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PRIVATE SECTOR ENGAGEMENT IMPLEMENTATION PLAN

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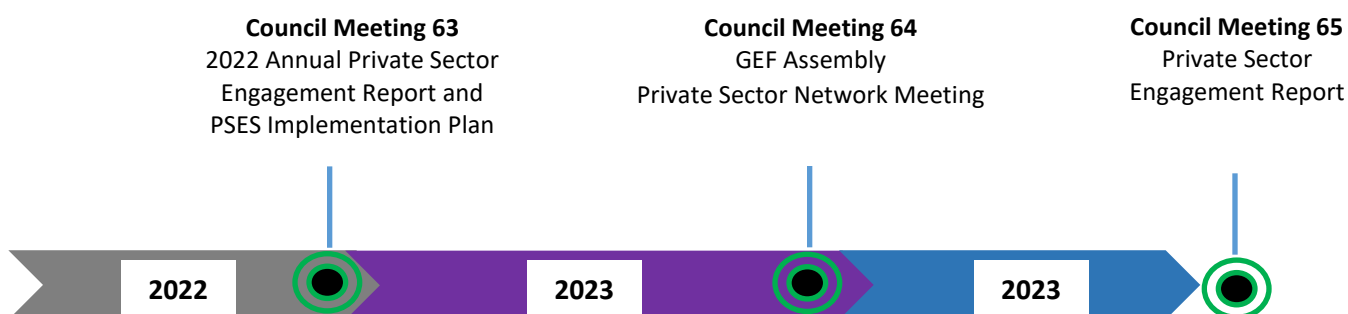
INTRODUCTION

1. The Implementation Plan is comprised of a main overview document and is supported by a suite of management 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-8 period from July 2022 and sets out the scope for private sector engagement for the period July 1, 2022 to June 30, 2024. This period aligns with the first half of the GEF-8 cycle.
3. The Implementation Plan is founded on the following principles:
 - Agile delivery¹
 - Collaborative approaches with GEF Agencies and stakeholders²
 - Optimal resource allocation and efficient processes in support of the GEF PSES vision
 - Building on the learnings and recommendations from the GEF-7 cycle, IEO recommendations and STAP reports
 - Supporting the integrated approach in the GEF-8 Strategy
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, aligned with the GEF-8 project cycle. The Implementation Plan timeline is shown below in Diagram 1 with Council Meeting reporting periods.

Diagram 1: Implementation Plan Timeline



¹ 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.

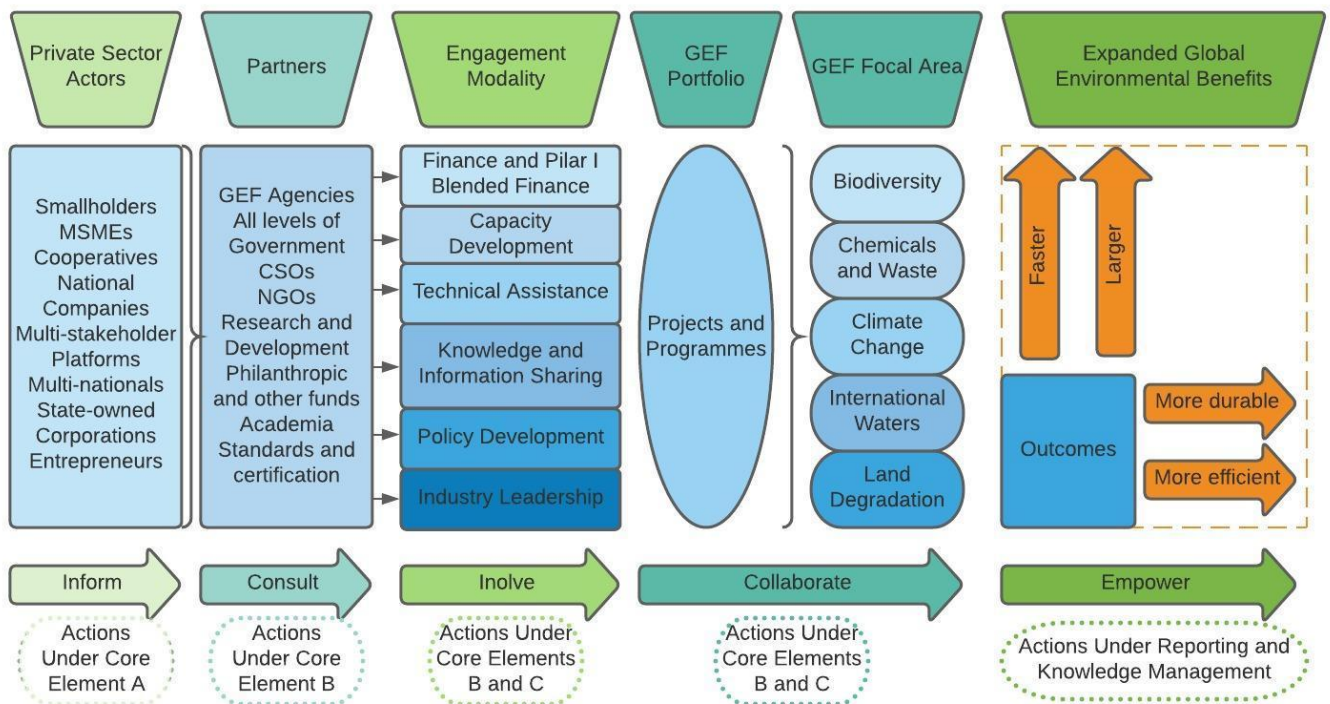
² Stakeholder engagement according to the GEF Policy GEF/C.53/05/Rev.01

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

SECTION 2: PRIVATE SECTOR ENGAGEMENT NARRATIVE

7. 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 increasingly important private-public-philanthropic partnerships.

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



8. In recognition of the wide range of private sector contributions to the GEF projects and programmes, partnerships will seek to involve the private sector through multiple engagement modalities documented in Table 1 of the PSES. These modalities are intended to support project and program outcomes, in line with the GEF-8 integrated approach, 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 and the GEF Agencies have created a GEF Agency Private Sector Working Group, comprised of representatives who are managing private sector engagement from all Agencies. This working group will be revitalized for GEF-8 following a period of relatively low engagement during the COVID-19 period.
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 documented in the Implementation Plan management spreadsheets.

SECTION 4: RESOURCING PRIVATE SECTOR ENGAGEMENT ACROSS THE INTEGRATED PROGRAMS

12. In GEF-8, each of the Integrated Programs has an IP lead that has responsibility for the overall program, including the sections on private sector engagement. Working with GEF technical staff and IP leads brings additional support and resourcing to the task private sector engagement, enhanced opportunities for global and country level engagement through the IPs and clearer entry points for the private sector.

SECTION 5: ACTIONS UNDER EACH CORE ELEMENT

13. 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. The deliverables reflect the developments and progress made in the GEF-7 cycle and take into account the needs of the IPs and focal areas in GEF-8.

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

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 a systems level.

Actions	Deliverables
With advice sought through the private sector network and with stakeholder inputs through consultative processes, the GEF Secretariat will continue to identify platforms for all of GEF's IPs.	<ul style="list-style-type: none">▪ Platform advisory through the GEF Secretariat and Agency participation, subject matter experts and partner contributions to determine the most relevant platforms for each IP and their leading participating companies.

	<ul style="list-style-type: none"> ▪ Project planning and development with identified platform senior management and key company representatives within each platform in concert with GEF Agencies
<p>Platforms will be mapped for their targets and goals, geographies and timeframes to determine best-fit partnerships and alliances for GEF investments.</p>	<ul style="list-style-type: none"> ▪ Platform mapping and matrix analysis to determine key companies and platforms for the relevant IPs at the global and child project level. ▪ Development of mapping criteria for each IP and 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.
<p>Working with GEF Agencies and stakeholders, determine the priority private sector actions to take with platforms and develop IP specific plans.</p>	<ul style="list-style-type: none"> ▪ Program and project development meetings to cover the best GEF interventions and actions with platforms: <p><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.</p> <p><u>As a catalyzer</u> - Fostering existing projects and initiatives 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.</p> <p><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</p>

	and capacity building would be examples of facilitator roles.
<p>Working with GEF Agencies at the global project and child project levels develop strategic engagement plans for the private sector (based on previous mapping exercises, reviews of GEF-7 engagements, IP specific plans):</p> <ul style="list-style-type: none"> - The Amazon, Congo, and Critical Forest Biomes IP - Blue and Green Islands IP - Circular Solutions to Plastic Pollution IP - Clean and Healthy Ocean IP - Ecosystem Restoration IP - Eliminating Hazardous Chemicals from Supply Chains IP - Food Systems IP - Greening Transportation Infrastructure Development IP - Net-Zero Nature-Positive Accelerator IP - Sustainable Cities IP - Wildlife Conservation for Development IP - IW: LEARN 	<ul style="list-style-type: none"> ▪ In each IP and in IW:LEARN develop strategic engagement plans that align with the private sector goals and targets of the GEF-8 Programming Directions that build platforms and companies into the IPs and determine key roles for each. ▪ From the Private Sector Advisory Network, develop an advisory group for each IP that can be called on for specific issues relevant to the members’ areas of expertise. ▪ Create a modular workshop plan for each IP to support private sector engagement. ▪ Focus on the specific roles of tech companies, digital solutions and the fourth industrial revolution technologies where appropriate and in the context of the IP and country.

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.

Actions	Deliverables
<p>Consultative meetings with key private sector members, industry bodies and platforms on opportunities for engagement presented at each level of the GEF Partnership.</p>	<ul style="list-style-type: none"> ▪ Identify the various roles that the private sector can play in support of GEF objectives, particularly through the Integrated Programs, in driving systemic changes. <p>Meetings will aim to be inclusive and enable effective interaction between all actors, using the virtual online formats and face-to-</p>

	<p>face meetings where appropriate, and will include:</p> <ul style="list-style-type: none"> ▪ Country consultations and regional meetings 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 Integrated Program strategies and their entry points for the private sector. Private sector is to be invited to participate in meetings where appropriate. ▪ 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. ▪ Tailored private sector workshops aligned to the delivery of Integrated Programs, in partnership with GEF Agencies and linked to key fora such as Conferences of Parties. ▪ Targeted strategic dialogues with key private sector representations with broad regional, focal area and subject-matter relevance that can be delivered as part of Extended Constituency Workshops either within the agenda, as a side event or as stand-alone meetings. ▪ 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.
<p>Coordination support for Agencies and countries</p>	<ul style="list-style-type: none"> ▪ The formation of taskforces for private sector engagement to identify regional

<p>Taskforces to bring the private sector at scale</p> <p>Project recommendations and reviews</p>	<p>priorities, and the best modalities for engagement (Table 1)</p> <ul style="list-style-type: none"> ▪ Co-creation with GEF Agencies and private sector representatives of best practice recommendations for private sector engagement
<p>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</p>	<ul style="list-style-type: none"> ▪ Development of an easy-to-use guide, with eligibility criteria and contact referrals for businesses to work with the GEF at all scales (including a flow chart and FAQ on the website) ▪ Guidance to the private sector on how to work with the GEF including guidance on policies: <ul style="list-style-type: none"> ○ Advancing gender equality ○ The application of social and environmental safeguards standards ○ Stakeholder engagement ○ Working with indigenous peoples ○ Enhancing CSO engagement

Entry Points

Table 1 describes the main private sector entry points, strategic approaches, modalities of engagement according to the type of private sector entity.

Table 1: Entry points for strategic private sector engagement

Entry Points	Engagement Approach	Modality	Company / Platform Linkage
Geography			
<p>Global</p> <p>Orientation: upstream into value chains and downstream to consumers/markets.</p>	<p>Work with business leaders and multi-focal private sector targets under the conventions.</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Finance 2. Policy development 3. Industry leadership. 	<p>Global platforms, MNCs, CEOs and senior leadership</p>
<p>Regional</p>	<p>Align business goals with regional multi-focal priorities, including</p>	<ol style="list-style-type: none"> 1. Finance 2. Industry leadership 	<p>Regional platforms (hubs), MNCs, CEOs and senior leadership,</p>

<p>Orientation: upstream to key regional value chains, traders.</p>	<p>marine and transnational boundary ecosystems.</p> <p>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.</p> <p>Taskforces/Global Project for private sector engagement to identify regional priorities, and the best modalities for engagement.</p>	<p>3. Knowledge and information sharing</p>	<p>including regional directors.</p>
<p>National Orientation: upstream into key regions and downstream to regional level priorities</p>	<p>National level priorities that align with business – multi-focal or focal area specific.</p> <p>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 Integrated Programs / SGP and their entry points for the private sector.</p> <p>Country Support Programs 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.</p>	<p>1. Knowledge and information sharing 2. Technical assistance 3. Finance</p>	<p>National level platforms, national companies, MNC subsidiaries and JVs, national business associations.</p>
<p>Sub-national 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>	<p>1. Technical assistance 2. Knowledge and information sharing</p>	<p>National companies and SMEs</p>
<p>Landscape/river basin/jurisdiction 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>	<p>1. Technical assistance 2. Capacity development 3. Knowledge and</p>	<p>National companies, SMEs, technical specialists and consultants, cooperatives, trade associations,</p>

Individual property/farm/mine Orientation: Downstream to markets, traders, local consumption and food security priorities.	Training, skills sharing, knowledge partnerships and capacity development.	1. Capacity development 2. Technical assistance	information sharing indigenous community enterprises MSMEs, entrepreneurs, smallholders, artisans and the informal sector
Seascapes	Development of policy dialogues and frameworks at the global, national and regional levels. Transnational boundary collaboration fora, ABNJ governance meetings.	1. Policy development 2. Knowledge and information sharing	Global companies, marine extractive industries, small scale fishers, indigenous owners
City Orientation: Cities platforms	GEF Secretariat membership and also advisory activities related to global cities platforms.	1. Finance 2. Policy development 3. Knowledge and information sharing	MNCs, National companies, state-owned enterprises, entrepreneurs, cities initiatives and platforms (WEF, CBCA, MEDEV).
Multi-stakeholder Platform/Coalitions			
Cross cutting global platforms	GEF Secretariat membership and participation to support alignment with Integrated Programs	1. Industry leadership 2. Policy development	MNCs, industry platforms, trade associations
Sector/issue platforms	GEF Secretariat membership and participation to support alignment with Integrated Programs goals and targets	1. Industry leadership 2. Policy development	MNCs, industry platforms, trade associations
Standards and Protocols			
ESG/Natural Capital/SBTs/TNFD	GEF Secretariat and Agency advisory and policy development	1. Knowledge and information sharing 2. Policy development	Platforms, coalitions, MNCs.
Certification/commodity standards	GEF Secretariat and Agency advisory policy development.	1. Knowledge and information sharing 2. Policy development	Platforms, coalitions, MNCs.
Knowledge Products/Communications/Events			
COP events/WEF/GEF Events	High level meetings, panel participation, bilateral meetings, relevant industry conferences and workshops.	1. Industry leadership	All private sector actors.

Reports/ Taskforces/Research	GEF Secretariat knowledge resources.	1. Knowledge and information sharing 2. Policy development	MNCs, platforms and coalitions.
Media/publications/comms	GEF Secretariat communications resources.	1. Knowledge and information sharing	All 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.

Actions	Deliverables
<p>Dialogues undertaken with the assistance of Agencies and partners, 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"> ▪ Working with agencies to define the pre-competitive space for collaboration in the IPs: 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. ▪ Contact and engage 50 key companies and identified platforms per reporting period and track partnership development through the management plan and Salesforce MIS ▪ Use the Salesforce MIS as an outreach tool for GEF information to the private sector, invitations for events, training and workshops ▪ Undertake IP planning seminars aligned with the National Dialogues and Expanded Constituency Workshops of the Country Support Program ▪ Participate in the major business fora, showcasing examples of GEF work including at the World Economic Forum, World

	<p>Business Council for Sustainable Development, Consumer Goods Forum and the non-state actor events at each Rio Convention Conference of Parties³.</p> <ul style="list-style-type: none"> ▪ A private sector engagement power point presentation for use by GEF, partners and Agencies to articulate the business case for working with the GEF ▪ Reviews of companies, assessment and mitigation of risks based on <ul style="list-style-type: none"> ○ Published annual audited sustainability reports or integrated reports that adhere to standards such as the Global Reporting Initiative; ○ The adoption of Science-Based Targets for climate and nature in their operations and supply chains; ○ Ranking in the Dow Jones Sustainability Index or other similar third-party indices and ratings; ○ Commitments made to be net-zero, nature-positive
Working with the Private Sector Advisory Network	<ul style="list-style-type: none"> ▪ Using the GEF Salesforce MIS, determine the most relevant network members to advise on each of the IPs, to provide strategic guidance and insights.

Knowledge Management and Coordination

Coordination and Knowledge Management	
The installation and training for the use of the Salesforce MIS.	<ul style="list-style-type: none"> ▪ The Salesforce MIS gives GEF the ability to <ul style="list-style-type: none"> ○ supply more accurate, updated, private sector project information in an effort to avoid duplication of actions, concentration of private sector participants or overlap of projects.

³ At each Rio Convention COP, the GEF hosts a pavilion which serves as a hub and presentation space for the GEF Partnership and provides a meeting venue for private sector partners to discuss their goals and how these could be realized through GEF partnerships.

	<ul style="list-style-type: none"> ○ allow for private sector research and support for proposed projects. ○ provide accurate and timely information for guidance documents, such as case studies, and templates for meetings, minutes and information sharing. ○ Coordinate communications with private sector groups, run events, track attendees and invitations. ○ Develop databases that record key company information and can be used for annual reporting purposes and allow for sharing of information across the GEF Sec.
<p>Coordination of private sector engagement through the GEF partnership</p>	<ul style="list-style-type: none"> ▪ 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"> ○ What is working well or not working well, with any proposals for corrective actions ○ How more could be achieved with different modalities of private sector engagement ○ What could be done differently and where changes need to be made ○ What has been learnt and mechanisms to transfer that knowledge to others ○ Options to ensure the durability of private sector engagement beyond the GEF funding cycle. ▪ Annual forum during the Agency Retreat on key issues identified with Agencies and the members of the Private Sector Advisory Network.
<p>Private Sector Working Group and Community of Practice</p>	<ul style="list-style-type: none"> ▪ The development of a concise work program for the Private Sector Working Group to support knowledge management through a community of practice with key representatives from Agencies, and STAP as appropriate.

	<ul style="list-style-type: none"> ▪ 4 coordination calls per annum, identifying contributions to knowledge management and exchange. ▪ An annual meeting at the GEF Agency Retreat to present findings and review approach.
<p>GEF Good Practice Briefs for Private Sector Engagement including a templated workshop series. Starting with IW:LEARN as a model.</p>	<ul style="list-style-type: none"> ▪ Showcase successful examples of GEF investments that align with GEF strategy, programming directions and policies, highlighting integrated approaches, and online seminars to introduce lessons learned from these GEF investments.

SECTION 6: REPORTING FRAMEWORK

14. A reporting framework is included in the GEF-8 Implementation Plan management spreadsheets.

15. As part of the GEF-8 project cycle documentation 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, notably the role of the private sector and their categorization.

16. GEF is participating in working groups that are supporting the development of systems metrics and indicators. GEF will work to incorporate these into the reporting framework, starting with the Food Systems IP.

Monitoring And Evaluation

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

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

APPENDIX 1: PARTNERSHIP MANAGEMENT PROCESS

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

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.

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 Salesforce MIS.

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

Private Sector Engagement Management

MIS Partnership Management and Tracking

