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Virtual Meeting

**PRIVATE SECTOR ENGAGEMENT  
IMPLEMENTATION PLAN**

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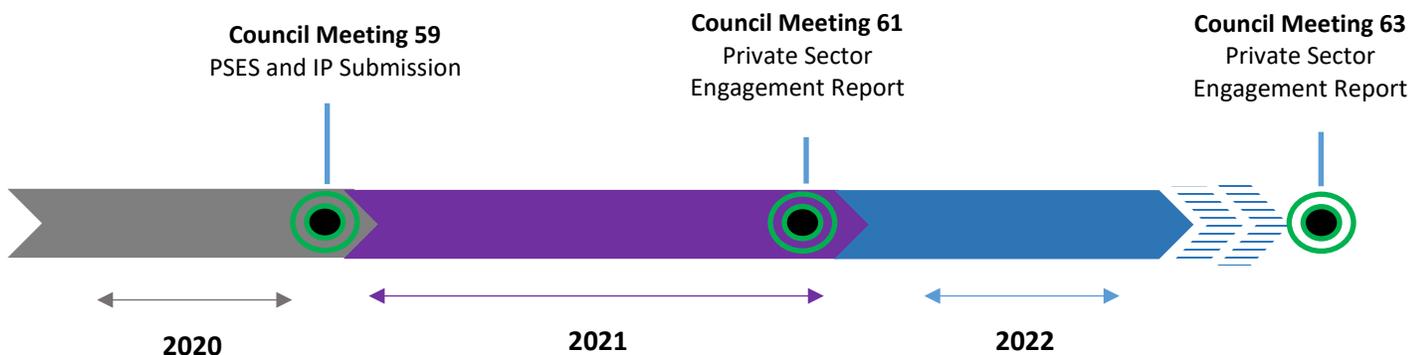
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## INTRODUCTION

1. The Implementation Plan is comprised of the overview document and accompanying spreadsheets which document the objectives, deliverables, milestones and reporting outcomes that support the GEF Private Sector Engagement Strategy.
2. This two-year Implementation Plan takes into account activities in the GEF-7 period prior to July 1, 2020 and sets out the scope for private sector engagement for the period July 1, 2020 to June 30, 2022. This period aligns with the GEF-7 cycle.
3. The Implementation Plan is founded on the following principles:
  - Agile delivery<sup>1</sup>
  - Collaborative approaches with GEF Agencies and stakeholders<sup>2</sup>
  - Optimal resource allocation and efficient processes in support of the GEF PSES Vision
4. The Implementation Plan will be reviewed annually as part of the PSES reporting to the GEF Council with updates and improvements made based on the recommendations derived from each report and feedback from the GEF Council.

## SECTION 1: TIMELINE AND KEY DELIVERABLES

5. The Implementation Plan follows a two-year timeline, in line with the GEF-7 project cycle. The Implementation Plan timeline is shown below in Diagram 1 with Council Meeting reporting periods.



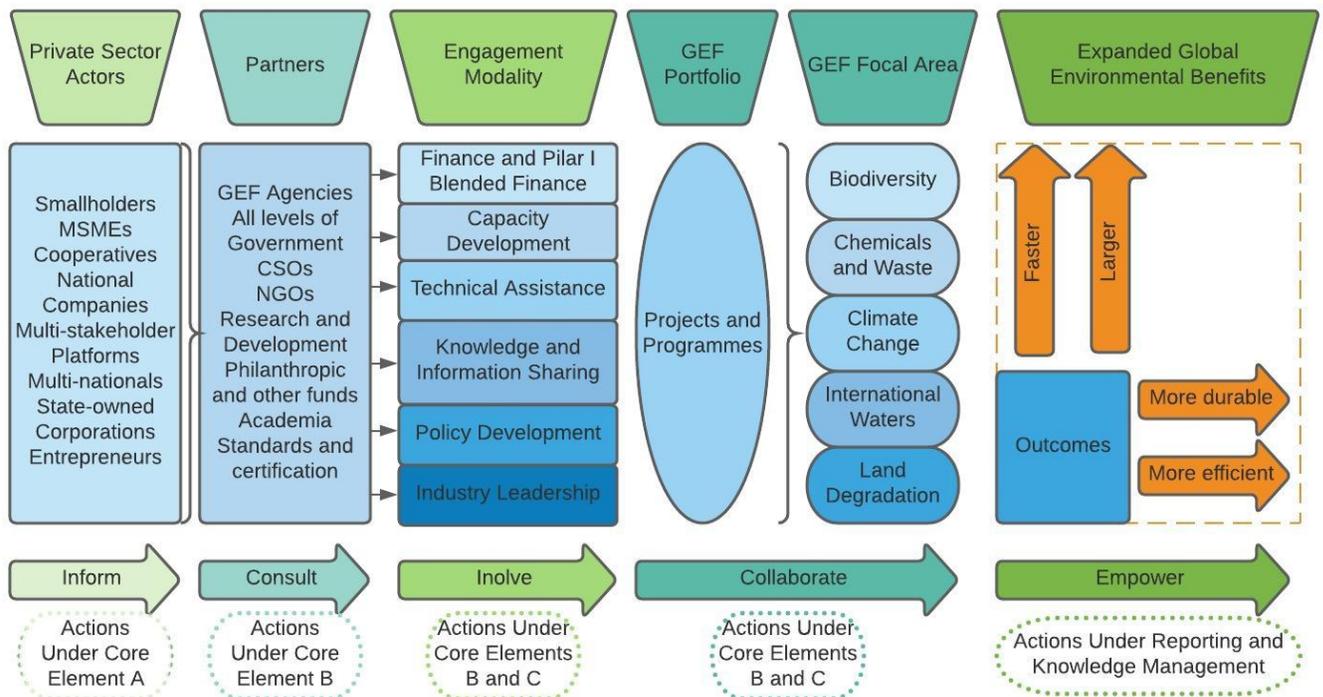
*Diagram 1: Implementation Plan Timeline*

<sup>1</sup> Agile delivery refers to the development of actions centered round the idea of iterative development, where requirements and solutions evolve through collaboration between self-organizing cross-functional teams.

<sup>2</sup> Stakeholder engagement according to the GEF Policy GEF/C.53/05/Rev.01

6. The Implementation Plan timeline is accompanied by:
- a 104-week Gantt Chart documenting key tasks
  - a 24-month chart of milestones and deliverables
  - a calendar of key events

**SECTION 2: NARRATIVE**



*Diagram 2: Engaging the Private Sector to Achieve the PSES Vision*

7. Diagram 2 summarizes the private sector engagement narrative whereby the GEF partnership seeks to engage private sector actors of all scales through partnership development with Agencies and other organizations that can support the private-public and private-public-philanthropic partnerships.

8. In recognition of the wide range of private sector contributions to the GEF projects and programs, partnerships will seek to involve the private sector through multiple engagement modalities documented in Table 1 of the PSES. These modalities, including blended finance, are intended to support project and program outcomes, both specific and multi-focal areas, to deliver global environmental benefits at a larger scale, with greater efficiency, in reduced time and with enhanced durability in line with the GEF Vision for private sector engagement.

**SECTION 3: WORKING WITH GEF AGENCIES**

9. The GEF Secretariat maintains its normal function in working collaboratively with the GEF Agencies and has created an Agency Private Sector Working Group, comprised of representatives from all Agencies, who are responsible for private sector engagement.
10. The working group will provide a forum to share knowledge, identify actions that can better support private sector engagement and develop solutions to issues that act as barriers to effective engagement.
11. A program of work and member composition is shown in the Implementation Plan management spreadsheets.

**SECTION 4: ACTIONS UNDER EACH CORE ELEMENT**

12. The following tables describe the main actions documented in Appendix 6 of the PSES to be undertaken for each core element and these are further defined with timelines and deliverables in the Gantt chart of the Implementation Plan management spreadsheets.

**Core Element (a): Working with Multi-stakeholder Platforms to Drive Systemic Transformation**

Core Element (a) Working with Multi-stakeholder Platforms to Drive Systemic Change	
Objective: By working with multi-stakeholder platforms we seek to achieve larger scale outcomes that are not possible through bilateral relationships and to drive impacts at systems level.	
<u>Actions</u>	<u>Deliverables</u>
With PSAG advice and with stakeholder inputs through consultative processes and the private sector partnership management plan, the GEF Secretariat will continue to identify platforms for key GEF sectors and focal areas in land-use, commodities production, biodiversity, conservation, cities, renewable and circular economy.	<ul style="list-style-type: none"> <li>▪ Platform advisory through GEF Secretariat and Agency participation, subject matter experts and partner contributions to support implementation of the goals under the conventions including Science -Based Targets (SBTs) for MEAs</li> <li>▪ Project planning and development with identified platform senior management and key company representatives and Agencies</li> </ul>
Platforms will be mapped for their targets and goals, geographies and timeframes to determine	

Core Element (a) Working with Multi-stakeholder Platforms to Drive Systemic Change	
Objective: By working with multi-stakeholder platforms we seek to achieve larger scale outcomes that are not possible through bilateral relationships and to drive impacts at systems level.	
<u>Actions</u>	<u>Deliverables</u>
best-fit partnerships and alliances for GEF investments.	<ul style="list-style-type: none"> <li>▪ Platform mapping and matrix analysis to determine key companies and platforms for the relevant IPs and projects.</li> <li>▪ Development of mapping criteria for each IP and focal area based on propensity for effective and efficient transformative action, scale of coverage, relevance to GEF geographies, focal area, subject matter, project, capacity and resources available.</li> </ul>
Working with GEF Agencies and stakeholders, determine appropriate actions with platforms and develop project and program specific plans.	<ul style="list-style-type: none"> <li>▪ Program and project development meetings to cover the best interventions and actions with platforms: <ul style="list-style-type: none"> <li><u>As an initiator</u> - Creating new projects and initiatives that have real commercial potential for upscaling and for transformation at a global scale. The GEF interventions could involve technical assistance, granting or blended finance.</li> <li><u>As a catalyzer</u> - Fostering existing projects and initiatives (platforms) that have demonstrated potential to scale up, out and deep. As a catalyst, the GEF could assist in providing additional resources and crowding-in additional private sector partners and to support larger scale project development.</li> <li><u>As a facilitator</u> - GEF acts to support the conditions that can foster the creation of a forum, to bring together key parties, to reach into the public sector domain, build institutional capacity and leverage the GEF networks. Policy and regulatory support, provision of seed capital and capacity building would be examples of facilitator roles.</li> </ul> </li> </ul>

## Core Element (b): Multiple Private Sector Entry Points Across the GEF Partnership

Core Element (b): Multiple Private Sector Entry Points Across the GEF Partnership	
Objective: To widen the engagement approach and provide for private sector entry points at all levels of the GEF partnership and to strengthen connectivity in systems and value chains between sources of sustainable demand and supply.	
<u>Actions</u>	<u>Deliverables</u>
<p>Consultative meetings with key private sector members, industry bodies and platforms on opportunities presented at each level of the GEF Partnership.</p>	<ul style="list-style-type: none"> <li>▪ Publicize a calendar of meetings on the GEF website to articulate and identify the various roles that the private sector can play in support of GEF objectives, particularly through the Impact Programs, in driving systemic changes.</li> </ul> <p>Meetings will aim to be inclusive and enable effective interaction between all actors, using the virtual online formats and face-to-face meetings where appropriate, and will include:</p> <ul style="list-style-type: none"> <li>▪ Upstream Country Consultations which provide strategic guidance on GEF Programming for recipient countries and GEF partner agencies to gain a better and more in-depth understanding of the Focal Area strategies and Impact Programs and their entry points for the private sector</li> <li>▪ Country Support Program where a suite of activities and services promote the learning and dialogue among different GEF stakeholder groups, such as the GEF Focal Points, Convention Focal Points, Civil Society and GEF Agencies with the private sector</li> <li>▪ Tailored private sector workshops aligned to the delivery of Focal Area strategies and Impact Programs, in partnership with GEF Agencies and linked to key fora such as Conferences of Parties</li> </ul>

Core Element (b): Multiple Private Sector Entry Points Across the GEF Partnership	
Objective: To widen the engagement approach and provide for private sector entry points at all levels of the GEF partnership and to strengthen connectivity in systems and value chains between sources of sustainable demand and supply.	
<u>Actions</u>	<u>Deliverables</u>
	<ul style="list-style-type: none"> <li>▪ Targeted strategic dialogues with key private sector representations with broad regional, focal area and subject-matter relevance that can be delivered as part of the Extended Constituency Workshops either within the agenda, as a side event or a stand-alone meeting</li> <li>▪ High level meetings and co-hosted events with senior private sector leadership and between the private sector, the GEF senior leadership and Agency senior representatives at fora such as the World Economic Forum, World Business Council for Sustainable Development, Consumer Goods Forum and the non-state actor events at each Rio Convention Conference of Parties.</li> </ul>
Coordination support for agencies and countries Taskforces to bring the private sector at scale Project recommendations and reviews	<ul style="list-style-type: none"> <li>▪ The formation of taskforces for private sector engagement to identify regional priorities, and the best modalities for engagement (Table 1)</li> <li>▪ Co-creation with GEF Agencies and private sector representatives of best practice recommendations for private sector engagement</li> <li>▪ The creation of the GEF Private Sector Management Information System (MIS)</li> </ul>
Needs analysis for all scales of the private sector and the development of the business case for the private sector to engage with the GEF	<ul style="list-style-type: none"> <li>▪ Development of an easy-to-use guide, with eligibility criteria and contact referrals for businesses to work with the GEF at all scales</li> </ul>

Core Element (b): Multiple Private Sector Entry Points Across the GEF Partnership	
Objective: To widen the engagement approach and provide for private sector entry points at all levels of the GEF partnership and to strengthen connectivity in systems and value chains between sources of sustainable demand and supply.	
<u>Actions</u>	<u>Deliverables</u>
	<p>(including a flow chart and FAQ on the website)</p> <ul style="list-style-type: none"> <li>▪ Guidance to the private sector on how to work with the GEF including guidance on policies: <ul style="list-style-type: none"> <li>○ Advancing gender equality</li> <li>○ The application of social and environmental safeguards standards</li> <li>○ Stakeholder engagement</li> <li>○ Working with indigenous peoples</li> <li>○ Enhancing CSO engagement</li> </ul> </li> </ul>

## Entry Points

13. Table 1 describes the main private sector entry points, strategic approaches, modalities of engagement and the representation of the private sector.

**Table 1: Entry Points for Strategic Private Sector Engagement**

Entry Points	Engagement Approach	Modality	Company / Platform Linkage
<b>Geography</b>			
<b>Global</b> Orientation: upstream into value chains and downstream to consumers/markets.	Work with business leaders and multi-focal private sector targets under the conventions.  High level meetings and co-hosted events with senior private sector leadership such as the World Economic Forum and the non-state actor events at each Convention COP.	1. Finance 2. Policy development 3. Industry leadership.	Global platforms, MNCs, CEOs and senior leadership
<b>Regional</b> Orientation: upstream to key regional value chains, traders.	Align business goals with regional multi-focal priorities, including marine and transnational boundary ecosystems.  Targeted strategic dialogues with broad regional relevance that can be delivered as part of the Extended Constituency Workshops either within the agenda or as a side event.  Taskforces/Global Project for private sector engagement to identify regional priorities, and the best modalities for engagement.	1. Finance 2. Industry leadership 3. Knowledge and information sharing	Regional platforms (hubs), MNCs, CEOs and senior leadership, including regional directors.
<b>National</b> Orientation: upstream into key regions and downstream to regional level priorities	National level priorities that align with business – multi-focal or focal area specific.  Upstream Country Consultations which provide strategic guidance on GEF Programming for recipient countries and GEF partner agencies to gain a better and more in-depth understanding of the Focal Area strategies and Impact Programs and their entry points for the private sector.  Country Support Programs where a suite of activities and services promote the learning and dialogue	1. Knowledge and information sharing 2. Technical assistance 3. Finance	National level platforms, national companies, MNC subsidiaries and JVs, national business associations.

Entry Points	Engagement Approach	Modality	Company / Platform Linkage
<b>Geography</b>			
	among different GEF stakeholder groups, such as the GEF Focal Points, Convention Focal Points, Civil Society and GEF Agencies with the private sector.		
<p><b>Sub-national</b> Orientation: upstream to smallholders/MSMEs and downstream through value chains</p>	<p>The formation of national taskforces for private sector engagement to identify national priorities, and the best modalities for engagement.</p> <p>Targeted actions in priorities on key focal areas, basin plans, water stewardship, certification, traceability.</p>	<ol style="list-style-type: none"> <li>1. Technical assistance</li> <li>2. Knowledge and information sharing</li> </ol>	<p>National companies and SMEs</p>
<p><b>Landscape/river basin/jurisdiction</b> Orientation: upstream to users/producers and downstream to national actors.</p>	<p>Targeted workshops, planning and project development on key focal areas, basin plans, water stewardship, certification, traceability, product stewardship.</p>	<ol style="list-style-type: none"> <li>1. Technical assistance</li> <li>2. Capacity development</li> <li>3. Knowledge and information sharing</li> </ol>	<p>National companies, SMEs, technical specialists and consultants, cooperatives, trade associations, indigenous community enterprises</p>
<p><b>Individual property/farm/mine</b> Orientation: Downstream to markets, traders, local consumption and food security priorities.</p>	<p>Training, skills sharing, knowledge partnerships and capacity development.</p>	<ol style="list-style-type: none"> <li>1. Capacity development</li> <li>2. Technical assistance</li> </ol>	<p>MSMEs, entrepreneurs, smallholders, artisans and the informal sector</p>
<p><b>Seascapes</b></p>	<p>Development of policy dialogues and frameworks at the global, national and regional levels.</p> <p>Transnational boundary collaboration.</p>	<ol style="list-style-type: none"> <li>1. Policy development</li> <li>2. Knowledge and information sharing</li> </ol>	<p>Global companies, marine extractive industries, small scale fishers, indigenous owners</p>
<p><b>City</b> Orientation: Cities platforms</p>		<ol style="list-style-type: none"> <li>1. Finance</li> <li>2. Policy development</li> <li>3. Knowledge and information sharing</li> </ol>	<p>MNCs, National companies, state-owned enterprises, entrepreneurs</p>

Entry Points	Engagement Approach	Modality	Company / Platform Linkage
<b>Geography</b>			
<b>Multi-stakeholder Platform/Coalitions</b>			
<b>Cross cutting global platforms</b>	GEF Secretariat membership and participation to support alignment with focal area outcomes.	1. Industry leadership 2. Policy development	MNCs, industry platforms, trade associations
<b>Sector/issue platforms</b>	GEF Secretariat membership and participation to support alignment with focal area outcomes.	1. Industry leadership 2. Policy development	MNCs, industry platforms, trade associations
<b>Standards and Protocols</b>			
<b>ESG/Natural Capital/SBTs/PRI</b>	GEF Secretariat and Agency advisory and policy development	1. Knowledge and information sharing 2. Policy development	Platforms, coalitions, MNCs.
<b>Certification/commodity standards</b>	GEF Secretariat and Agency advisory policy development.	1. Knowledge and information sharing 2. Policy development	Platforms, coalitions, MNCs.
<b>Knowledge Products/Communications/Events</b>			
<b>COP events/WEF/GEF Events</b>	High level meetings, panel participation, bilateral meetings, relevant industry conferences and workshops.	1. Industry leadership	All private sector.
<b>Reports/ Taskforces/Research</b>	GEF Secretariat knowledge resources.	1. Knowledge and information sharing 2. Policy development	MNCs, platforms and coalitions.
<b>Media/publications/comms</b>	GEF Secretariat communications resources.	1. Knowledge and information sharing	All private sector.

## Core Element (c): A Systematic Approach to Crowding-in the Private Sector

Core Element (c): A Systematic Approach to Crowding-in the Private Sector	
Objective: To develop the internal GEF partnership management capacity and resources that are required for optimal private sector engagement and integrating the private sector throughout the GEF Partnership to create a more collaborative working space in which the private sector is engaged beyond a transactional level.	
<u>Actions</u>	<u>Deliverables</u>
<p>Private and public sector engagement workshops will be strategically developed to support private sector engagement at the regional and country level. Regional and country private sector engagement will be supported through the National Dialogues (NDs) and Upstream Country Consultations which are ideally placed to serve this requirement and foster greater collaboration at the public sector institutional levels. In certain cases, Expanded Constituency Workshops (ECW) could also facilitate engagements through side events for the private sector.</p> <p>Dialogues undertaken with the assistance of PSAG, help identify GEF's role in setting standards for industry, foster innovation and bring onboard key value chain stakeholders.</p>	<ul style="list-style-type: none"> <li>▪ Working with agencies to define the pre-competitive space for collaboration: GEF Agency and GEF Secretariat joint series of expert training sessions to cover the issues related to establishing a pre-competitive environment in which business can effectively engage in dialogues, such as antitrust advice</li> <li>▪ Work with Agencies to identify companies and platforms that demonstrate alignment with GEF goals</li> <li>▪ Contact and engage 50 key companies and identified platforms per reporting period and track partnership development through the management plan</li> <li>▪ Use the MIS as an outreach tool for GEF information to the private sector, invitations for events, training and workshops</li> <li>▪ Undertake country and regional planning seminars aligned with the National Dialogues and Expanded Constituency Workshops of the Country Support Program</li> <li>▪ Participate in the major business fora, showcasing examples of GEF work including at the World Economic Forum, World Business Council for Sustainable Development, Consumer Goods Forum and</li> </ul>

Core Element (c): A Systematic Approach to Crowding-in the Private Sector	
Objective: To develop the internal GEF partnership management capacity and resources that are required for optimal private sector engagement and integrating the private sector throughout the GEF Partnership to create a more collaborative working space in which the private sector is engaged beyond a transactional level.	
<u>Actions</u>	<u>Deliverables</u>
	<p>the non-state actor events at each Rio Convention Conference of Parties<sup>3</sup>.</p> <ul style="list-style-type: none"> <li>▪ <i>“Doing Business with the GEF”</i> – a guide for business</li> <li>▪ A private sector engagement power point presentation for use by GEF, partners and Agencies to articulate the business case for working with the GEF</li> <li>▪ Reviews of companies, assessment and mitigation of risks based on <ul style="list-style-type: none"> <li>○ Published annual audited sustainability reports or integrated reports that adhere to standards such as the Global Reporting Initiative;</li> <li>○ The adoption of Science-Based Targets for emissions reductions in their operations and supply chains;</li> <li>○ Ranking in the Dow Jones Sustainability Index or other similar third-party indices and ratings</li> </ul> </li> </ul>
Working with the Private Sector Advisory Group	<ul style="list-style-type: none"> <li>▪ Determine the priority advisory functions for the PSAG</li> <li>▪ Four annual meetings with one in-person meeting, as appropriate.</li> </ul>

<sup>3</sup> At the UNCCD CoP 14 in Delhi, the GEF co-hosted the business day with the Indian Chamber of Commerce and Industry, the World Business Council and the UNCCD Secretariat.

## Knowledge Management and Coordination

Coordination and Knowledge Management	
<p>The creation of a GEF private sector Management Information System (MIS) with proposed tools to include:</p> <p>(a) a private sector information database, an MIS;            (b) a marketing tool; and            (c) a monitoring and evaluation tool</p>	<ul style="list-style-type: none"> <li>▪ The creation of an MIS to:               <ul style="list-style-type: none"> <li>○ Provide contact entry points and facilitate communication channels regarding the GEF processes and provide guidance as to private sector roles and support for GEF projects</li> <li>○ disclose identified private sector priorities, results of platform mapping and project interests in order to match them with GEF country and focal area priorities</li> <li>○ flag potential barriers to project implementation throughout the GEF Partnership community</li> <li>○ Centralize and share lessons learned from countries' private sector partnerships across focal areas and GEF Partnership</li> <li>○ supply more accurate, updated project information in an effort to avoid duplication of actions, concentration of private sector participants or overlap of projects</li> <li>○ allow for the private sector to research and support proposed projects or elements that can complement the substance of GEF funding</li> <li>○ provide accurate and timely information for guidance documents, such as case studies, and provide templates to promote best practices, as necessary</li> </ul> </li> <li>▪ Develop databases to cover all fields for recording private sector engagement</li> <li>▪ Selection of an off-the-shelf software product for the MIS platform with marketing functions and data mining capabilities for reporting</li> </ul>

<b>Coordination and Knowledge Management</b>	
<p>Coordination of private sector engagement through the GEF partnership</p>	<ul style="list-style-type: none"> <li>▪ Reviews of private sector engagement through the GEF project cycle with supportive recommendations and actions to enhance the impact of the private sector               <ul style="list-style-type: none"> <li>○ What is working well or not working well, with any proposals for corrective actions</li> <li>○ How more could be achieved with different modalities of private sector engagement</li> <li>○ What could be done differently and where changes need to be made</li> <li>○ What has been learnt and mechanisms to transfer that knowledge to others</li> <li>○ Options to ensure the durability of private sector engagement beyond the GEF funding cycle.</li> </ul> </li>   <li>▪ Private sector engagement update meetings on a quarterly basis with Agencies and at Council on the margins</li>   <li>▪ Case study development on specific issues</li>   <li>▪ Annual forum during the Agency Retreat on key issues identified with Agencies and PSAG</li> </ul>
<p>Private Sector Working Group and Community of Practice</p>	<ul style="list-style-type: none"> <li>▪ The formation of a Private Sector Working Group to support knowledge management through a community of practice with key representatives from Agencies</li>   <li>▪ 4 coordination calls per annum, identifying contributions to knowledge management and exchange</li>   <li>▪ An annual meeting at the GEF Agency Retreat to present findings and review approach</li> </ul>

## SECTION 5: PARTNERSHIP MANAGEMENT PROCESS

14. Private sector partnership management and development is divided into four main areas with an accompanying set of management actions and processes.

15. This partnership management pipeline is designed to screen the most appropriate partners for the GEF at all entry points and support their engagement through a systematic approach. The objective is to maintain a focus on the most strategic partnerships and maintain effective relationships with the private sector over time.

1. **Prospecting** covers the activities that are designed to raise awareness of the GEF, to provide information to prospective partners and research opportunities for collaboration.
2. **Working** is the next step from prospecting where private sector actors have been identified and are now actively engaged in the planning and development of projects.
3. **Partnering** describes the phase in which the private sector has formally joined a project or program.  
And
4. **Knowledge management** which aims to collate best practices and approaches throughout the GEF Partnership.

16. The partnership management process will streamline how the GEF Secretariat works with Agencies and the private sector and provides insight from management reporting on key metrics of performance. The entire process is supported by a GEF private sector MIS.

## Private Sector Engagement Management

### MIS Partnership Management and Tracking



Diagram 3: A schematic of the Partnership Management Process and key activities in each stage of partnership development.

## **SECTION 6: REPORTING FRAMEWORK**

17. A reporting framework is included in the GEF Implementation Plan management spreadsheets.

18. As part of the project cycle review process, new fields and data collection points will be added or streamlined into the documentation and will provide Agencies with improved opportunities to better account for private sector engagement.

19. An agile development approach will be taken whereby the reporting framework will be tested across a program or suite of projects and further refined before being used at the portfolio level.

### **Monitoring and Evaluation**

20. In addition to the reporting framework, monitoring and evaluation is undertaken for management reporting purposes based on the reports generated through the MIS.

21. Custom evaluations and mid-term reviews of program and projects will also provide opportunities for monitoring and reporting on the effectiveness of private sector engagement.