. Each group presented their findings on two thematic areas and cross-cutting issues.

The participants were mainly from the private sector; however there was also a high number of representatives from NGOs and business associations mainly active in the field of sustainability. Academia and public sector representatives were also present.



Stakeholder Panel



Consultation facilitated by Ms. Taşkın, UNIDO Consultant

*Main Private Sector Istanbul Consultation
Group Photo*



Regarding the SME Engagement thematic area, the common SME problems were stated unanimously as:

- **Access to markets**
- **Access to finance**
- **Access to expertise**

It was commonly agreed by all groups that in order to enable SMEs to absorb the concept of sustainability, it is important to speak their language, show the benefit it will bring to their business and create a win/win atmosphere, addressing the three problems stated above. Thus, participants jointly stated that lack of awareness on sustainability is the core of the problem.

Company representatives shared their experiences on integrating and engaging SMEs. Various innovative strategies were mentioned and recommended demonstrating successful examples such as “Leveraging Natural Incentives/Allies” and “Sectoral Deployment” strategies.

Lack of awareness on sustainability and implementation mechanisms were also mentioned. Participants stated that the concept of sustainability was not very well understood by the private sector in Turkey and it was difficult to work together with various stakeholders addressing various sustainability issues.

Participants drew attention to the link between sustainability and education and the need for the concept to be an inseparable part of basic and higher education. Examples were provided also on the matter, such as the implementation of a minimum of one social project in universities as a requirement for graduation. Once the dual system enabling the students to both work and study is in place; then the students will have internalized the concept of sustainability and would be implementing it as part of their daily professional life following graduation.

Multinational enterprises were expressed as an essential part for the overall engagement of the private sector as they can easily apply sustainability requirements in their supply chain. As it is the case all over the world, the trend should continue to be not only to audit but also to train SMEs and provide support. Capacity building to its fullest extent needs to be the core of the value chain so that value can be realistically created.

Partnerships were deemed very important by all participants, however it was stated that a dedicated strategy is needed in order to facilitate partnerships between the private sector, public sector, academia and NGOs.

Some areas identified to increase the effectiveness of partnerships were based on principles of good governance such as consistency, responsibility, accountability, fairness and transparency.

Platforms such as the local networks of the UN Global Compact in order to stimulate and catalyse such initiatives were deemed important by all participants.

It was concluded by the participants that even though there are many government incentives perhaps not directly focusing on sustainability but on matters such as training, counselling, certification and environmental management these could be easily used to disseminate sustainability principles in case there is awareness at the SME side to require such programs.

Therefore interfaces such as chambers, business associations, other organizations and NGOs were invited to play their role as trainers, project partners, coaches and mentors in order to facilitate the process. Once the stimulation takes place their peer SMEs could observe this and there would ultimately



*Main Private Sector Istanbul Consultation
19 September 2014*



Ankara Consultation

be positive outputs created. Sustainability would provide a direction and innovation would flourish. Academia representatives conveyed their willingness to take place in such partnerships and articulated the challenges they face while trying to reach out to the business community.

Sustainable entrepreneurship awards and platforms where the potential partners for sustainability initiatives could meet were innovative ideas coming out of the consultation. Setting clear objectives and indicators for businesses and employees was also one of the recommendations once the initial two steps of awareness and integration of sustainability principles into daily business operations are passed in a solid manner.

The role of the government is seen as an undeniably important factor in enabling a safe, sound, transparent business environment. The issue of good governance and the need to establish enabling policies through stakeholder engagement was stressed by the participants. As for the particular case of Turkey, the industrial strategy and development plans are currently only touching upon sustainability. However a cross-cutting sustainability strategy as an overall strategy document or sustainability being an inseparable part of all government industrial, development, innovation and export strategies was stated as a necessity by the participants. Streamlining government incentives where the term sustainability is articulated and emphasized was deemed an essential part of disseminating the concept. Public procurement advantages and tax incentives for business with sustainability principles were expressed as useful tools. Enforcement of the current laws and regulations related to environmental and social dimensions was identified as necessary. This would mean that both the award and regulatory mechanisms need to be in place and enforced by the public sector in line with their role.

Building upon the first phase of the *Post-2015 Development Agenda National Consultation* (2013) and the Turkey Report, a lack of qualified education, youth unemployment and women's labour force participation were identified as the main cross-cutting issues and areas requiring improvement. The participants also discussed the emerging SDGs and "Key Performance Indicators." Participants agreed on the idea of limiting the number of goals (recommended to have maximum 10 goals) and indicators. They stressed the need to have concrete, implementable, rational and manageable goals and indicators.

Main Public Sector Ankara Consultation

Date: 22 October 2014

Location: Ankara, Türkiye

Number of Ministries: 14

Number of Participants: 96

Stakeholders: Business, Academia, Government, Civil Society, NGOs

Key messages:

- Important policy recommendations to the government were made during this consultation in which public, private, academia and civil society representatives were present.
- There is great need for alignment of private sector needs and the incentives as well as policies of the public sector.
- The benefits that the private sector will gain out of sustainability related activities need to be precise and well communicated for maximum stakeholder buy-in.
- The concept of “development” and “sustainability” needs to be internalized especially by the public sector in order to become a systemic part of the country’s strategic development plans.
- Transitions from education to employment, employment opportunities for females and youth need to be strengthened.

The final meeting took place in Ankara for the public sector and other stakeholders present in the capital city of Turkey. The number of participants and the feedback also proved that this was indeed very fruitful.

The nature of this consultation was slightly different in nature as the main objective was first and foremost to raise awareness for the government officials on this new topic. As discussed in the previous sections, Turkey is still in need of a horizontal sustainability strategy and integration of the concept into government policies and programs. Therefore the consultation was very fruitful from the point of view of introducing the concept.

This meeting was a first of its kind where representatives of various ministries came together with the private sector to discuss the concept of sustainability. There were representatives from 14 Ministries.¹⁵

¹⁵ See Annex VI for the detailed participants list.



Stakeholder Panel



*Dr. Yılmaz Argüden, Chair,
UNGC Local Networks Advisory Group &
Network Representative and
Chairman, Global Compact Türkiye*

A model similar to the İstanbul National Consultation was used and the meeting was designed in two sessions. The first session was carried out with informative purposes, in order to inform the participants on MDGs, the output of the first round of consultations and SDGs.

The welcome speeches were followed by a panel of different stakeholders. As was the case in the İstanbul National Consultation all stakeholders were represented. During the panel, UNDP representative presented UNDP's work on partnerships in the country, Marks and Spencer representative presented how they engage their own operations as well as suppliers with sustainability. OSTİM Industrial Zone Chairman presented their extensive work related to the environmental perspective of the concept. Finally, an academia representative conveyed the messages of the Academia Consultation to the attendants.

The panel was followed by the discussion organized around four questions on the selected two topics. These were:

1. What are the most effective ways of reflecting the SME perspective in the Post-2015 Development Agenda? What are the most effective ways of supporting SMEs to align their business goals with sustainable development? How can the public and private sectors cooperate to address these?
2. How should a business climate look in order to enable enterprises to reach sustainable development goals? What kind of incentive mechanisms need to be designed by the public sector?
3. Could you please share information regarding your sustainability projects, programs, action plans, strategies, incentive mechanism and best practices?
4. What kind of a legal and financial framework is needed in order to stimulate and enhance public private partnerships?

The responses from the audience were very much to the point and absolutely serving the objective of the meeting, as there were representatives from the public sector, private sector, academia and business organizations. The outputs confirmed the outputs of the previous meetings and followed the same path.

It was stated that there is great need for alignment of private sector needs and the incentives as well as policies of the public sector. Otherwise the projects that both parties implement are doomed to fail. Both the government and private sector representatives endorsed this opinion.

Furthermore participants stated that the concrete outputs and the benefits that the private sector will gain out of sustainability related activities need to be rendered understandable and communicated well for maximum stakeholder buy-in. Therefore awareness-raising was one of the most discussed topics.

The mentality gap between the private sector and public sector and bridging this gap via partnerships where both parties can learn from each other was discussed. The added value of academia in such partnerships as well as the guidance and leadership of the public sector was stated as desirable.

The government representatives have stated there are programs being designed currently for transformation into green businesses and this stems from the government's deep belief in its guidance role. The enthusiasm of the public sector received great appreciation from the audience.

Academia representatives pointed out the need for the internalization of the concept of "development" to become a systemic part of the country so that paradigms can be shifted and the responsibility now perceived mostly as the "government's mission" can become "everybody's responsibility." The regional disparities factor needs to be well managed as the perception and the capacity of the SMEs in various parts of the country are sometimes worlds apart. Economic instability and the management challenges that SMEs face were declared as roadblocks along the way.

The use of interface mechanisms such as the chambers was recommended in order to catalyse the change. Another recommendation was also global partnership for know-how transfer from developed countries to the countries in need of assistance.

The meeting had a very positive tone and was concluded with all participants expressing their enthusiasm for further involvement. The event served its purpose by preparing the ground for the following stages and the Post-2015 Development Agenda.



Mr. Süleyman Yılmaz, Director, UNIDO Turkey

XII. Key Findings & Recommendations

The consolidated findings of the series of inclusive dialogues (3 stakeholder meetings, 1 main private sector consultation and 1 public sector consultation) are stated below:

1. Promoting Good Governance and Focusing on Enabling Policies

The Post-2015 Development Agenda must be built on an **open, transparent, fair and responsible public decision-making mechanism with broad public engagement and inclusive participation at the national and local levels.**

Good governance enables the purposeful stewardship of local and foreign resources and promotes an enabling environment to incentivize enterprises in their sustainability and partnerships journey. Higher standards for the rule of law are strongly linked with favourable business and investment environments as well as greater efficiency in the implementation of development projects. Government needs to play an active part in designing the right policies, strategies and integrating sustainability into these. The incentives need to be streamlined accordingly. Taxation should consider sustainability impacts and priorities in public procurement for companies implementing sustainability principles. This would be very encouraging for the private sector. Innovation would also flourish in this manner. Furthermore, public sector recognition and award systems could further incentivize enterprises.

Under the heading of “governance”, the participants stressed the importance of acquiring peace and stability. It was stated that states have the primary responsibility to ensure peace and stability. Furthermore, the need for continued peace and stability as a key building block to ensure national competitiveness and ensure continued sustainability efforts was highlighted. There is **a need to focus on good governance and the rule of law in creating an enabling environment for governments, businesses and civil society to collaboratively address the structural and procedural challenges.**

2. Youth Concerns are Critical for the Post-2015 Agenda

Building upon the results of the first phase of National Consultations that took place in 2013, “education” is continuously mentioned as a key problematic area for Turkey. **Lack of qualified education and as a consequence high rates of youth unemployment** are key concerns. Lack of opportunities, arising inequalities, incompatibility between the school curriculum and labour market needs are identified as main problems. Given Turkey’s context and high youth population, it is important to focus on them and seek ways to integrate them into a future development agenda.

Youth unemployment rate exceeds 20% in Turkey and this rate is higher than that of adults (aged 25 and over). In Turkey, youth in the labour force are almost three times more likely than their adult counterparts to be unemployed. Furthermore, in Turkey, youth tend to be more involved than their adult counterparts in situations of unprotected work in the informal economy. These statistics illustrate the weak vocational education and training system in Turkey in securing a relatively smooth transition from school to work and the presence of significant skills mismatches on Turkey’s labour market. A range of policies is required to tackle the multiple barriers hindering youth from gaining a durable foothold in the labour market. These could include ensuring high-quality vocational education, strengthening initial investments in education and training, improving access to schemes that combine work and study and finally, putting in place labour market measures which help younger workers to gain access to more permanent and rewarding jobs.

3. Better Employment Opportunities for Women

In line with the first phase National Consultation (2013) results, the need for an employment policy that offers decent job opportunities and combats all forms of discrimination in working life emerged as a priority area. **More decent and better employment opportunities for women are necessary.** This could be achieved by following recommendations: increasing the labour work participation of women by providing social care services, widening the social protection network, combating informality and developing registered sectors, etc.

The low level of female labour force participation rate is a major problem in Turkey and puts a barrier on Turkey's future growth trajectory. The female population not in the labour force is approximately two and half times that of males in Turkey. The urban unemployment rate for women is 6 percentage points higher than for men and men's employment rate (64%) is almost three times that of women (22%). In fact, the Organization for Economic Cooperation and Development (OECD) member countries' average for labour participation of women is 62%. Women's capacity needs to be used and they should take a greater role in the Post-2015 Development Agenda if Turkey is eager in sustaining its growth rate. Various improvements in the work environment and government incentives could spur women's labour force participation rate in Turkey.

As indicated, despite being one of the fast growing economies, Turkey is struggling with high unemployment rates and keeping women economically marginal, being ranked 69 out of 187 countries. According to the *World Economic Forum Global Gender Gap Report 2013*, Turkey is ranked 120 out of 136 countries. In economic participation and economic opportunities for women, the gender gap in Turkey is among the widest in Europe and the Central Asia region. Even though Turkey is one of the selected emerging economies among OECD members, Turkey is ranked last with respect to women's economic participation (127th). Promoting women's employment in Turkey has become a key priority for policymakers in recent years. However, still much more needs to be done in this regard. Projects such as "My Mom's Job is My Future"¹⁶ launched by Borusan Holding with the Ministry of Family and Social Policies and the Ministry of Science, Industry and Technology, are good examples to increase women's employment rate in industry and support empowerment of women. More projects such as this must be launched, enabling stakeholder engagement.

4. Raising Awareness

This term was used to its full extent covering basic and higher education as well as awareness of the private sector and other stakeholders.

Participants stated that the concept of sustainability was not very well understood by the private sector in Turkey. There is a need to introduce

¹⁶ www.anneminisi.org/en/Project.aspx

sustainability into the private sector's work stream via intermediary and business support organizations using clear, understandable, down to earth language. The benefits need to be clearly stated and implementation mechanisms need to be supported by training, counselling, mentoring strategies. Therefore the tools and the indicators need to accompany awareness raising efforts in order to enable integration of sustainability into their daily business operations. **Large and multinational enterprises play an essential role in requiring sustainability standards from their supply chain therefore raising further awareness**, providing support for implementation and auditing. This is an effective tool as it enables the supply chain to observe the benefits immediately.

Furthermore, it was commonly agreed that sustainability needs to be integrated into the curriculum of schools, vocational schools and universities so that it becomes an integral part of business once the students are employed.

Media plays a great role in this regard. It is necessary to raise awareness among media agencies and reporters who could transfer the messages to the public in a complete and confident way.

5. SME Engagement

SMEs are the backbone of the private sector all over the world and also in Turkey. Therefore their engagement is both a challenge and a great opportunity. Raising awareness is essential for the private sector including SMEs therefore the same principles were stated as valid for SMEs as well. Raising awareness needs to provide a direct message related to their daily challenges. Access to financing, markets and skills were identified as a prerequisite for SMEs to continue on their sustainability journeys.

In order to enable SME engagement an innovative strategy such as “**Leveraging Natural Incentives/Allies**”¹⁷ could be used in various sectors such as the **banking sector, brand owners with broad value chains and media**. Banks can integrate sustainability criteria in their risk assessment and decision-making processes such as credit rating. By doing so they will strengthen their financial soundness, improve systemic financial stability and, at the same time, they will contribute to a more ecologically sustainable

¹⁷ Developed by ARGE Consulting

and just world. Multinational or large companies can also contribute to this process by effectively integrating the principles into their existing supply chain programmes and operations.

Another recommendation was based on using market segmentation and adapting a new sector specific approach, “**Sectorial Deployment**.”¹⁸ Companies in a specific sector tend to face common issues distinct from other sectors. Also, it is easier to reach companies of a particular sector through their industry associations. Finally, collective action enables a comradeship approach within the industry and convincing leading players of the sector increases the attractiveness to join forces for the Post-2015 Development Agenda.

6. Enhancing Partnerships

Partnerships were deemed useful by all participants. The consultations concluded that multi-stakeholder partnerships that involve the private sector, investors, governments, academia, foundations and civil society can provide effective mechanisms for fostering technology transfer and knowledge networks creating a transformative partnership. Platforms enabling partners to come together, design and implement initiatives were high on the wish list. Multi-stakeholder partnerships where especially the private sector, academia, NGOs and the public sector can come together were expressed as highly desirable. This approach was welcomed by all stakeholders.

Participants illustrating successful stakeholder engagement and partnership presented certain projects. For example, the “Meslek Lisesi Memleket Meselesi”¹⁹ project implemented by Koç Holding, the Koç Foundation and the Education Ministry of Turkey was presented. So too was the project “My Mom’s Job is My Future”²⁰ launched by Borusan Holding with the Ministry of Family and Social Policies and the Ministry of Science, Industry and Technology, aimed at increasing the employment rate of women in industry as well as supporting the empowerment of women.

¹⁸ www.tr.undp.org/content/dam/turkey/docs/news-articles/UNDP-TR-Global_Compact.pdf

¹⁹ www.meslekliyesimemleketmeselesi.com/tr-TR/

²⁰ www.anneminisi.org/en/Project.aspx

XIII. Conclusion

The consultations received exceptionally positive and expressive feedback from all participants. Participants appreciated such a unique and timely platform for stakeholder engagement. Participant follow up on these consultations was enthusiastic and all declared that they would be very happy to take a role in the future.

The composition of the participants was equally balanced with private sector, public sector, academia, business support organizations and NGOs. This enabled the opinions of all stakeholders to be reflected.

The participants were always very much interested and geared towards achieving optimum results for the community. The views represented the global realities and challenges as well as specifics for Turkey. The participants stated their strong desire to be a part of the Post-2015 Development Agenda and especially for engaging in dialogue with the private sector on implementation. The opinions were highly constructive, positive and everyone was eager to be involved in new initiatives.

The consultations were highly informative, stimulating and interactive. The modality of the meetings was also selected carefully to optimize the share of opinions within a limited time period with such a large number of participants. The recommendations were all realistic, achievable, innovative and clear. Therefore the National Consultations are deemed as highly successful in having accomplished their mission.

The main messages that emerged from the consultations can be summarized as; focus on good governance, integration of youth to the labour force through qualified education, improving women's work environment conditions, engaging SME's within the Post-2015 Agenda, fostering partnerships and working on awareness raising.

Thus, a key message mentioned in the consultation was the need to have a focused approach regarding the currently being discussed "Sustainable Development Goals" (SDGs) and "Key Performance Indicators" (KPIs) and **the need to limit the number of goals** (it is recommended to have **maximum 10 goals**) and indicators. **The goals and indicators need to be concrete, implementable, rational and manageable.**

Annexes

Annex I: Member Organizations of the Task Force (Alphabetical)

5. Food and Agriculture Organization of the United Nations – FAO
6. International Labour Organization – ILO
7. International Organization for Migration – IOM
8. United Nations Development Programme – UNDP
9. United Nations Global Compact – UNGC
10. United Nations Industrial Development Organization – UNIDO
11. United Nations Population Fund – UNFPA
12. United Nations Resident Coordinator's Office – UNRCO
13. United Nations Volunteers - UNV

Annex II:

Stakeholder Meeting with Civil Society Final Agenda

Continuing Inclusive Dialogue on the Post-2015 Development Agenda: Engaging with the Private Sector

Civil Society Stakeholder Meeting

25 June 2014

Venue: TÜSIAD

MEETING AGENDA

Opening speeches

- Dr. Yılmaz Argüden, Network Representative & Chairman, Global Compact Türkiye, Chair, Local Networks Advisory Group & Director of the Board, United Nations Global Compact
- Melda Cele, Deputy Secretary General, TÜSIAD

Introduction of the participants

- Presentation on the Post-2015 Development Agenda Engaging with the Private Sector by Damla Taşkın, International Consultant, UNIDO

Inputs from participants

Closing remarks

Participant List:

1. Dr. Yılmaz Argüden, ARGE Consulting & Global Compact Türkiye
2. Arzu Özyol, Business and Professional Women – BPW International
3. İpek İşbitiren, Business and Professional Women – BPW Turkey
4. Didem Uygun,
Business Council for Sustainable Development – SKD Turkey
5. Başak Muştı, Corporate Governance Association of Turkey
6. Ceyhan Göçenoğlu,
CSR Turkey & National Volunteering Committee of Turkey
7. Merve Tahmişoğlu, Educational Volunteers Foundation of Turkey – TEGV
8. Emine Etili, Endeavor Turkey
9. Deniz Öztürk, Global Compact Türkiye
10. Derin Şenerdem, Global Compact Türkiye
11. Sevgi Şairoğlu, Global Compact Türkiye
12. Lauranne Callet-Ravat, International Organization for Migration – IOM
13. Selma Masic, International Organization for Migration – IOM
14. Ecehan Ersöz, Junior Chamber International – JCI Istanbul
15. Ezgi B. Uçar, Mersin Chamber of Commerce and Industry
16. Ünal Sayman, Regional Environmental Center - REC Turkey
17. Jülide Ergin, Search and Rescue Association of Turkey - AKUT
18. Ufuk Yılmaz, The Association of Turkish Travel Agencies - TÜRSAB
19. Ezgişu Biber,
The Union of Black Sea and Caspian Confederation of Enterprises - UBCCE
20. Seda Gedik,
The Union of Chambers and Commodity Exchanges of Turkey - TOBB
21. Lale Tüzüner, Thrace Development Association - TKD
22. Akın Alıkcıoğlu, Turkish Society for Quality - KalDer
23. Neslihan Cingi, Turkish Society for Quality - KalDer
24. Elif Eren Çimen, Turkey-Iraq International Investors Association - TURIYAD
25. Kadri Kanpak, Turkey-Iraq International Investors Association – TURIYAD
26. Melda Çele, TÜSIAD
27. Damla Taşkın,
United Nations Industrial Development Organization – UNIDO
28. Elif Elçi Çarıkçı, United Nations Population Fund – UNFPA
29. Ai Watanabe, United Nations Volunteers – UNV
30. Burcu Morel, United Nations Volunteers – UNV

Annex III:

Banking & Finance Stakeholder Meeting

Final Agenda

Global Compact Türkiye Sustainable Banking & Finance

Working Group Meeting

2 July 2014

Venue: TÜSİAD

MEETING AGENDA

- Approval Meeting minutes from the March 5, 2014 working group meeting
- Presentation on the Post-2015 Development Agenda Inclusive Dialogue on Private Sector Engagement by Ms. Deniz Ozturk, Advisor to the Board, Global Compact Türkiye
- Presentation on Sustainable Energy for All: The Business Opportunities Turkey Adaptation by Mr. Emre Tamer, Deputy Secretary General a.i, SEDEFED
- News and updates from the sector
- Presentation on 2014/2015 plans for the working group by Ms. Lara Toensmann, Banking & Finance Working Group Advisor, Global Compact Türkiye

Participants List:

- | | |
|---|---|
| 1. Arbil Akın, Akbank | 11. Umut Özbay, ING Bank |
| 2. Cem Avcı, Boğaziçi University | 12. Emre Tamer, Federation of Industrial Associations - SEDEFED |
| 3. Erkin Erimez, Corporate Governance Association of Turkey | 13. Didem Uygun, Business Council for Sustainable Development Turkey – SKD Turkey |
| 4. Derya Ozet Yalgi, Garanti Bank | 14. Özen Haliloğlu, Industrial Bank of Turkey – TSKB |
| 5. Afşar Yeğın, Garanti Bank | 15. Sırma Tunalı, Industrial Bank of Turkey – TSKB |
| 6. Lara Toensmann, Global Compact Türkiye | 16. Hicran Çimen Özdemir, Türkiye İş Bank |
| 7. Derin Şenerdem, Global Compact Türkiye | 17. Melda Çele, TÜSİAD |
| 8. Deniz Ozturk, Global Compact Türkiye | 18. Fatma Aydoğan, Xsights Research and Consultancy |
| 9. Yaşar Bilginturan, Halkbank | 19. Çiğdem Penn, Xsights Research and Consultancy |
| 10. Arzu Uraz , ING Bank | |

Annex IV:

Academia Stakeholder Meeting

Final Agenda

Continuing Inclusive Dialogue on the Post-2015 Development Agenda: Engaging with the Private Sector

Academia Stakeholder Meeting

15 September 2014

Venue: Rector's Hall, Boğaziçi University

MEETING AGENDA

- Opening speech by Dr. Yılmaz Argüden, Network Representative & Chairman, Global Compact Türkiye and Chair, Local Networks Advisory Group & Director of the Board, United Nations Global Compact
- Presentation on Human Development Index & Turkey's Sustainability Adjusted Competitiveness Index by Melda Çele, Network Contact Person, Global Compact Türkiye
- Introduction of the participants
- Presentation on the Post-2015 Development Agenda Engaging with the Private Sector by Deniz Öztürk, Advisor to the Board, Global Compact Türkiye
- Inputs from participants
- Closing remarks

Participant List

1. Dr. Yılmaz Argüden, ARGE Consulting & Global Compact Türkiye
2. Prof. Öykü Gül, Bilgi University
3. Prof. Nahit Töre, Çankaya University
4. Işıl Oral, Education Reform Initiative
5. Prof. Mehmet Arda, Galatasaray University
6. Melda Çele, Global Compact Türkiye
7. Deniz Öztürk, Global Compact Türkiye
8. Sevgi Şairoğlu, Global Compact Türkiye
9. Derin Şenerdem, Global Compact Türkiye
10. Gonca Ongan, Koc University – Social Impact Forum
11. Sumru Öz, Koc University – Social Impact Forum
12. Fatma Gelir, International Labour Organization - ILO
13. Selma Masic, International Organization for Migration – IOM
14. Assoc. Prof. Efe Biresselioglu, Izmir University of Economics
15. Prof. Nakiye Boyacıgiller, Sabanci University

Annex V:

Main Private Sector Istanbul Consultation

Final Agenda

Continuing Inclusive Dialogue on the Post-2015 Development Agenda: Engaging with the Private Sector

Istanbul Consultation

19 September 2014

Venue: Marti Istanbul Hotel

MEETING AGENDA

Opening speeches

- Dr. Yılmaz Argüden, Chairman, Chair, UNGC Local Networks Advisory Group and Network Representative & Chairman, Global Compact Türkiye
- Süleyman Yılmaz, Director, UNIDO Centre for Regional Cooperation and UNIDO Turkey

Presentation on the Post-2015 Development Agenda Engaging with the Private Sector

- Damla Taşkın, International Consultant, UNIDO

Panel Speakers

- Dr. Julide Ergin, General Manager, AKUT Search & Rescue (Moderator)
- Melda Cele, Deputy Secretary General, TÜSİAD
- Dr. Nakiye Avdan Boyacıgiller, Professor, Sabancı University
- Dr. Ayşegül Akın, Assistant FAO Representative in Turkey

Interactive Group Discussion

Inputs from Participants

Closing Remarks

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2. Enida Bajgoric, AKİŞ
3. Leyla Melike Koçgündüz, Akkök Holding
4. Julide Ergin, AKUT
5. Dr. Yılmaz Argüden, ARGE Consulting & Global Compact Türkiye
6. Özge Velimahmutoğlu, BORSA İstanbul A.Ş.
7. Erk Hacıhasanoğlu, BORSA İstanbul A.Ş.
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10. Didem Uygun,
Business Council for Sustainable Development – SKD Turkey
11. Serdar Göksel, Connecthing A.Ş.
12. Başak Muştı, Corporate Governance Association of Turkey – TKYD
13. Pınar Tuncer, Doğu Otomotiv
14. Mete Meleksoy, Educational Volunteers Foundation of Turkey - TEGV
15. Suat Kardaş, Educational Volunteers Foundation of Turkey - TEGV
16. İlkay Vural, Educational Volunteers Foundation of Turkey - TEGV
17. Barış Doğru, EKOIQ
18. Sinan Erer, Eniva Foundation
19. Nurten İlunt, Entertek
20. Federico Villatico, Epeios Ideas
21. Ersun Kubilay, Epsilon Energy
22. Cenk Türker, ESG Turkey Consultancy
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27. Bahar Yay, Garanti Bank
28. Deniz Öztürk, Global Compact Türkiye
29. Derin Şenerdem, Global Compact Türkiye
30. Sevgi Şairoğlu, Global Compact Türkiye
31. Sera Yersu Öztürk, International Organization for Migration – IOM
32. Selma Masic, International Organization for Migration – IOM
33. Ece Beydağı, International Investors Association - YASED
34. Sinem Yücelik, Istanbul Metropolitan Municipality Tourism Department
35. Neslihan Göncü, Istanbul Metropolitan Municipality Tourism Department
36. Öykü Gül, İstanbul Bilgi University
37. Özlem Güneş, Istanbul Textile and Apparel Exporter Associations - İTKİB
38. Cemal Beyazıt, Istanbul Textile and Apparel Exporter Associations - İTKİB
39. Aslı Sepil, Koç Holding
40. Sumru Öz, Koç University – Social Impact Forum
41. Fatma Ak, LCWaikiki
42. Muazzez Siahpoush, Li&Fung Turkey
43. Ali Siahpoush Kolyaei, Majestic Group
44. Ebru Gökbulut, Marks&Spencer
45. Selen İnal, OSB Consultancy & Business Development
46. Nuran Acur, Özyeğin University
47. Emre Yalçın, Reks Frigo
48. Nakiye Boyacıgiller, Sabancı University
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50. Selçuk Karamağara, Software Industrialists Association - YASAD
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55. Melda Cele, TÜSİAD
56. Hansın Doğan, United Nations Development Programme – UNDP
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58. Damla Taşkın,
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59. Alev Saman, Visa Europe
60. Arıkan Acar, Yaşar University
61. Tuba Şenol, Yüksel İnşaat A.Ş.
62. Ender Mersin, Zorlu Holding

Annex VI:

Main Public Sector Ankara Consultation

Final Agenda

Continuing Inclusive Dialogue on the Post-2015 Development Agenda: Engaging with the Private Sector

Ankara Consultation

22 October 2014

Venue: Ankara Chamber of Industry

Opening speeches

- Süleyman Yılmaz, Director, UNIDO Centre for Regional Cooperation and UNIDO Turkey
- Dr. Yılmaz Argüden, Chairman, Local Networks Advisory Group and Global Compact Türkiye
- Assoc. Prof. Dr. Yavuz Cabbar, Secretary General, Ankara Chamber of Industry
- Keynote by Mr. Kamal Malhotra, UN Resident Coordinator in Turkey

Presentation on the Post-2015 Development Agenda Engaging with the Private Sector

- Damla Taşkın, International Consultant, UNIDO

Panel Speakers

- Deniz Öztürk, Advisor to the Board, Global Compact Türkiye (Moderator)
- Mehmet Güner, Turkey Plan A Coordinator, Marks and Spencer
- Orhan Aydın, Chairman of the Board, OSTİM
- Prof. Dr. Nahit Töre, Çankaya University & TISK
- Matilda Dimovska, Deputy Resident Representative, UNDP

Interactive Group Discussion

Inputs from the participants

Closing remarks

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3. Zakir Alar,
Directorate General for Vocational Education and Technical Education
4. Yunus Ertan, Eastern Anatolia Development Agency
5. Fethi Oytun Günay, Ekonorm Engineering and Consulting Services
6. Erdoğan Öztan, Electromechanical Industrialists Association - EMSAD
7. Mehmet Yıldız, General Directorate of Forestry
8. Sadettin Koçak, General Directorate of Forestry
9. Dr.Yılmaz Argüden, Global Compact Türkiye
10. Deniz Öztürk, Global Compact Türkiye
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12. Yavuz Kavaklıoğlu, Karbon Ekonorm A.Ş
13. Özlem Çınar, Keymen Pharmaceuticals
14. Perihan Topal, Keymen Pharmaceuticals
15. Mehmet Güner, Marks and Spencer Turkey
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17. Altan Apar, Ministry for EU Affairs - T.C. Avrupa Birliği Bakanlığı
18. M.Bahadır İleri, Ministry for EU Affairs - T.C. Avrupa Birliği Bakanlığı
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20. Gökçen Özarpat,
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21. Damla Hacıibrahimoğlu, Ministry of Economy - T.C. Ekonomi Bakanlığı
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23. H.Bader Arslan, Ministry of Economy - T.C. Ekonomi Bakanlığı
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25. Nuri Bilir, Ministry of Energy and Natural Resources – T.C. Enerji ve Tabii Kaynaklar Bakanlığı
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27. Pervin Doğan, Ministry of Environment and Urban Planning - T.C. Çevre ve Şehircilik Bakanlığı
28. Atife Kızıl, Ministry of Family and Social Policies - T.C. Aile ve Sosyal Politikalar Bakanlığı
29. Bilge Bol, Ministry of Family and Social Policies - T.C. Aile ve Sosyal Politikalar Bakanlığı
30. Deniz Berber, Ministry of Food, Agriculture and Livestock - T.C Gıda, Tarım ve Hayvancılık Bakanlığı
31. Dr.Nezaket Cömert, Ministry of Food, Agriculture and Livestock - T.C Gıda, Tarım ve Hayvancılık Bakanlığı
32. Köksal Atılğan, Ministry of Food, Agriculture and Livestock - T.C Gıda, Tarım ve Hayvancılık Bakanlığı
33. Sinan Hatik, Ministry of Food, Agriculture and Livestock - T.C Gıda, Tarım ve Hayvancılık Bakanlığı
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37. Aslı Ceyhan, Ministry of Health - T.C. Sağlık Bakanlığı
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39. Mustafa Ferat, Ministry of Health - T.C. Sağlık Bakanlığı
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41. Handan Akarsu, Ministry of Labour and Social Security - ÇASGEM
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75. İhsan Solmaz, SMEs Development Organization - KOSGEB
76. Ahmet Merih Özyılmaz, SMEs Development Organization - KOSGEB
77. Erol Çakmak, TED University
78. Bekir Metin, The Health Foundation of Turkey – Türkiye Sağlık Vakfı
79. Ahmet Günay, The Scientific and Technological Research Council of Turkey – TÜBİTAK
80. Dr.Sinan Tandoğan, The Scientific and Technological Research Council of Turkey – TÜBİTAK
81. Utku Seçkin, The Scientific and Technological Research Council of Turkey – TÜBİTAK
82. Murat Cengiz, The South-Eastern Anatolia Project - GAP
83. Selin Dünder, The South-Eastern Anatolia Project - GAP
84. Fatma Başatan Temur, The South-eastern Anatolia Project - GAP
85. Seda Gedik, The Union of Chambers and Commodity Exchanges of Turkey – TOBB
86. Weines Grube, The Union of Chambers and Commodity Exchanges of Turkey – TOBB
87. Prof.Dr.Nahit Töre, Turkish Confederation of Employer Associations – TİSK
88. Sevgi Şairoğlu, Turkish Confederation of Employer Associations – TİSK
89. Alican Değişmez, Turkish State Railways – TCDD
90. Tolga Eroğan, United Nations Development Programme – UNDP
91. Süleyman Yılmaz, United Nations Industrial Development Organization - UNIDO
92. Damla Taşkın, United Nations Industrial Development Organization – UNIDO
93. Özlem Çavuş, United Nations Industrial Development Organization - UNIDO
94. Jeremy Steel, United Nations Industrial Development Organization - UNIDO
95. Seda Yıldız, Yaşar Holding
96. Aysun Altuner, ZED Touris

Annex VII:

UN-Business Partnerships: Selected Examples from Turkey

I. International Labour Organization (ILO)

Public Private Partnership on the Elimination of the Worst Forms of Child Labour in Seasonal Agriculture in Hazelnut Harvesting in Turkey:

The partnership between the Association of Chocolate, Biscuit and Confectionery Industries of Europe (CAO-BISCO) and ILO, with funding from the Government of the Netherlands, is designed to contribute to the elimination of the worst forms of child labour (WFCL) in seasonal agriculture, in line with the Government's National Time Bound Policy and Programme Framework (TBPPF) for the elimination of WFCL by 2015. The partnership is based on a strategic intervention model specific to the context of hazelnut plantations which also aims to contribute to a sustainable action plan against child labour in seasonal agriculture throughout Turkey.

The partnership aims to achieve three outputs:

- To enhance the capacity of local institutions in planning, managing, coordinating, monitoring and implementing activities for the elimination of the worst forms of child labour in seasonal hazelnut harvesting.
- To develop withdrawal and prevention mechanisms for child labourers and at-risk children through direct support.
- To create awareness raising strategies targeting families, employers, intermediaries, the public and private sectors, civil society and media that tackle the worst forms of child labour seasonal hazelnut harvesting.
- The project demonstrates how the private sector working in partnership with ILO constituents, can achieve sustainable progress in eliminating child labour in their supply chains and support the withdrawal or protection of children from child labour in the target area.

II. United Nations Population Fund (UNFPA)

UNFPA Pomegranate Arils:

The main aim of the Pomegranate Arils Project is to contribute to the development of vocational skills of young women aged 18-24 who grew up in orphanages and contribute to the elimination of the issues caused by gender discrimination. The program is being carried out between 2009 and 2015 in cooperation with one of the biggest holdings of Turkey. The main components are:

- Local mechanisms established through cooperation of public, private and non-governmental partners to enable women to exercise their human rights to the full extent
- Training programs for young women
- Mentorship for young women
- Capacity building of the General Directorate of Child Services

Website: nartaneleri.com

Improving the Health Status of Seasonal Migrant Agricultural Workers and their Families:

The main aim of the program is to develop implementation models and intervention tools so as to improve the seasonal migrant agricultural worker's health and social status. It is carried out in partnership with an agricultural corporation. The main components are:

- Improved services and mechanisms being put in place to reduce the number of high-risk pregnancies and induced abortions.
- Training programs for seasonal migrant agricultural workers.
- Capacity building and training for service providers.
- Training for key groups.

Website: www.mevsimliktarimiscileri.com

UNFPA Youth Peer Education Programme:

The main aim of the programme is to increase the knowledge of young people aged 17-24 on sexual and reproductive health and rights. It is carried out in cooperation with a Turkish enterprise. The main components are:

- Improved access to information and services on sexual and reproductive health and rights for the most vulnerable population groups, including youth, marginalized groups, migrants and the Roma population.
- Peer education training for young people.
- Mini grants on sexual and reproductive health.

Website: tog.org.tr/ureme-sagligi_153

III. United Nations Industrial Development Organisation (UNIDO)

Improving Energy Efficiency in Industry in Turkey:

The project objective is "To improve energy efficiency of the Turkish industry by enabling and encouraging companies in the industrial sector for efficient management of energy use by different energy conservation measures and energy efficient technologies."

The project partners are YEGM - General Directorate of Renewable Energy, KOSGEB - Small and Medium Enterprises Development Organization, TSE - Turkish Standards Institute and TTGV - Technology Development Foundation of Turkey. The project components are:

- Improve the institutional and legislative framework.
- Establishing 10 energy management units in selected organized industrial zones.
- Implementation of energy audits in 300 industrial enterprises.
- Developing capacities of ISO 50001 management practices, implementing demonstration projects (40 SMEs).
- Determination of financial mechanisms.

Clean Energy Technology Innovation Competition and Acceleration Programme in Turkey:

The project primarily aims at promoting an innovation ecosystem in Turkey by: (i) assisting the identification and early stage nurturing of the most promising innovative local clean energy technologies, (ii) coordinating various existing and planned national programmes, funds, competitions etc. relating to the promotion of development and deployment of clean energy technologies, and providing pre-selected candidates and applicants for them, and (iii) global networking the most promising start-ups of Turkey with mentors and potential business partners abroad. The project is expected to accelerate the establishment of innovative clean energy technology SMEs in Turkey.

Website: www.turkey.cleantechopen.org

Enhancing the Capacity of Turkey to Adapt to Climate Change UNIDO-UNDP-FAO Joint Project-Establishment of the National Cleaner Production Centre in Turkey (completed in 2011):

This program facilitated extensive collaboration with the private sector active in various sectors. The sectorial distribution of the companies for pilot projects were textile, food products, beverage industry, chemical products, metal processing. Up to 75% water and energy savings product/process upgrading was achieved. The ultimate output of the project is the establishment of the 'TUBİTAK Environment and Cleaner Production Institute' under The Scientific and Technological Research Council of Turkey-Marmara Research Centre.

Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector (completed at the end of 2012):

The Turkish Textile and Clothing Sector is one of the most critical sectors in Turkey in terms of contribution to the gross domestic product, employment generation and net exports. In order to contribute to

the competitiveness of the sector a three year joint programme was implemented to enhance the international competitiveness of SMEs in the textile and clothing sector of Turkey, especially those located in poor and vulnerable regions. The focus was on Malatya, Kahramanmaraş, Adıyaman and Gaziantep. In order to integrate them into the domestic, regional and global value chains the UN Joint Programme 'Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector' project was funded by the Millennium Development Goals Achievement Fund and was completed by the end of December 2012.

The project activities were carefully formulated and implemented in order to equip the SMEs in the pilot project provinces with competencies for internationalization.

Close interaction and concrete cooperation with the relevant ministries of the country as well as many actors of the private sector, provided a unique opportunity to contribute to the private sector as well as the public sector with a specific focus on sustainability.

IV. United Nations Development Programme (UNDP)

IBM/DOT Project

IBM has developed a new employee leadership initiative called the Corporate Service Corps (CSC). The CSC initiative gathers teams of IBM volunteer executives, drawn from different countries and business units and places them in six priority emerging markets to tackle important social and economic issues in collaboration with NGO partners around the world. Digital Opportunity Trust (DOT) has been selected to

implement the CSC program in Turkey and consists of four deployments of CSC executives (32 in total) in the first phase.

Every Drop Matters (The Coca-Cola Company):

The Regional Partnership Initiative aims to provide the framework and joint action plan for water which supports related programming in the countries of Europe and the CIS, with a particular focus on increased access to safe drinking water, facilitating the use of environmentally sound industrial technologies, and outreach and awareness raising activities to promote responsible water resource management. This Regional Public-Private Sector Partnership Initiative will initially focus on countries including Croatia, Romania, Kazakhstan, and Turkey, with a view to expand its coverage over a five year time period to cover additional countries that fall under the coverage area of UNDP/RBEC as well as TCCC/EMED.

Financial Awareness:

The projects in these area aim to increase the financial management capabilities of young people in Turkey. An up-to-date, non-formal training curriculum on budgeting and financial management has been established and disseminated among young people in Turkey through local youth councils in 81 cities, using a peer education model and e-learning tools. Visa, Experian, Credits Bureau, Youth for Habitat are partners.



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