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## **GEF PRIVATE SECTOR ENGAGEMENT STRATEGY ANNUAL REPORT 2025**

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## EXECUTIVE SUMMARY

1. Since the development of the PSES in 2020, the GEF's evolution of private sector engagement has been set to the backdrop of new MEAs and related funds, innovative GEF funding windows and changes to the global policy landscape, cascading to national level priorities. A common thread in these changes to the global operating environment is the need to increase total financing towards global environmental goals and targets under each MEA, to rapidly scale up investment in the environment through the mobilization of financial resources from all sources, including a much more explicit focus on the role of the private sector.

2. This Private Sector Engagement Strategy<sup>1</sup> (PSES) Annual Report highlights the main successes of working with the private sector that have been identified over this reporting period, and, as part of the ongoing development of private sector engagement across the most recent GEF cycles and into GEF-9 planning, the positive trends that can be fostered and amplified through the coming GEF cycles. The key accomplishments in this period:

- (a) The level of private sector cofinance (ex NGI) has hit a record high, for the first time exceeding the level of GEF investment across all funds over the period and making the GEF-8 the most successful cycle for private sector cofinancing
- (b) Collective action is mobilizing the private sector at scale, with whole sectors and industries being engaged at the global and national levels, with the integrated approach amplifying the delivery of GEBs and shifting production and consumption towards more sustainable models
- (c) Success in partnering with the private sector through the non-financial modalities of engagement is leading to closer collaboration with governments on policy, building capacity, supporting knowledge, skills and training, including through the national requirements under the MEAs such as NBSAPs, NDCs and National Action Plans

3. In line with the GEF's Strategic Positioning<sup>2</sup>, and building on the achievements of since the PSES inception, the following key trends have been factored into the GEF-9 Programming Directions:

- (a) The growth of overall private sector cofinance (ex NGI) concomitant with the increase in GEF resources through the family of funds approach

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<sup>1</sup> The GEF Private Sector Engagement Strategy [GEF/C.59/07/Rev.01](#)

<sup>2</sup> GEF Strategic Positioning, GEF/R.9/Inf.08

- (b) Private sector alignment with the GEF's integrated approach has facilitated partnerships and investments, especially where nature, climate and land-use represent material impacts, dependencies and opportunities for the private sector
- (c) Working through platforms, value chains and landscapes for inclusive collective private sector action has delivered larger GEBs and investments from the private sector.

4. Finance for projects beyond the GEF resources has always been a priority for the GEF, with robust cofinance targets and an emphasis on mobilizing resources from the private sector to complement public sector co-contributions evident in each GEF cycle. In the GEF-9 development, there is an emerging priority to increase the relative share of project finance from the private sector and to better target domestic resources through policy cohesion, alignment with national priorities under MEAs and subsidy reform.

5. This PSES Annual Report reflects on the progression of resource mobilization from GEF-6 through to GEF-8, through all of the GEF's family of funds, with a dual emphasis on the growth of private sector cofinance over the period and the engagement of the private sector through the broader non-financial engagement modalities of capacity building, knowledge and information exchange, policy development, capacity building and industry leadership. The report shows through recent examples the GEF success in working with private sector platforms to achieve scale, to mobilize financial resources and the role that the private sector can play GEF-9.

## **GEF PRIVATE SECTOR ENGAGEMENT STRATEGY ANNUAL REPORT**

6. The GEF's PSES was approved at the 59<sup>th</sup> GEF Council Meeting and since that time has tracked across the GEF-7 and GEF-8 cycles keeping pace with the growth in the number of MEAs and related funds under the GEF's management, and the increasing diversity of GEF's funding windows, including innovation grants, the new Small Grants Programme design and the Challenge Program for Adaptation Innovation.

7. This Annual Report on the GEF's PSES implementation is the last report in the GEF-8 cycle before the commencement of GEF-9 in June 2026. With approximately 80 percent of the GEF-8 funds invested, a clear picture of GEF's achievements in private sector engagement is emerging with strong results in private sector cofinance and collaboration at scale through inclusive collective action which will inform private sector engagement in GEF-9 under the *whole of society* approach.

8. The PSES approval included a reporting framework which specifies the metrics to be used for the purpose of annual reporting to the GEF Council to assess the effectiveness of private sector engagement:

- (a) The number of companies formally engaged in GEF activities (in the process of design, planning meetings, information shared, implementation, technical assistance etc., according to the modality);
- (b) A classification of companies based on the GICS industry code at the level of the industry sector;
- (c) An assessment of the geographies where the private sector engagement has been most effective and least successful;
- (d) The number of multi-stakeholder platforms engaged, their geographic coverage and share of the global market; and
- (e) An appendix of all companies engaged during the period.

9. This annual report covers all projects from the GEF-7 and GEF-8 cycle, at the CEO approval stage from the period November 6, 2024 to October 30, 2025 including from the SCCF/LDCF, CBIT, the SGP, MSPs, the Global Biodiversity Framework Fund and the GEF Trust Fund. This report does not include the NGI window which is not part of the PSES and has its own separate reporting requirements.

10. The main data sources for the annual report are the GEF project documents contained in the GEF Portal, the GEF Secretariat's own management reporting, the most recent IEO reviews and evaluations, notably OPS8, and consultations with the GEF agency partners.

11. The total number of projects assessed in this report is 207. The project portfolio sample size and composition for the annual report reflects the stage of the current GEF-8 project cycle with the ramping up of GEF-8 projects at the country level as part of integrated program child projects, a number of enabling activities, capacity building and transparency projects which have a national government focus and covers all focal areas and family of funds. The GEF Challenge Fund for Adaptation Innovation is not included in this annual report as projects are in the pre-approval stage, but demonstrate strong private sector cofinance which will be fully reported in 2026.

12. Private sector entities from the 207 projects were classified according to the 11 sector classifications of the Global Industry Classification Standard Methodology (GICS):

1. Energy
2. Materials
3. Industrials
4. Consumer Discretionary
5. Consumer Staples
6. Health Care
7. Financials

- 8. Information Technology
- 9. Communication Services
- 10. Utilities
- 11. Real Estate

13. Each private sector entity was further classified using a typology according to scale, assets, number of employees and geography. For consistency with IEO Evaluations, the same classifications for private sector entities were adopted, with the addition of two classifications to differentiate between small and medium sized enterprises (SMEs) using the IFC definitions<sup>3</sup>:

- (a) Small enterprises
- (b) Medium-sized enterprises
- (c) Cooperatives
- (d) National corporations
- (e) State-owned / partially state-owned corporations
- (f) National trade and professional organizations
- (g) National chambers of commerce and industry
- (h) Multinational corporations
- (i) Private Foundations

14. The main findings of the report are:

- (a) The total number of private sector entities engaged in GEF-8 projects during the PSES annual reporting period (November 6, 2024 to October 30, 2025) at the CEO endorsement stage is 511 (full list Appendix A).
- (b) During this period, GEF project investment was \$1,151,972,699 with the amount of private sector cofinance \$1,221,271,299 across the family of funds, placing private sector investment in GEF projects higher than GEF's investments in the reporting period, marking the first time that this milestone has been achieved.
- (c) The modal classification of industry type is national trade and professional organizations (N=130), followed by national companies (N=115) and multinational corporations (N=53), which closely corresponds to the 2024 PSES annual report.

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<sup>3</sup> IFC Definitions of Targeted Sectors:  
[https://www.ifc.org/wps/wcm/connect/industry\\_ext\\_content/ifc\\_external\\_corporate\\_site/financial+institutions/priorities/ifcs+definitions+of+targeted+sectors](https://www.ifc.org/wps/wcm/connect/industry_ext_content/ifc_external_corporate_site/financial+institutions/priorities/ifcs+definitions+of+targeted+sectors)

- (d) The modal GICS industry sector is consumer staples (N=159), followed by financials (N=84) and materials (N=78) companies, again corresponding closely to the 2024 reporting period results.

15. The implications of these findings:

- (a) The strong representation of national trade and professional organizations reflects the stage of country project development in the GEF-8 cycles and demonstrates the broad reach that can be attained by working through industry associations rather than with individual companies. This is especially relevant in project implementation at the national level, where associations can mobilize many companies at all scales in a sector, have existing relationships with government regarding policy and regulation, and clear entry points to GEF projects through shared targets on climate, nature and chemical use. The role of associations in mobilizing private sector finance has also proven to be significant and is further described in case study two.
- (b) The prevalence of consumer staples private sector entities is a function of the GEF’s project types and IPs which have a strong representation of primary production through farming and fisheries and link strongly to value chain approaches that engage many entities such as MSMES and cooperatives through to markets and retail. The GEF-9 Strategic Positioning calls for focused engagement with this major sector of the private sector which is a significant employer, an important source of livelihoods and a major contributor to GDP, especially in LDCs and SIDS. Finance is also strongly represented through banks and financial institutions at the global and national level, along private philanthropic foundations, particularly through their investments in GEF food systems projects.

**Table 1 below shows the distribution of the 511 private sector entities according to typology:**

<b>Organization Classification</b>	<b>Number</b>
Trade and professional organizations	130
National companies	115
Multinational corporations	53
State-owned / partially state-owned corporations	41
Medium sized enterprises	38
Chambers of commerce and industry	34
Small-scale enterprises	30
Private Foundations	33
Cooperatives	28

*Table 1: Private sector classification according to scale, assets, geography and number of employees*

**Table 2 below shows the distribution of the 511 private sector entities according to GICS sector:**

<b>GICS Industry Sector</b>	<b>Number</b>
Consumer staples	159
Financials	84
Materials	78
Industrial	73
Consumer discretionary	50
Utilities	31
Energy	19
Healthcare	14
Communications	2
Information Technology	1
Real estate	0

*Table 2: Private sector entities classified according to GICS sectors*

## **ENGAGEMENT WITH MULTISTAKEHOLDER PLATFORMS**

16. The total number of multistakeholder platforms engaged in the 207 projects is 24 (Appendix B) which includes a broad range of partners from across diverse industry sectors.

17. The global platforms represented in the project portfolio include those with the largest memberships, revenue and market coverage for any given sector. These include:

- (a) The Consumer Goods Forum (CGF), a private sector member-based organization that brings over 400 consumer goods retailers and manufacturers together globally, with CEO-led initiatives that help the world’s retailers and consumer goods manufacturers to collaborate, alongside other key stakeholders, to secure consumer trust and drive positive change, including greater efficiency. The CGF is working with the countries and global platform through knowledge and information resources in the Circular Solutions to Plastic Pollution IP.
- (b) Business for Nature, a global coalition of 100+ partner organizations, including many GEF agencies, as well as forward-thinking companies working under the common goal of driving credible business action and policy ambition to achieve a nature-positive economy for all by 2030. BfN works with the GEF on NBSAP development and is valued participant in many GEF Secretariat consultations related to the GBFF and resource mobilization.
- (c) IDH which brings together over 600 companies and governments, reaching over 4 million farmers through a network of more than 400 staff in key markets and value chains in over 23 countries around the world. IDH is working with commodity production projects in the GEF portfolio, with a focus on food systems.

- (d) The African Natural Capital Alliance working to catalyze nature-positive African economies, enabled by a financial sector that recognizes and acts on nature-related risks and opportunities. The ANCA works with the GEF funded projects for biodiversity in the SADC region, across public and private sectors to support approaches to policy, regulation and investment that enhance Africa’s natural capital.
- (e) The World Business Council for Sustainable Development, with over 250 members, US\$ 18.5 trillion in combined revenues and over 19 million employees. The WBCSD is engaged across a number of GEF’s key Impact and Integrated Programs, notably the FOLUR and Food Systems IPs, the Sustainable Cities IP and in LDCF/SCCF programs.

18. Working through these platforms provides spillover benefits into other regions and extends the reach and impact of projects beyond the funded geographies. The platforms also provide valuable conduits to knowledge resources and information that can be used in project design, for example through consumer research into plastic alternative adoption, or through enhanced monitoring and the use of spatial data for MRV. Examples of how platforms are being used described in case study 1 below.

#### **Case Study 1. The Power of Private Sector Platforms**

The GEF’s PSES calls for engagement with private sector platforms as the primary means of achieving the scale needed for transformative change. Private sector platforms for sustainability provide the GEF with the opportunity to scale partnerships vertically, comprehensively, through value chains and horizontally, through landscapes, cities, countries and regions. This horizontal and vertical interconnectivity offered through platforms can extend the reach and influence of GEF funding well beyond specific geographies and bring a wider range of resources and solutions from all levels of the private sector.

The power of engaging private sector platforms is demonstrated through the GEF’s Integrated Program *Circular Solutions to Plastic Pollution* (GEF Project ID: 11197) branded as “Plastic Reboot” and implemented through WWF and UNEP.

To achieve the transformational shift needed in plastic use, it is necessary to take into account all stakeholders along the plastic value chain, including industry and the private sector at different levels (plastic producers, manufacturers, retailers, MSMEs), governments, and society. Achieving circularity along the plastic value chain goes beyond cofinance and policy support. It necessitates a comprehensive approach that includes private sector knowledge sharing, cooperation, and collaboration across all actors within the plastic value chain. This ensures that best practices can be replicated to overcome challenges, partnerships, and coalitions can be leveraged, synergies can be explored, and solutions can be scaled up. The participation of the private sector is indispensable for fostering innovation. It not only

accelerates the development of more sustainable alternatives but also ensures their successful integration into mainstream markets.

Plastic Reboot recognizes the role of each participating platform in delivering specific objectives within value chains and works strategically through the platforms to attain global coverage of all the projects within the portfolio through a cascading approach from a global coordination project to regional and country networks, with the private sector engaged at each stage. The main platforms working with Plastic Reboot include:

- The Plastic Pact Network to ensure that regionally applicable solutions can be developed according to their national programs to engage a broad spectrum of the private sector in key project activities, including innovation, policy development and implementation.
- The global environmental action organization WRAP which is transforming product and food systems to create circular living solutions for the benefit of climate, nature and people.
- The World Economic Forum (WEF) Global Plastics Action Partnership (GPAP) which includes a National Plastic Action Partnership (NPAP) model across 25 countries working at the local level to bring together policymakers, business leaders and civil society organizations to create an aligned approach to accelerating plastic pollution action.
- The Consumer Goods Forum representing over 400 brands and retailers which face consumers and can provide market research, testing and deployment of solutions through its members.

Other platforms include CDP, the Roundtable on Sustainable Biomaterials (RSB) and The Circulate Initiative.

In addition, the scale of private sector engagement ranges from major companies including Amcor, Nestle, and the Coca-Cola Foundation to the informal sector of waste pickers and local resource providers at the MSME level.

The GEF Secretariat has been working with these platforms for many years to foster a collaborative approach and alignment with GEF programming before the inception of the IP including the participation of the GEF CEO in GPAP and secretariat staff in platform steering groups and advisory committees.

WWF and UNEP's expertise in structuring Plastic Reboot, supported by requirements to include the private sector in national project components, has created a comprehensive coverage of global and country projects partnering with the private sector through the full range of GEF engagement modalities to equitably deliver on the project goals and objectives.

## **ENGAGEMENT WITH WOMEN'S PRIVATE SECTOR NETWORKS**

19. The engagement of women through women's businesses and private sector networks is a valuable contribution in the GEF's goals for gender equity and the active inclusion of women through the GEF portfolio.

20. There continues to be a representation (n=14) of women's private sector networks, cooperatives and associations engaged in GEF projects during the reporting period. There was representation from diverse range of organizations and geographies (full list in Appendix C), including:

(a) PNG Women in Coffee Association (PNGWICA)

(b) Baghdad Women's Association

(c) Grenada Rural Women Producers (GRENROP)

(d) Association for Supporting Women in Small Businesses (ASPPUK) Indonesia

21. Women's organizations were engaged for their convening power to reach key audiences, to support knowledge and information sharing and to scale the adoption of sustainable practices in sectors with high female participation rates, notably in the primary production sectors.

22. Through the GEF's inclusive approach to engaging the private sector, women's private sector enterprises along with youth, and IPLCs as environmental leaders have proven to be an effective and efficient means of delivering GEBs. In GEF-9, the focus on the whole of society approach will frame the development of business engagements, enhancing livelihoods and well-being at the community level and beyond.

## **PRIVATE SECTOR ENGAGEMENT PROGRESS THROUGH THE INTEGRATED APPROACH**

23. Across the GEF's integrated programming, private sector engagement has advanced through each GEF cycle with a private sector project cofinance average ratio of 8.3:1 between GEF-5 and GEF-8, which is higher than the overall GEF portfolio average of 7.5:1 and significantly higher than projects without a private sector component with a cofinance ratio of 6.8:1 over the same period<sup>4</sup>.

24. The proportion of financing directed towards projects with a private sector project component within integrated programs has grown from 32 percent in GEF-6 to 50 percent in GEF-8<sup>5</sup>.

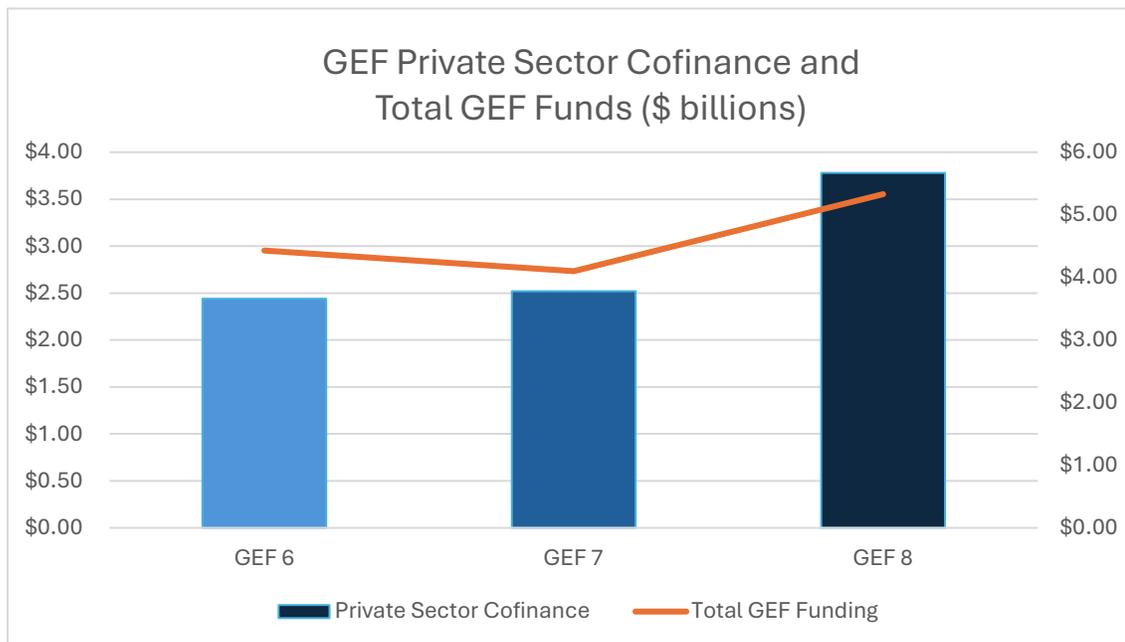
25. In absolute numbers, graph 1 below shows the growth in private sector cofinance from \$2.44 billion in GEF-6, to \$2.52 billion in GEF-7, and to \$3.78 billion in GEF-8 (projected final

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<sup>4</sup> The Eighth Comprehensive Evaluation of the GEF, November 17 2025, [GEF/E/C.70/01](#)

<sup>5</sup> *ibid*

cofinance based on \$3.2 billion current cofinance level with 80 percent of the GEF funds expended in the GEF-8 cycle).



Graph 1 Private Sector Cofinance (ex NGI) and GEF Funds Across Three Cycles of the GEF

26. These results show that private sector cofinance has kept pace with both the growth of the GEF financial resources and the expansion of the family of funds. The progressive increase in donor finance over the GEF cycles has leveraged a concomitant increase in the scale of GEF private sector cofinance and has built a strong base for further growth in private sector contributions in GEF-9. At this point in the planning and project development for GEF-9, any reduction in GEF resources will erode the foundations of this base and create a bearish sentiment among private sector partners.

27. GEF’s private sector cofinance has not been diminished by the changes in emphasis to focal areas over time across the GEF cycles or through programming in the more challenging geographies where large private sector funding sources are scarce and fewer than 30 percent of projects include private sector partners<sup>6</sup>.

28. The IEO recommendations related to the private sector from OPS8 and the *Evaluation of Food Systems Programs* also support the increased engagement of the private sector, through MSMEs and market linkages and a greater alignment with the private sector’s geographic and operational activities<sup>7</sup>. These recommendations are being carried forward in GEF-9 programming with the inclusion of private sector objectives relevant to each of the IPs.

<sup>6</sup> ibid

<sup>7</sup> Evaluation of Food Systems Programs, IEO November 17, 2025, [GEF/E/C.70/02](#)

## Case Study 2 Optimizing Private Sector Cofinance through Collaborative Action

GEF's PSES focuses on collective action among private sector actors to create the scale required to overcome the tipping points to drive transformational change at the sectoral and industry level. By working through direct engagement and collaborative action with the private sector as implementation partners, whole industries are able to mobilize significant cofinance through dedicated platforms, industry associations and chambers of commerce. The broad advantages of working through collaborative action and evidenced in the GEF portfolio include the ability to:

- Address sectoral challenges from which all actors can benefit, avoiding free riders
- Share the costs of investment and reduce the risk for individual companies
- Align with government policy and regulations in key markets, such as EUDR
- Signal certainty to the investment community
- Foster innovation in value chains and the adoption of new technologies by overcoming investment hurdles or minimum viability scale implementation barriers

These factors are evident in the GEF project *Accelerating the Sustainable Transformation of Ecuadorian Banana Industry* (GEF project ID: 11923) implemented by FAO which aims to reverse the unsustainable trends in Ecuadorean banana production, the largest global exporter, by addressing the use of agroplastics, harmful chemicals and fossil fuels and at the same time working to ensure compliance with new international sustainability standards, such as the European Commission's Corporate Sustainability Due Diligence Directive (CSDDD) and Corporate Sustainability Reporting Directive (CSRD).

The project is engaging key stakeholders in the banana value chain, including producer associations which engage smallholders, traders and large producers. The AEBE (Association of Exporters of Bananas of Ecuador), ACORBANEC (Association of Banana Marketing and Export), AGROBAN (Regional Corporation of Banana Producers), ASOEXPLA (Association of Plantain Exporters of Ecuador), Agricultural Chamber of Zone II, which are all members of the Ecuadorian Cluster of Banana Producers. Working together as an industry, partners will strengthen stakeholder capacity to comply with EU Standards and implement sustainable practices by providing technical support, a comprehensive knowledge management strategy, and capacity-building initiatives to equip smallholders, medium-scale growers, large producers, and banana companies with the skills and tools for accurate measurement, reporting, and verification of carbon and water footprints.

Working with the associations resulted in over \$5 million cofinance from the collective contributions of the sector, nearly three times the GEF investment. By engaging through associations, it is easier to overcome the limitations in technical and institutional capacities in a production system dominated by many smallholder producers who lack the expertise, technical knowledge and support systems to comply with the new regulations for banana exports.

Collective action that leverages a high private sector cofinance ratio is a feature of the GEF project the *Global Elimination of Mercury in Non-Ferrous Metals Initiative*, GEMINI (GEF ID 11892) implemented by UNIDO, UNDP and UNEP. The global project is designed to eliminate mercury pollution in the production and supply of non-ferrous metals including copper, industrial gold, zinc, and lead, across six countries. GEMINI is engaging the private sector through sectoral collective action to support the adoption of best environmental practices, use of sustainable technologies, and development of environmentally sound, mercury-free business models. This sectoral approach works with the key industry associations across six countries, leveraging significant levels of private sector cofinance:

In South Africa, the associations and chambers of commerce engaged in the national program include the Minerals Council of South Africa, the Chamber of Mines, the Chamber of Commerce, Non-Ferrous Metal Industries Association of South Africa, Copper Development Association Africa, South African Zinc Producers Association and the South African Metals and Minerals Association which are collectively providing \$46 million of the total \$50 million in cofinance.

Similarly, in India, the metals sector is allocating \$85 million from a total cofinance amount of \$110 million, in Mexico the sector is investing \$65 million from a total of \$70 million, in Zambia \$35 million of a total \$40 million, in Peru \$44 million of a total \$48 million, and in Chile \$50million of \$55 million in total cofinance.

The continued focus on partnering with national associations for collective action will help to ensure that private sector cofinance and the broader transformational benefits are captured in the GEF's national projects.

## **ENGAGEMENT WITH THE PRIVATE SECTOR ACROSS THE PSES MODALITIES OF ENGAGEMENT.**

29. The GEF PSES supports a range of private sector engagement modalities that define where the public and private sectors can best work collaboratively in the pursuit of global environmental benefits. The capacities of the private sector, above and beyond financial resources, include:

- (a) Innovation, expertise, and capabilities which businesses can bring through technologies, entrepreneurship, market-based solutions, distribution networks,
- (b) Investment capacity, and managerial and operational expertise, including risk-management;
- (c) The private sector's extensive networks and operations which provide distribution channels to inclusively reach value chain actors ranging from SMEs to retailers and consumers;
- (d) The private sector's vast financial resources and expertise in market-based solutions that have the potential for achieving scale and sustainability in tackling systemic environmental challenges;

- (e) Extended investment horizons based on asset lifespans, typically in excess of 20 years, that can provide the foundation for durable partnerships beyond short-term GEF funding cycles;
- (f) Policy influence and the capability to deliver what in-country governments seek to achieve, such as improved service-delivery, resilience to climate change and human health gives businesses a strong, knowledgeable voice to inform policy that supports transparent, inclusive sustainable development.

30. These engagement modalities create excellent entry points for private sector partnership development, and can support GEF’s goals for broader engagement under the whole of society approach where technical assistance and capacity development are much needed among the MSMEs, in SIDS, working with youth and IPLCs.

31. Importantly at the national government level, working with the private sector can deliver a suite of benefits to enhance policy development, build national capacities, and develop technical skills and knowledge resources. Examples that illustrate this point across the focal areas of climate change, biodiversity, chemicals and waste are shown in case study 3.

**Case Study 3. Private Sector and Government Collaboration on Policy, Knowledge and Capacity Development across the MEAs**

Enabling activities are usually seen as the domain of the public sector, primarily addressing national capacities and policies in relation to meeting the requirements of the MEAs. In the GEF project *“Support to the elaboration of the First Biennial Transparency Report (BTR1), the combined Second Biennial Transparency and the Fourth National Communication report (BTR2/NC4) of Algeria to the UNFCCC”* (Project ID: 11485) there is a strong stakeholder engagement process that supports the buy-in and collective action from the private sector.

Stakeholder involvement and consultation processes are critical to the success of addressing equitable NDC development and robust engagement of key stakeholders was undertaken during project preparation. This project strengthens stakeholder’s ability to collectively participate in addressing climate change issues and challenges in Algeria and it is envisaged that subsequent private sector implementation, monitoring and evaluation, ownership of the NC and BTR processes will be enhanced, making national reports more responsive to national needs. The stakeholders of the project come from a wide range of backgrounds, including line ministries and agencies, local communities, local authorities and non-governmental organizations (NGOs), mass-media, research institutions, private sector and international organizations, with particular emphasis on industrial sectors<sup>8</sup>. Private sector engagement in

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<sup>8</sup> In this case, the Algerian Cement Industrial Group, the National Company for the Energy, Ferroviair, the El-Djazair Group, Manadjim El Djazair Mining Industrial Group, the National Company of Industrial Vehicles, Metallurgical & Steel Industries Group, Divindus Industry Group Saïdal Group, Alphyt, Asmidal, El Hadjar Steel Complex, Fertial, Algerian Fertilizer Society, Lafarge Holcim Group, Biskria Cement, Amouda Ingeneering,SARL, Tosyali Algeria and Condor Electronics were key members of the Algerian NDC development process.

the project will make it possible to protect national energy resources, improve the performance of industrial processes and energy management methods, modernize facilities, and initiate a change in clean technologies.

Similarly, in the GEF chemicals and waste focal area project “*National action plan on mercury in the artisanal and small-scale gold mining sector in Ethiopia*” (GEF Project ID: 11975) the ASGM community was extensively engaged in the development of the NAP for mercury with a total of 162 ASGM Associations based in five regions in Ethiopia. The great effort undertaken to support the inclusion of these associations will result in stronger buy-in from individual and collective actors in the ASGM sector, lead to higher rates of practice change and the adoption of mercury free mining methods.

In biodiversity, the GEF project “*Business Action for Advocacy and the Planet*” (GEF Project ID: 10930) led by Conservation International and GEF partner Business for Nature engaged four countries from south-east Asia, Africa and Latin America to support the implementation of the KMGBF to create a business-government dialogue aimed at assisting governments to implement the business-related targets of the KMGBF.

The project engaged the Malaysia Platform for Business and Biodiversity to work with the government to develop Malaysia's NBSAP which has resulted in a *Blueprint for Accelerating Biodiversity Action for Businesses*, providing practical guidance for companies to integrate nature conservation into their operations. This initiative aims to align economic growth with biodiversity protection through actionable steps for businesses. The plan was developed as a response to pressures on biodiversity in Malaysia, such as those from land development, pollution, and climate change, which are often driven by economic growth and increasing demand for resources. The framework helps businesses understand and contribute to the country's national biodiversity targets, establishing a clear path for the private sector to support the KMGBF, and officially incorporate business action into Malaysia's national biodiversity goals by providing a roadmap for businesses to contribute to national biodiversity targets and integrate conservation into their core operations.

Malaysia is setting an example across the region for how national frameworks can translate global commitments into concrete business action. This is exactly the kind of business engagement through policy development that is needed to foster nature-positive economic growth with a process that is highly replicable across countries facing the same development pressures.

## **CONSIDERATIONS FOR GEF-9**

32. The GEF partnership needs to more fully engage the private sector through platforms, industry associations and regional networks to better leverage the full suite of engagement modalities with the private sector. To be effective, this engagement must occur in the early stages of concept development and support private sector through all developments in project design in GEF-9. These measures will help avoid the misalignment of private sector activities, operations

and investments with GEF projects, especially in the selection of project geographies as noted in the IEO OPS8, to optimize cofinance opportunities and the enhanced delivery of GEBs in GEF-9.

33. The challenge of sustainable finance (accessible, long-term, fit-for-purpose, flexible) is common across all of the GEF programs and projects, and through recent GEF cycles many solutions and approaches have been developed with specific finance components incorporated into project design, along with the use of novel approaches such incubators, clinics and investment fora for solutions providers.

34. An encouraging emerging trend is the development of dedicated finance platforms to catalyze finance at scale for GEF projects, widening the market for sectoral investors across commodities and themes. Finance solutions developed through the platforms are not anchored to a specific country, but more directly to private sector and project needs, allowing for a wide appeal, scale and types of private sector finance, especially with market linkages that facilitate upstream project investment from major brands and retailers.

35. The MSP *Public-Private Blended Finance Facility for Climate-Resilient Rice Landscapes* (Project ID 10929) aims to catalyze public and private financing for climate-resilient rice landscapes, value chains and livelihoods. This project cuts across the LDC Fund, the GEF Challenge Program for Adaptation Innovation, and food systems IPs to bring a wide range of donors to invest in GEF projects and has investment proposals developed for blended finance with IFIs and multilateral funds. Similarly, the Critical Forest Biomes IP has inaugurated a South East Asia and Pacific Forests Investment & Technical Partners Coalition with members including global banks, sovereign funds, major companies and investors to scale forest conservation and management across the region.

36. The concept of finance platforms is integrated in the GEF-9 programming for IPs and global projects and will serve as an important tool in mobilizing private sector financial resources at scale.

37. The new Global Biodiversity Framework Fund project portfolio has limited private sector engagement at this early juncture due to the predominant project types that focus on critical habitats and protected areas which provide little scope for private sector engagement. Current work being undertaken in the GBFF project preparation, design and consultative phases will help leverage private sector resources, including through innovative blended finance approaches. Cofinance opportunities will be further explored in GEF-9, especially with those sectors and organizations with high dependencies and impacts on nature within the given geographies, notably large landscape/seascape actors such as energy, agriculture and resources companies.

38. The implementation of the new GBFF Resource Mobilization Strategy will also bolster efforts to engage the private sector and philanthropic donors in the GBFF.

39. In OPS6, the IEO concluded that GEF's project management information systems needed to be enhanced, with the recommendation for an improved management information system for private sector engagement. As part of the GEF Private Sector Engagement Strategy, the need for a management information system was included as part of core element C in the strategy and in 2025, the new CRM system was approved with the capability to provide a 360 degree view of GEF's relationships, projects, contacts and plans for working with private sector partners in the GEF-9 cycle.

40. Successful strategies in private sector engagement to be carried forward in GEF-9:

- (a) The portfolio of projects across GEF-7 and GEF-8 shows that working through collective action (platforms, associations, value chains) is proving to be an effective way to work with different scales of the private sector through all private sector engagement modalities and has proven successful in leveraging finance at scale.
- (b) Inclusive approaches that engage different types of private sector actors, notably MSMEs, IPLC enterprises and business structures such as cooperatives and associations that engage smallholders at scale, are strongly prevalent in the projects, supported through CSO and NGO participation.
- (c) Positive, early-stage feedback on financial platforms to mobilize resources has been encouraging, with many GEF Agencies responding to the need to focus on private sector finance and investment opportunities relevant to focal areas, IPs or regions. Finance platforms now form components of the GEF IPs documented in the Programming Directions.
- (d) The use of standards, protocols, certification systems, regulatory responses, corporate target setting initiatives for net-zero and nature positive approaches, and disclosure frameworks are excellent mechanisms to engage the private sector in regional and at national levels through sectoral and landscape investments. Measurements and assessments undertaken through these approaches allow the GEF to readily identify sectors and companies that will have a direct interest in reducing impacts, mitigating risks and enhancing opportunities to be nature positive in their operations. Such approaches have led to investments and partnerships in GEF programs and projects across the GEF-7 and GEF-8 cycles, and feature prominently in the design considerations for GEF-9 programming.

41. Challenges and development opportunities in GEF-9:

- (a) While private sector engagement is on a strong upward trend, improvements could be made in the operational aspects of private sector engagement, notably at the national level, and through implementing to executing agency delivery. Better connection between the goals and objectives in the IPs at the global coordination level to national level opportunities where implementing agencies and executing agencies may not be closely engaged in the broader IP or with the main participating private sector actors.

- (b) As identified in OPS8, there is frequently a misalignment between the private sector objectives and projects, with private sector actors often treated as peripheral stakeholders or cofinanciers rather than core implementation partners. Frequently, project locations and themes are predetermined without private sector input, resulting in misaligned priorities and missed opportunities, especially at the local level.
- (c) Across the GEF's family of funds there remain biases, inconsistencies in the level of knowledge and understanding of private sector engagement dynamics, resulting in unrealized opportunities and a sub-optimal level of private sector engagement, notably at the national level. The Country Engagement Strategy in GEF-9 will support the enhanced alignment between GEF programming and national priorities via upstream planning including private sector engagement and the use of blended finance.

42. Consistent with IEO OPS-8 findings and recommendations, GEF's experience with private sector engagement and non-grant instruments (NGI) can serve as the springboard for expanded work in GEF-9 on blended finance and extend private sector engagement more broadly to the financial sector in support of national level priorities where the GEF's strategic use of blended finance tools and growth of private sector partnerships at national level can contribute to maximizing domestic resource mobilization for environmental goals.

## APPENDIX A: PRIVATE SECTOR ENTITIES, CLASSIFICATION, INDUSTRY SECTOR AND GEOGRAPHY

Organization Name	Structure	GICS Industry Sector	Main Modality of Engagement	Country / Region
Albanian Renewable Energy Association (AREA)	National trade and professional associations and organizations	Utilities	Capacity Development	Albania
Banco Comercial Angolano (BCA)	State-owned / partially state-owned corporations	Financials	Finance	Angola
Banco Angolano de Negócios e Comércio (BANC)	State-owned / partially state-owned corporations	Financials	Finance	Angola
Women in Fisheries Association (WIFA), Belize	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Belize
CEDA	National corporations	Financials	Finance	Botswana
NDB	National corporations	Financials	Finance	Botswana
BSB	National corporations	Financials	Finance	Botswana
BDC	National corporations	Financials	Finance	Botswana
Bank of Botswana (BoB)	National corporations	Financials	Finance	Botswana
Botswana Stock Exchange (BSE)	National corporations	Financials	Finance	Botswana
Capital Markets Association	National trade and professional associations and organizations	Financials	Finance	Botswana
Non-Banks Lending Association	National trade and professional associations and organizations	Financials	Finance	Botswana
Insurance Industry Association	National trade and professional	Financials	Finance	Botswana

	associations and organizations			
Retirement Funds Association and Bankers Association	National trade and professional associations and organizations	Financials	Finance	Botswana
Business Botswana	National trade and professional associations and organizations	Financials	Finance	Botswana
Unipar Carbocloro	Multinational corporations	Materials	Finance	Brazil
Katrium Indústrias Químicas	National corporations	Materials	Finance	Brazil
Chlorum Solution	National corporations	Materials	Finance	Brazil
ABICLOR - Brazilian Association of the Alkali, Chlorine and Derivatives Industry	National trade and professional associations and organizations	Materials	Finance	Brazil
CERBA	National corporations	Health Care	Finance	Burkina Faso
Phytofla	National corporations	Health Care	Finance	Burkina Faso
Association of Traditional Herbal Medicine Practitioners of Kadiogo (ATHK)	National trade and professional associations and organizations	Health Care	Capacity Development	Burkina Faso
Association of Dozos – Traditional Health Practicioners	National trade and professional associations and organizations	Health Care	Capacity Development	Burkina Faso
Association of Female Traditional Medicine Practitioners (AFMT)	National trade and professional associations and organizations	Health Care	Capacity Development	Burkina Faso
Association des tradi-praticiens herboristes du Kadiogo (ATHK),	National trade and professional associations and organizations	Health Care	Capacity Development	Burkina Faso
Association des concessionnaires et	National trade and professional	Health Care	Capacity Development	Burkina Faso

des guides de chasse du Burkina Faso	associations and organizations			
Association nationale des chasseurs du Burkina Faso,	National trade and professional associations and organizations	Health Care	Finance	Burkina Faso
Fédération nationale des unions des groupements de gestion forestière (FENUGGF),	National trade and professional associations and organizations	Health Care	Finance	Burkina Faso
Association Tiss la viim	National trade and professional associations and organizations	Health Care	Finance	Burkina Faso
Association des Dozos Tradipraticiens de Santé	National trade and professional associations and organizations	Health Care	Finance	Burkina Faso
Dr Koné	Small scale enterprises	Health Care	Finance	Burkina Faso
Père César	Small scale enterprises	Health Care	Finance	Burkina Faso
Anzana Electric Group	Medium sized enterprises	Energy	Capacity Development	Burundi
KAze Green Economy	National corporations	Materials	Capacity Development	Burundi
The Burundi Renewable Energy Association (BUREA)	National trade and professional associations and organizations	Energy	Capacity Development	Burundi
Nachtigal Hydro-Power Company	National corporations	Utilities	Knowledge and Information Sharing	Cameroon
Corporate Leaders Group for Climate Change (CLG-Chile)	National trade and professional associations and organizations	Industrial	Capacity Development	Chile
Coca-Cola	Multinational corporations	Consumer Staples	Knowledge and Information Sharing	China

Walmart	Multinational corporations	Consumer Staples	Knowledge and Information Sharing	China
Nestle	Multinational corporations	Consumer Staples	Knowledge and Information Sharing	China
Jiangxi Green Recycling Co	National corporations	Industrial	Knowledge and Information Sharing	China
Xiamen Luhai Pro-environment Inc	National corporations	Industrial	Knowledge and Information Sharing	China
Taurang Environmental Technology Company (TETC)	National corporations	Materials	Knowledge and Information Sharing	China
All China Environment Federation	National corporations	Materials	Knowledge and Information Sharing	China
China Petroleum and Chemical Industry Federation	National trade and professional associations and organizations	Industrial	Capacity Development	China
China Association of Flourine and Silicone Industry	National trade and professional associations and organizations	Industrial	Capacity Development	China
China Association of Flame Retarding Materials	National trade and professional associations and organizations	Industrial	Capacity Development	China
China National Coatings Industry Association	National trade and professional associations and organizations	Industrial	Capacity Development	China
China Crop Protection Industry Association	National trade and professional associations and organizations	Industrial	Capacity Development	China
China Packaging Federation (CPCF)	National trade and professional associations and organizations	Materials	Knowledge and Information Sharing	China

China Plastics Processing Industry Association	National trade and professional associations and organizations	Materials	Knowledge and Information Sharing	China
China National Resources Recycling Association	National trade and professional associations and organizations	Materials	Knowledge and Information Sharing	China
China Synthetic Resin Association	National trade and professional associations and organizations	Materials	Knowledge and Information Sharing	China
China Petroleum and Chemical Industry Federation	National trade and professional associations and organizations	Materials	Knowledge and Information Sharing	China
China Plastic Processing Industry Association	National trade and professional associations and organizations	Materials	Knowledge and Information Sharing	China
China National Resources Recycling Association	National trade and professional associations and organizations	Materials	Knowledge and Information Sharing	China
Ellen MacArthur Foundation	Private foundations	Industrial	Knowledge and Information Sharing	China
ClimateWorks Foundation CWF	Private foundations	Materials	Knowledge and Information Sharing	China
Fishermen's Cooperatives in Colombia	Cooperatives	Consumer Staples	Knowledge and Information Sharing	Colombia
Empresas pesqueras	Medium sized enterprises	Consumer Staples	Finance	Colombia
Empresas de turismo	Medium sized enterprises	Consumer Staples	Finance	Colombia
Glencore Cerrejón	Multinational corporations	Materials	Finance	Colombia
Bancolombia	National corporations	Financials	Finance	Colombia
Federación de Cafeteros	National trade and professional	Consumer Staples	Finance	Colombia

	associations and organizations			
Fundaciones de Bananeros	National trade and professional associations and organizations	Consumer Staples	Finance	Colombia
National Association of Artisanal Fishermen of Colombia	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Colombia
Tourism chambers and associations of Cahuita	Chambers of commerce and industry / crafts	Consumer Discretionary	Finance	Costa Rica
Chamber of Industries CR	Chambers of commerce and industry / crafts	Industrial	Capacity Development	Costa Rica
Costa Rican Construction Chamber	Chambers of commerce and industry / crafts	Industrial	Capacity Development	Costa Rica
Costa Rican Forest Chamber	Chambers of commerce and industry / crafts	Materials	Capacity Development	Costa Rica
Banana Production Corporation	National corporations	Consumer Staples	Capacity Development	Costa Rica
Fishermen's Associations of the Southern Caribbean (ASOPACS)	National trade and professional associations and organizations	Consumer Staples	Finance	Costa Rica
BARAMAR company	National corporations	Consumer Staples	Finance	Cuba
PESCAGUAN	National corporations	Consumer Staples	Finance	Cuba
Chambre Commerce du Djibouti	Chambers of commerce and industry / crafts	Industrial	Capacity Development	Djibouti
Invest Dominica Authority	State-owned / partially state-owned corporations	Financials	Finance	Dominica
Dominica Solid Waste Management Corporation	State-owned / partially state-owned corporations	Utilities	Finance	Dominica

Dominica Water and Sewage Corporation	State-owned / partially state-owned corporations	Utilities	Finance	Dominica
Dominica Electricity Services Limited	State-owned / partially state-owned corporations	Utilities	Finance	Dominica
ECORED (Dom. Rep.)	Medium sized enterprises	Industrial	Finance	Dominican Republic
Applied Energy Services Dominicana (AES-Dominicana)	Multinational corporations	Industrial	Finance	Dominican Republic
Hotel and Tourism Association (Asonahores) of the Dom. Rep.	National trade and professional associations and organizations	Consumer Discretionary	Finance	Dominican Republic
National Fishermen's Association of the Dominican Republic	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Dominican Republic
Agricultural Chamber of Zone II	Chambers of commerce and industry / crafts	Consumer Staples	Capacity Development	Ecuador
Reybanpac	Multinational corporations	Consumer Staples	Capacity Development	Ecuador
AEBE (Association of Exporters of Bananas of Ecuador)	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Ecuador
ACORBANEC (Association of Banana Marketing and Export)	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Ecuador
AGROBAN (Regional Corporation of Banana Producers)	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Ecuador
ASOEXPLA (Association of Plantain Exporters of Ecuador)	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Ecuador

AEBE	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Ecuador
ACORBANEC	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Ecuador
AGROBAN	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Ecuador
ASOEXPLA	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Ecuador
Agricultural Chamber of Zone II	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Ecuador
Ecuadorian Cluster of Banana Producers	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Ecuador
Nirsa	National corporations	Consumer Staples	Finance	Ecuador
Propemar	Multinational corporations	Consumer Staples	Finance	Ecuador
Eurofish	National corporations	Consumer Staples	Finance	Ecuador
Tri Marine	National corporations	Consumer Staples	Finance	Ecuador
Servigrup	National corporations	Consumer Staples	Finance	Ecuador
Jaldran	National corporations	Consumer Staples	Knowledge and Information Sharing	Ecuador
Manacripex	National corporations	Consumer Staples	Knowledge and Information Sharing	Ecuador
Marbelize	National corporations	Consumer Staples	Knowledge and Information Sharing	Ecuador

Pacific Tuna	National corporations	Consumer Staples	Knowledge and Information Sharing	Ecuador
TunaQuick	National corporations	Consumer Staples	Knowledge and Information Sharing	Ecuador
Conservation Mahi Mahi	National corporations	Consumer Staples	Knowledge and Information Sharing	Ecuador
Frigolab San Mateo	National corporations	Consumer Staples	Knowledge and Information Sharing	Ecuador
Freshfish Ecuador	National corporations	Consumer Staples	Knowledge and Information Sharing	Ecuador
Docapes	National corporations	Consumer Staples	Knowledge and Information Sharing	Ecuador
FIP Swordfish	National corporations	Consumer Staples	Knowledge and Information Sharing	Ecuador
Transmarina	National corporations	Consumer Staples	Knowledge and Information Sharing	Ecuador
Tunacons Foundation	Private foundations	Consumer Staples	Finance	Ecuador
ASGM miner cooperatives	Cooperatives	Materials	Capacity Development	Equatorial Guinea
National Bank of Equatorial Guinea	National corporations	Financials	Capacity Development	Equatorial Guinea
BGFI Equatorial Guinea	National corporations	Financials	Capacity Development	Equatorial Guinea
Commercial Bank Equatorial Guinea	National corporations	Financials	Capacity Development	Equatorial Guinea
CBGE	National corporations	Financials	Capacity Development	Equatorial Guinea
ASGM miner associations	National trade and professional associations and organizations	Materials	Capacity Development	Equatorial Guinea
ASGM Associations	National trade and professional	Materials	Capacity Development	Ethiopia

	associations and organizations			
Blauenshtain-Georgia	Medium sized enterprises	Consumer Staples	Capacity Development	Georgia
Swissgenetics International	Medium sized enterprises	Consumer Staples	Capacity Development	Georgia
HeidelbergCement Georgia LLC	Multinational corporations	Materials	Capacity Development	Georgia
DSO JSC Energo-Pro	National corporations	Energy	Capacity Development	Georgia
JSC Telasi	National corporations	Energy	Capacity Development	Georgia
National Bank of Georgia (NBG)	National corporations	Financials	Capacity Development	Georgia
Enterprise Georgia	National corporations	Financials	Capacity Development	Georgia
JSC Rustavi Azot	National corporations	Materials	Capacity Development	Georgia
GeoSteel LLC	National corporations	Materials	Capacity Development	Georgia
Rusalloys LLC	National corporations	Materials	Capacity Development	Georgia
Georgian Manganese LLC	National corporations	Materials	Capacity Development	Georgia
Georgian Farmers Association (GFA)	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Georgia
Georgian Pasture Users	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Georgia
JSC Georgian State Electrosystem (GSE)	State-owned / partially state-owned corporations	Utilities	Capacity Development	Georgia
Parley for the Oceans	Medium sized enterprises	Consumer Discretionary	Finance	Global
LGIM	Medium sized enterprises	Consumer Staples	Capacity Development	Global
Digital Africa subsidiary of Proparco (AFD Group)	Medium sized enterprises	Financials	Capacity Development	Global

Pegasus Capital Advisors	Medium sized enterprises	Financials	Finance	Global
Auspacious	Medium sized enterprises	Industrial	Capacity Development	Global
Apacheta	Medium sized enterprises	Industrial	Capacity Development	Global
IKEA	Multinational corporations	Consumer Discretionary	Capacity Development	Global
Reckitt	Multinational corporations	Consumer Discretionary	Capacity Development	Global
Booking.com	Multinational corporations	Consumer Discretionary	Finance	Global
Iberostar	Multinational corporations	Consumer Discretionary	Finance	Global
Kaoka	Multinational corporations	Consumer Staples	Capacity Development	Global
Jays Organic	Multinational corporations	Consumer Staples	Capacity Development	Global
Mondelez International	Multinational corporations	Consumer Staples	Finance	Global
GSK	Multinational corporations	Health Care	Capacity Development	Global
KPMG	Multinational corporations	Industrial	Capacity Development	Global
Boston Consulting Group (BCG)	Multinational corporations	Industrial	Capacity Development	Global
EDEKA	National corporations	Consumer Staples	Capacity Development	Global
Blackstone	National corporations	Financials	Capacity Development	Global
South Pacific Fertilizers Limited	National corporations	Materials	Capacity Development	Global
Rockefeller Foundation	Private foundations	Financials	Capacity Development	Global
Bloomberg Foundation	Private foundations	Financials	Capacity Development	Global
MarViva	Private foundations	Financials	Capacity Development	Global
Pew Charitable Trusts	Private foundations	Financials	Capacity Development	Global
Bill and Melinda Gates Foundation	Private foundations	Financials	Finance	Global

World Cocoa Foundation (WCF)	Private foundations	Financials	Finance	Global
Lightsmith	Small scale enterprises	Financials	Capacity Development	Global
Apacheta Foundation	Private foundations	Financials	Capacity Development	Global
Grenada Co-Operative Nutmeg Association (represents 3,000 nutmeg farmers)	Cooperatives	Consumer Staples	Knowledge and Information Sharing	Grenada
Grenada Rural Women Producers (GRENROP)	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Grenada
St. Patrick's Environmental and Community Tourism Organization (SPECTO)	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Grenada
Grenada Cocoa Association	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Grenada
Northeast Farmers Organisation	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Grenada
Agricultural and Livestock Producers Association of Choluteca (AGACH)	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Honduras
Association of Small and Medium Aquaculture Producers of the South (APEMASUR),	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Honduras
Salt Producers Association of Southern Honduras (ASALSURH)	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Honduras
Sugar Producers Association of Honduras (APAH)	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Honduras

Foundation for the Development of the Southern Region (FUNDESUR)	Private foundations	Consumer Staples	Knowledge and Information Sharing	Honduras
Southern Cashew Producers Foundation (FEMASUR)	Private foundations	Consumer Staples	Knowledge and Information Sharing	Honduras
Heifer Foundation	Private foundations	Financials	Finance	Honduras
Honduran Foundation for Corporate Social Responsibility (FUNDAHRSE)	Private foundations	Financials	Knowledge and Information Sharing	Honduras
Foundation for Rural and Business Development (Funder)	Private foundations	Industrial	Knowledge and Information Sharing	Honduras
Environmental Services Company (ESA)	Small scale enterprises	Industrial	Knowledge and Information Sharing	Honduras
Confederation of Indian Industry	Chambers of commerce and industry / crafts	Industrial	Finance	India
ASSOCHAM	Chambers of commerce and industry / crafts	Industrial	Finance	India
FICCI	Chambers of commerce and industry / crafts	Industrial	Finance	India
Yes Bank	Multinational corporations	Financials	Finance	India
Small Industries Development Bank of India (SIDBI)	National corporations	Financials	Finance	India
MSME Industry Associations	National trade and professional associations and organizations	Industrial	Finance	India
DKN-Business Council	Chambers of commerce and industry / crafts	Industrial	Finance	Indonesia
DKN-Academic Council	Chambers of commerce and industry / crafts	Industrial	Finance	Indonesia

Rimba Collective	Medium sized enterprises	Financials	Knowledge and Information Sharing	Indonesia
Unilever	Multinational corporations	Consumer Staples	Finance	Indonesia
Sinar Mas	Multinational corporations	Industrial	Finance	Indonesia
Sinar Mas Group	Multinational corporations	Industrial	Knowledge and Information Sharing	Indonesia
Musim Mas	Multinational corporations	Industrial	Knowledge and Information Sharing	Indonesia
Panorama	National corporations	Consumer Discretionary	Finance	Indonesia
Bank Sampah	National corporations	Industrial	Finance	Indonesia
Association for Supporting Women in Small Businesses (ASPPUK)	National trade and professional associations and organizations	Industrial	Finance	Indonesia
Indonesian Forest Entrepreneurs Association (APHI)	National trade and professional associations and organizations	Materials	Finance	Indonesia
Djarum Foundation	Private foundations	Consumer Discretionary	Knowledge and Information Sharing	Indonesia
PT. Perhutani	State-owned / partially state-owned corporations	Materials	Finance	Indonesia
Perhutani	State-owned / partially state-owned corporations	Materials	Knowledge and Information Sharing	Indonesia
Indonesia Power	State-owned / partially state-owned corporations	Utilities	Knowledge and Information Sharing	Indonesia
Baghdad Women's Association	National trade and professional	Industrial	Finance	Iraq

	associations and organizations			
Global Fund for Coral Reefs – Jamaica	Medium sized enterprises	Financials	Finance	Jamaica
Coral Reef Fund - in Jamaica	Medium sized enterprises	Financials	Finance	Jamaica
Caribbean Development Bank	National corporations	Financials	Finance	Jamaica
Jamaica Hotel & Tourist Association	National trade and professional associations and organizations	Consumer Discretionary	Finance	Jamaica
Caribbean Hotel & Tourism Association – Jamaica	National trade and professional associations and organizations	Consumer Discretionary	Finance	Jamaica
Do Business Jamaica	National trade and professional associations and organizations	Consumer Discretionary	Finance	Jamaica
Atameken	Chambers of commerce and industry / crafts	Industrial	Knowledge and Information Sharing	Kazakhstan
Kazaqua	National corporations	Industrial	Knowledge and Information Sharing	Kazakhstan
Rural Women's Association	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Kazakhstan
Kazenergy	National trade and professional associations and organizations	Energy	Knowledge and Information Sharing	Kazakhstan
AGMP	National trade and professional associations and organizations	Industrial	Knowledge and Information Sharing	Kazakhstan
EcoJer	National trade and professional associations and organizations	Industrial	Knowledge and Information Sharing	Kazakhstan

Zhasyl Orman	National trade and professional associations and organizations	Materials	Knowledge and Information Sharing	Kazakhstan
KEA	National trade and professional associations and organizations	Utilities	Knowledge and Information Sharing	Kazakhstan
RES association Qazaq Green	National trade and professional associations and organizations	Utilities	Knowledge and Information Sharing	Kazakhstan
Doscredobank	National corporations	Financials	Capacity Development	Kyrgyz Republic
Elkub.kg	National corporations	Industrial	Capacity Development	Kyrgyz Republic
Evion	National corporations	Industrial	Capacity Development	Kyrgyz Republic
Electromobile.kg	National corporations	Industrial	Capacity Development	Kyrgyz Republic
Association of Women in Energy	National trade and professional associations and organizations	Utilities	Capacity Development	Kyrgyz Republic
State Development Bank	State-owned / partially state-owned corporations	Financials	Capacity Development	Kyrgyz Republic
Trolleybus Municipal Company	State-owned / partially state-owned corporations	Industrial	Capacity Development	Kyrgyz Republic
Bishkek Municipal Trolleybus Company (BTU)	State-owned / partially state-owned corporations	Industrial	Capacity Development	Kyrgyz Republic
Bishkek Municipal Bus Company (BPATP)	State-owned / partially state-owned corporations	Industrial	Capacity Development	Kyrgyz Republic
Kingfisher Lodge	Small scale enterprises	Consumer Discretionary	Finance	Lao PDR

First Afriland Bank	Multinational corporations	Financials	Finance	Liberia
ArcelorMittal	Multinational corporations	Materials	Finance	Liberia
National Rice Federation	National corporations	Consumer Staples	Finance	Liberia
National Oil Palm Platform – comprising large agricultural concessions	National corporations	Consumer Staples	Finance	Liberia
Mano Oil Palm	National corporations	Consumer Staples	Finance	Liberia
Liberia Agricultural Company	National corporations	Consumer Staples	Finance	Liberia
Golden Veroleum	National corporations	Consumer Staples	Finance	Liberia
Equatorial Oil Palm	National corporations	Consumer Staples	Finance	Liberia
Agriculture Infrastructure Investment Company (AAIC)	National corporations	Consumer Staples	Finance	Liberia
Selma Agriculture Development Company (SADC)	National corporations	Consumer Staples	Finance	Liberia
Agro Tech Liberia	National corporations	Industrial	Finance	Liberia
Botanical Products Association of Liberia	National trade and professional associations and organizations	Consumer Discretionary	Finance	Liberia
ESCM Business School	Medium sized enterprises	Information Technology	Finance	Madagascar
African Clean Energy	Medium sized enterprises	Utilities	Finance	Madagascar
AccèsBanque Madagascar	National corporations	Financials	Finance	Madagascar
FAPBM	Private foundations	Financials	Finance	Madagascar
Tany Meva	Private foundations	Financials	Finance	Madagascar
THE PERIGRINE FUND	Private foundations	Financials	Finance	Madagascar

FONDATION TANY MEVA	Private foundations	Financials	Finance	Madagascar
CNFI	State-owned / partially state-owned corporations	Financials	Finance	Madagascar
Alila Kothaifaru Maldives	Medium sized enterprises	Consumer Discretionary	Finance	Maldives
Vakkaru Maldives	Medium sized enterprises	Consumer Discretionary	Finance	Maldives
Kudadoo Maldives Private Island	Medium sized enterprises	Consumer Discretionary	Finance	Maldives
Kuredu Island Resort - Maldives	Medium sized enterprises	Consumer Discretionary	Finance	Maldives
Joali Maldives	Medium sized enterprises	Consumer Discretionary	Finance	Maldives
You & Me Resort - Maldives	Medium sized enterprises	Consumer Discretionary	Finance	Maldives
Baros Maldives	Medium sized enterprises	Consumer Discretionary	Finance	Maldives
Cocoon Maldives	Medium sized enterprises	Consumer Discretionary	Finance	Maldives
Reethifaru Resort - Maldives	Medium sized enterprises	Consumer Discretionary	Finance	Maldives
Lux South Ari Atoll - Maldives	Medium sized enterprises	Consumer Discretionary	Finance	Maldives
Hotel Rui Palace - Maldives	Multinational corporations	Consumer Discretionary	Finance	Maldives
Soneva Resorts - Maldives	National corporations	Consumer Discretionary	Finance	Maldives
National Patronage Confederation of the Republic of Moldova	National trade and professional associations and organizations	Industrial	Knowledge and Information Sharing	Moldova
Chamber for Commerce and Industry	National trade and professional associations and organizations	Industrial	Knowledge and Information Sharing	Moldova
Chamber of Commerce and Private businesses	Chambers of commerce and industry / crafts	Industrial	Knowledge and Information Sharing	Montenegro

Eco Fund	Medium sized enterprises	Financials	Knowledge and Information Sharing	Montenegro
Association of Fisherman	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Montenegro
Association of Agricultural Producers	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Montenegro
Namibia Agronomic Board	Chambers of commerce and industry / crafts	Consumer Staples	Capacity Development	Namibia
City Councils of Namibia	Chambers of commerce and industry / crafts	Financials	Capacity Development	Namibia
Namibia Breweries	National corporations	Consumer Staples	Capacity Development	Namibia
Namibian dairies	National corporations	Consumer Staples	Capacity Development	Namibia
MeatCo Namibia	National corporations	Consumer Staples	Capacity Development	Namibia
MeatCo Namibia	National corporations	Consumer Staples	Capacity Development	Namibia
Namibia Breweries	National corporations	Consumer Staples	Capacity Development	Namibia
Namibian dairies	National corporations	Consumer Staples	Capacity Development	Namibia
Environment Investment Fund	National corporations	Financials	Capacity Development	Namibia
Agra	National corporations	Materials	Capacity Development	Namibia
FeedMaster	National corporations	Materials	Capacity Development	Namibia
Ohorongongo cement	National corporations	Materials	Capacity Development	Namibia
Nam Agra	National corporations	Materials	Capacity Development	Namibia
FeedMaster	National corporations	Materials	Capacity Development	Namibia
Ohorongongo cement	National corporations	Materials	Capacity Development	Namibia

Independent Power Producers (IPPs)	National corporations	Utilities	Capacity Development	Namibia
Namibia Agronomic Board	National trade and professional associations and organizations	Consumer Staples	Capacity Development	Namibia
City Councils of Namibia	National trade and professional associations and organizations	Financials	Capacity Development	Namibia
Charcoal Association of Namibia	National trade and professional associations and organizations	Materials	Capacity Development	Namibia
Namibia Biochar producer	National trade and professional associations and organizations	Materials	Capacity Development	Namibia
Charcoal Association of Namibia	National trade and professional associations and organizations	Materials	Capacity Development	Namibia
Namibia Biochar producers	National trade and professional associations and organizations	Materials	Capacity Development	Namibia
TransNamib	State-owned / partially state-owned corporations	Utilities	Capacity Development	Namibia
Nampower	State-owned / partially state-owned corporations	Utilities	Capacity Development	Namibia
Chamber of Commerce and Industry of Niger,	Chambers of commerce and industry / crafts	Industrial	Capacity Development	Niger
Organization of Industrial Professionals of Niger	National trade and professional associations and organizations	Industrial	Capacity Development	Niger

PepsiCo	Multinational corporations	Consumer Staples	Knowledge and Information Sharing	Pakistan
Habeb Bank Limited (HBL)	National corporations	Financials	Knowledge and Information Sharing	Pakistan
FFC Energy Limited	National corporations	Utilities	Finance	Pakistan
North Sindh Urban Services Corporation (NSUSC)	National corporations	Utilities	Knowledge and Information Sharing	Pakistan
Pakistan Agriculture Coalition	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Pakistan
Forestry Workers Coordinating Organizations (SAFWCO)	National trade and professional associations and organizations	Materials	Knowledge and Information Sharing	Pakistan
The Palau Chamber of Commerce (PCOC)	Chambers of commerce and industry / crafts	Consumer Discretionary	Capacity Development	Palau
Coral Reef Research Foundation (CRRF)	Private foundations	Financials	Capacity Development	Palau
Palau Public Utilities Corporation (PPUC)	National corporations	Utilities	Capacity Development	Palau
Chamber of Commerce, Industry and Agriculture (CCIAP)	Chambers of commerce and industry / crafts	Materials	Capacity Development	Panama
Panamanian Chamber of Construction (CAPAC)	Chambers of commerce and industry / crafts	Materials	Capacity Development	Panama
Union of Industrialists of Panama (SIP)	Chambers of commerce and industry / crafts	Materials	Capacity Development	Panama
ARGOS Cement Company	Multinational corporations	Materials	Capacity Development	Panama
CEMEX	Multinational corporations	Materials	Capacity Development	Panama
National Fisheries Association of Panama	National trade and professional	Consumer Staples	Knowledge and Information Sharing	Panama

	associations and organizations			
Panamanian Association of Business Executives (APEDE)	National trade and professional associations and organizations	Materials	Capacity Development	Panama
MiBank	National corporations	Financials	Finance	Papua New Guinea
BSP	National corporations	Financials	Finance	Papua New Guinea
Mama Bank	National corporations	Financials	Finance	Papua New Guinea
PNG Women in Coffee Association (PNGWICA)	National trade and professional associations and organizations	Consumer Staples	Finance	Papua New Guinea
Walmart	Multinational corporations	Consumer Staples	Knowledge and Information Sharing	Peru
Mai Shi Group S.A.C	National corporations	Consumer Staples	Knowledge and Information Sharing	Peru
Coinrefri SRL	National corporations	Consumer Staples	Knowledge and Information Sharing	Peru
Oceano Seafood	National corporations	Consumer Staples	Knowledge and Information Sharing	Peru
Fernandez S.A.C.	National corporations	Consumer Staples	Knowledge and Information Sharing	Peru
Seafrost	National corporations	Consumer Staples	Knowledge and Information Sharing	Peru
Mar Frío	National corporations	Consumer Staples	Knowledge and Information Sharing	Peru
Cencosud	National corporations	Consumer Staples	Knowledge and Information Sharing	Peru
Light Rail Manila Corporation	National corporations	Industrial	Finance	Philippines

Global ABC	National trade and professional associations and organizations	Industrial	Finance	Philippines
Philippine Constructors Association Inc (PhilConstruct)	National trade and professional associations and organizations	Industrial	Finance	Philippines
Global Cement and Concrete Association	National trade and professional associations and organizations	Materials	Finance	Philippines
World Steel Association	National trade and professional associations and organizations	Materials	Finance	Philippines
Cement Manufacturers Association of the Philippines, Inc. (CeMAP)	National trade and professional associations and organizations	Materials	Finance	Philippines
The Energy Foundation	Private foundations	Financials	Finance	Philippines
Rocky Mountain Institute	Private foundations	Financials	Finance	Philippines
Bloomberg NEF	Private foundations	Financials	Finance	Philippines
Philippine Development Bank	State-owned / partially state-owned corporations	Financials	Finance	Philippines
Landbank	State-owned / partially state-owned corporations	Financials	Finance	Philippines
Bank of the Philippine Islands	State-owned / partially state-owned corporations	Financials	Finance	Philippines
Sema Jonsson – Pantheon of Women Who Inspire	Private foundations	Consumer Discretionary	Capacity Development	Regional

Clearya	Private foundations	Consumer Discretionary	Capacity Development	Regional
Association of RACHP industry (refrigeration, air conditioning, and heat pump)	National trade and professional associations and organizations	Industrial	Capacity Development	Regional Central Asia
Rougier Group	Multinational corporations	Materials	Knowledge and Information Sharing	Regional, Cameroon, Central African Republic, Congo
SEFAC (Société d'Exploitation Forestière et Agricole du Cameroun)	National corporations	Materials	Knowledge and Information Sharing	Regional, Cameroon, Central African Republic, Congo
IFO (Industrie Forestière de Ouessou) Congolese subsidiary of Danzer Group	National corporations	Materials	Knowledge and Information Sharing	Regional, Cameroon, Central African Republic, Congo
CIB (Congolaise Industrielle des Bois)	National corporations	Materials	Knowledge and Information Sharing	Regional, Cameroon, Central African Republic, Congo
Vicwood Group: A Chinese-owned logging company	National corporations	Materials	Knowledge and Information Sharing	Regional, Cameroon, Central African Republic, Congo
Dzanga-Sangha Lodge (CAR):	Small scale enterprises	Consumer Discretionary	Knowledge and Information Sharing	Regional, Cameroon, Central African Republic, Congo
Sangha Lodge (CAR): A private ecotourism lodge	Small scale enterprises	Consumer Discretionary	Knowledge and Information Sharing	Regional, Cameroon, Central African Republic, Congo

Nouabalé-Ndoki National Park Tourism: Managed by the Wildlife Conservation Society (WCS)	Small scale enterprises	Consumer Discretionary	Knowledge and Information Sharing	Regional, Cameroon, Central African Republic, Congo
Lobéké National Park Tourism	Small scale enterprises	Consumer Discretionary	Knowledge and Information Sharing	Regional, Cameroon, Central African Republic, Congo
Caribbean Network for Fisherfolk Organizations (CNFO)	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Regional, Colombia, Trinidad and Tobago, Panama, Dominican Republic, St. Lucia, Grenada, Jamaica
Tanzanian Planting Corporation	National corporations	Consumer Staples	Knowledge and Information Sharing	Regional, Kenya, Tanzania
Mombasa Water Fund	National corporations	Financials	Knowledge and Information Sharing	Regional, Kenya, Tanzania
Indigenous Carbon Industry Network, Australia (ICIN)	Medium sized enterprises	Industrial	Finance	Regional, Angola, Mozambique, Zambia
Veli Veliu: Airbnb	Small scale enterprises	Consumer Discretionary	Finance	Regional: Albania-North Macedonia
Vejtse House & Tourist Guide	Small scale enterprises	Consumer Discretionary	Finance	Regional: Albania-North Macedonia
Agro – Eco Dibra Agrobusiness	Small scale enterprises	Consumer Discretionary	Finance	Regional: Albania-North Macedonia
Local Action Group, Korab – Koritnik	Small scale enterprises	Consumer Staples	Finance	Regional: Albania-North Macedonia

Rubis Marine Terminal	National corporations	Industrial	Finance	Saint Lucia
Buckeye Global Marine Terminal	National corporations	Industrial	Finance	Saint Lucia
Saint Lucia Air and Sea Ports Authority	State-owned / partially state-owned corporations	Industrial	Finance	Saint Lucia
The Water and Sewerage Company Inc. (WASCO)	State-owned / partially state-owned corporations	Industrial	Knowledge and Information Sharing	Saint Lucia
Saint Lucia Electricity Services Limited	State-owned / partially state-owned corporations	Utilities	Finance	Saint Lucia
Water and Sewage Company	State-owned / partially state-owned corporations	Utilities	Finance	Saint Lucia
Samoa Business Hub (SBH)	Chambers of commerce and industry / crafts	Consumer Staples	Finance	Samoa
Samoa Chamber of Commerce & Industry	Chambers of commerce and industry / crafts	Industrial	Finance	Samoa
ANZ Bank	Multinational corporations	Financials	Finance	Samoa
Bank of South Pacific	Multinational corporations	Financials	Finance	Samoa
Samoa Commercial Bank	National corporations	Financials	Finance	Samoa
National Bank of Samoa	National corporations	Financials	Finance	Samoa
Samoa Farmers Association (SFA)	National trade and professional associations and organizations	Consumer Staples	Finance	Samoa
Butchers & Retailers Samoa	National trade and professional associations and organizations	Consumer Staples	Finance	Samoa

Crawford Fund	Private foundations	Financials	Finance	Samoa
Société Comptoir de l'or de Kédougou	Chambers of commerce and industry / crafts	Materials	Knowledge and Information Sharing	Senegal
Coris Bank	Multinational corporations	Financials	Knowledge and Information Sharing	Senegal
Resolute Mining	Multinational corporations	Materials	Knowledge and Information Sharing	Senegal
Endeavour Mining	Multinational corporations	Materials	Knowledge and Information Sharing	Senegal
Dynacor	Multinational corporations	Materials	Knowledge and Information Sharing	Senegal
Association National des Bijoutiers du Sénégal (ANBS)	National trade and professional associations and organizations	Materials	Knowledge and Information Sharing	Senegal
The Chamber of Commerce and Industry of Serbia	Chambers of commerce and industry / crafts	Industrial	Capacity Development	Serbia
Katara Hospitality	Medium sized enterprises	Consumer Discretionary	Finance	Seychelles
Six Senses	Medium sized enterprises	Consumer Discretionary	Finance	Seychelles
North Island Company	Medium sized enterprises	Consumer Discretionary	Finance	Seychelles
Eden Island Development	Medium sized enterprises	Consumer Discretionary	Finance	Seychelles
Mariott International	Multinational corporations	Consumer Discretionary	Finance	Seychelles
Four Seasons Hotels and Resorts	Multinational corporations	Consumer Discretionary	Finance	Seychelles
Minerals Council of South Africa	Chambers of commerce and industry / crafts	Materials	Capacity Development	South Africa
Chamber of Mines	Chambers of commerce and industry / crafts	Materials	Capacity Development	South Africa

Chamber of Commerce	Chambers of commerce and industry / crafts	Materials	Capacity Development	South Africa
Zinco Mining Corporation	Multinational corporations	Materials	Capacity Development	South Africa
Zimco Group	Multinational corporations	Materials	Capacity Development	South Africa
Phalabora Mine – HBIS Group	Multinational corporations	Materials	Capacity Development	South Africa
Anglo American Rainbow Minerals	Multinational corporations	Materials	Capacity Development	South Africa
SA Metal Group	National corporations	Materials	Capacity Development	South Africa
National Association of Automobile Manufacturers of South Africa	National trade and professional associations and organizations	Industrial	Finance	South Africa
Non-Ferrous Metal Industries Association of South Africa	National trade and professional associations and organizations	Materials	Capacity Development	South Africa
Non-Ferrous Metal Works	National trade and professional associations and organizations	Materials	Capacity Development	South Africa
South African Institute of Mining and Metallurgy	National trade and professional associations and organizations	Materials	Capacity Development	South Africa
Copper Development Association Africa	National trade and professional associations and organizations	Materials	Capacity Development	South Africa
South African Zinc Producers Association	National trade and professional associations and organizations	Materials	Capacity Development	South Africa
South African metals and Minerals Association	National trade and professional associations and organizations	Materials	Capacity Development	South Africa
Phakamani Foundation	Private foundations	Financials	Capacity Development	South Africa

Eskom Development Foundation	Private foundations	Financials	Capacity Development	South Africa
Marriot Frigate Bay	Multinational corporations	Consumer Discretionary	Finance	St Kitts and Nevis
Carib Brewery	National corporations	Consumer Staples	Finance	St Kitts and Nevis
Royal Utilities	National corporations	Utilities	Finance	St Kitts and Nevis
Sol Petroleum Group	State-owned / partially state-owned corporations	Energy	Finance	St Kitts and Nevis
Delta Petroleum	State-owned / partially state-owned corporations	Energy	Finance	St Kitts and Nevis
Petro Caribe	State-owned / partially state-owned corporations	Energy	Finance	St Kitts and Nevis
St. Christopher Air and Seaport Authority	State-owned / partially state-owned corporations	Industrial	Finance	St Kitts and Nevis
Nevis Electricity Company (NEVLEC)	State-owned / partially state-owned corporations	Utilities	Finance	St Kitts and Nevis
St. Kitts Electricity Company Limited (SKELEC)	State-owned / partially state-owned corporations	Utilities	Finance	St Kitts and Nevis
Solid Waste Management Corporation	State-owned / partially state-owned corporations	Utilities	Finance	St Kitts and Nevis
The Fahies Women's Agricultural Cooperative	Cooperatives	Consumer Staples	Capacity Development	St. Kitts and Nevis
St Kitts Farmers	Cooperatives	Consumer Staples	Capacity Development	St. Kitts and Nevis
St Kitts Beekeepers Cooperative	Cooperatives	Consumer Staples	Capacity Development	St. Kitts and Nevis

New River Farmers Association	National trade and professional associations and organizations	Consumer Staples	Capacity Development	St. Kitts and Nevis
St Kitts Consortium of Farmers and Food Producers	National trade and professional associations and organizations	Consumer Staples	Capacity Development	St. Kitts and Nevis
Gideon Force Organic Farm	Small scale enterprises	Consumer Staples	Capacity Development	St. Kitts and Nevis
Newmont	Multinational corporations	Materials	Finance	Suriname
IAM gold	Multinational corporations	Materials	Finance	Suriname
Suriname Business Association (VSB)	National trade and professional associations and organizations	Industrial	Finance	Suriname
Association of Surinamese Manufacturers (ASFA)	National trade and professional associations and organizations	Industrial	Finance	Suriname
State Oil Company (Staatsolie Maatschappij Suriname)	State-owned / partially state-owned corporations	Energy	Finance	Suriname
Energy Company Suriname (EBS)	State-owned / partially state-owned corporations	Energy	Finance	Suriname
Tanzania's Seaweed Farming Cooperatives	Cooperatives	Consumer Staples	Capacity Development	Tanzania
Mtibwa Sugar Co Ltd	National corporations	Consumer Staples	Knowledge and Information Sharing	Tanzania
EBN Hunting Safari	Small scale enterprises	Consumer Discretionary	Finance	Tanzania
Adam Hunting Safari	Small scale enterprises	Consumer Discretionary	Finance	Tanzania
Upendo Honey	Small scale enterprises	Consumer Staples	Finance	Tanzania
Anaprofiko Seed Producers Association	National trade and professional	Industrial	Finance	Timor Leste

	associations and organizations			
Aboriginal Carbon Foundation	National trade and professional associations and organizations	Industrial	Finance	Timor Leste
Chamber of Commerce and Industry Timor-Leste (CCITL)	Chambers of commerce and industry / crafts	Energy	Capacity Development	Timor-Leste
Heineken Timor - Leste	Multinational corporations	Energy	Capacity Development	Timor-Leste
Ecosecurities	Multinational corporations	Energy	Capacity Development	Timor-Leste
Pertamina International SA	Multinational corporations	Energy	Capacity Development	Timor-Leste
Esperanca Timor Oan (ETO)	National corporations	Energy	Capacity Development	Timor-Leste
Timor GAP, E.P. (State-Owned Petroleum Company)	State-owned / partially state-owned corporations	Energy	Capacity Development	Timor-Leste
Murak Rai Timor, E.P. (State-Owned Mining Company)	State-owned / partially state-owned corporations	Energy	Capacity Development	Timor-Leste
EDTL, EP (State Energy Company)	State-owned / partially state-owned corporations	Energy	Capacity Development	Timor-Leste
BTL, EP (State Water Company)	State-owned / partially state-owned corporations	Utilities	Capacity Development	Timor-Leste
Regional Chamber of Trades (CRM-Plateaux)	Chambers of commerce and industry / crafts	Consumer Staples	Finance	Togo
National Federation of Cotton Producers' Groups (FNGCP)	Chambers of commerce and industry / crafts	Consumer Staples	Finance	Togo
FNGCP (Cotton)	Cooperatives	Consumer Discretionary	Finance	Togo

Union of fishing cooperatives of the Plateaux region (Nangbeto)	Cooperatives	Consumer Staples	Finance	Togo
Cooperatives of women processors of fishing products	Cooperatives	Consumer Staples	Finance	Togo
National Federation of Fishing Cooperative Unions in Togo (FENUCOPETO)	Cooperatives	Consumer Staples	Finance	Togo
Union of fishing cooperatives of the Plateaux region (Nangbeto)	Cooperatives	Consumer Staples	Finance	Togo
Holy star Cooperative	Cooperatives	Consumer Staples	Finance	Togo
Novissi Cooperative	Cooperatives	Consumer Staples	Finance	Togo
National Federation of Fishing Cooperative Unions in Togo (FENUCOPETO)	Cooperatives	Consumer Staples	Finance	Togo
ILEMA Savings and Credit Cooperative (COOPEC ILEMA)	Cooperatives	Consumer Staples	Finance	Togo
COOPEC AD	Cooperatives	Consumer Staples	Finance	Togo
National Federation of Fishing Cooperative Unions in Togo (FENUCOPETO)	Cooperatives	Consumer Staples	Finance	Togo
Simplified Cooperative Society (SCOOPS) of Amakpape Nurserymen	Cooperatives	Consumer Staples	Finance	Togo
Simplified Cooperative Society N'TIFAFA (SCOOPS) of Mareyeuses in the village of Akodessewatoto	Cooperatives	Consumer Staples	Finance	Togo

Simplified Cooperative Society (SCOOPS) Dynamic women in Notsè	Cooperatives	Consumer Staples	Finance	Togo
Simplified Cooperative Society (SCOOPS) - Kamoura in Bocco	Cooperatives	Consumer Staples	Finance	Togo
Beekeepers for the N'TCHESSAN cooperative in Elavagno	Cooperatives	Consumer Staples	Finance	Togo
Simplified Cooperative Society (SCOOPS) SCOOPS KATHERE	Cooperatives	Consumer Staples	Finance	Togo
Union of Cooperatives of Women Fish Processors of Nangbéto (UCOFTPN)	Cooperatives	Consumer Staples	Finance	Togo
Electric Community of Benin (CEB)	Cooperatives	Utilities	Finance	Togo
CDF Association	National trade and professional associations and organizations	Consumer Staples	Finance	Togo
Association of Private Planters of Togo	National trade and professional associations and organizations	Consumer Staples	Finance	Togo
Agricultural Growth Junction Group in Togo (JCAT)	National trade and professional associations and organizations	Consumer Staples	Finance	Togo
Management committee and fisherfolks of the Atchinindji Camp	National trade and professional associations and organizations	Consumer Staples	Finance	Togo
Regional Coordination of Farmers' and Agricultural Producers' Organisations (CROPA-Plateaux)	National trade and professional associations and organizations	Consumer Staples	Finance	Togo

Lolonyo nursery group	National trade and professional associations and organizations	Consumer Staples	Finance	Togo
Microfinance ASSILASSIME SOLIDARITY	National trade and professional associations and organizations	Financials	Finance	Togo
Radio "LA PAIX"	Small scale enterprises	Communications	Finance	Togo
LOFTY-FARM	Small scale enterprises	Consumer Staples	Finance	Togo
Fish processor's camp	Small scale enterprises	Consumer Staples	Finance	Togo
Or Vert	Small scale enterprises	Consumer Staples	Finance	Togo
Tonga Chamber of Commerce and Industry	Chambers of commerce and industry / crafts	Industrial	Capacity Development	Tonga
Tonga Development Bank	State-owned / partially state-owned corporations	Financials	Knowledge and Information Sharing	Tonga
HADCO	National corporations	Industrial	Finance	Trinidad and Tobago
Trinidad and Tobago Unified Fisherfolk (TTUF)	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Trinidad and Tobago
Chamber of Agriculture	Chambers of commerce and industry / crafts	Consumer Staples	Knowledge and Information Sharing	Türkiye
Irrigation Union Cooperatives	Cooperatives	Utilities	Knowledge and Information Sharing	Türkiye
Cattle Breeders Association	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Türkiye
Sheep and Goat Breeders Associations	National trade and professional associations and organizations	Consumer Staples	Knowledge and Information Sharing	Türkiye

Union of Industrialists Entrepreneurs of Turkmenistan and private-sector companies	Chambers of commerce and industry / crafts	Industrial	Capacity Development	Turkmenistan
Private Sector Foundation Uganda	Private foundations	Financials	Finance	Uganda
Paunangisu Cooperative	Cooperatives	Consumer Staples	Finance	Vanuatu
Vanuatu Cacao Industrial Working Group (VCIW)	Small scale enterprises	Consumer Staples	Finance	Vanuatu
Metenesel Vanuatu Cocoa Premium	Small scale enterprises	Consumer Staples	Finance	Vanuatu
People Infrastructure & Export Vanuatu	State-owned / partially state-owned corporations	Financials	Finance	Vanuatu
Al-Mahfad Farmers association	National trade and professional associations and organizations	Consumer Staples	Finance	Yemen
Rural Women's Development Association - Shabwa	National trade and professional associations and organizations	Consumer Staples	Finance	Yemen
Water Users Association - Abyan	National trade and professional associations and organizations	Utilities	Finance	Yemen
Water Users Association - Central Region - Abyan	National trade and professional associations and organizations	Utilities	Finance	Yemen
Zambeef	Medium sized enterprises	Consumer Staples	Capacity Development	Zambia
Kafue Sugar	Medium sized enterprises	Consumer Staples	Capacity Development	Zambia
Varun Beverages	Medium sized enterprises	Consumer Staples	Capacity Development	Zambia
Kalahari Geothermal	Medium sized enterprises	Energy	Capacity Development	Zambia

Parmalat	Multinational corporations	Consumer Staples	Capacity Development	Zambia
Zambia Sugar	National corporations	Consumer Staples	Capacity Development	Zambia
Zambian Breweries (ABInBev)	National corporations	Consumer Staples	Capacity Development	Zambia
Dairy Gold	National corporations	Consumer Staples	Capacity Development	Zambia
Kafue Flats Joint Action Group	National corporations	Consumer Staples	Capacity Development	Zambia
Southern Water and Sanitation Company	National corporations	Utilities	Capacity Development	Zambia
The Coca Cola Foundation (TCCF)	Private foundations	Consumer Staples	Capacity Development	Zambia
The Leona M. and Harry B. Helmsley Charitable Trust	Private foundations	Financials	Capacity Development	Zambia
Kashikoto Conservancy Limited	Small scale enterprises	Consumer Discretionary	Capacity Development	Zambia
Amatheon AGRI Zambia Limited	Small scale enterprises	Consumer Staples	Capacity Development	Zambia
Gypsum United Mining company	Small scale enterprises	Materials	Capacity Development	Zambia
Lusaka Water and Sewerage Company	State-owned / partially state-owned corporations	Utilities	Capacity Development	Zambia
Zambia Electricity Supply Commission (ZESCO)	State-owned / partially state-owned corporations	Utilities	Capacity Development	Zambia

## **APPENDIX B: MULTISTAKEHOLDER PLATFORMS IN THE PROJECT PORTFOLIO**

1. WEF
2. B team
3. Business for Nature
4. World Business Council for Sustainable Development
5. FAIRR Initiative
6. CEO Water Mandate
7. Water Resilience Coalition (WRC)
8. Alliance for Water Stewardship (AWS)
9. Business for Nature
10. UN High Level Climate Champions
11. SBTN
12. TNFD
13. CSRD
14. High Seas Alliance
15. IMO
16. African Natural Capital Alliance (ANCA)
17. Indonesian Business Council for Sustainable Development
18. IDH
19. Consumer Goods Forum (CGF)
20. Pacific Organic Learning Farms Network (POLFN)
21. The African Financial Alliance on Climate Change (AFAC)
22. Roundtable on Sustainable Palm Oil (RSPO)
23. Rainforest Alliance
24. Corporate Leaders Group for Climate Change (CLG-Chile)

## **APPENDIX C: WOMEN'S PRIVATE SECTOR ORGANIZATIONS NETWORKS AND PLATFORMS**

1. Cooperatives of women processors of fishing products Togo
2. Union of Cooperatives of Women Fish Processors of Nangbéto (UCOFTPN)
3. PNG Women in Coffee Association (PNGWICA)
4. Baghdad Women's Association
5. Grenada Rural Women Producers (GRENROP)
6. Association for Supporting Women in Small Businesses (ASPPUK) Indonesia
7. Rural Women's Development Association - Shabwa Yemen
8. Rural Women's Association of Kazakhstan
9. Women in Fisheries Association (WIFA), Belize
10. The Fahies Women's Agricultural Cooperative
11. Sema Jonsson – Pantheon of Women Who Inspire
12. Association of Women in Energy Kyrgyz Republic
13. Simplified Cooperative Society (SCOOPS) Dynamic women in Notsè Togo
14. Association of Female Traditional Medicine Practitioners (AFMT) Burkina Faso