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SCALA private sector engagement guidance series

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This brief guide is part of a guidance series developed under SCALA to enable private sector engagement in NDCs and NAPs.

Introduction

Agrifood companies and relevant private sector (PS) actors¹ are key partners in meeting the global agenda for addressing climate change. The Scaling up Climate Ambition on Land Use and Agriculture through Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs) (SCALA) programme recognizes the unique role of the private sector in spurring innovation and investment for transformative climate action in the agriculture and land use sectors. The SCALA private sector engagement (PSE) strategy² adopts a multifaceted approach to PSE entailing three broad intervention areas illustrated in Figure 1 that focus on:

- Mapping the private sector landscape to identify potential partners for climate action on NAP/NDC priorities and facilitating multi-stakeholder engagement and collaboration between the public and private sectors.
- Strengthening the evidence base to build the business case for private sector engagement in climate action.
- Addressing barriers and Catalysing private investment through public de-risking instruments.

These interventions are crucial for addressing barriers of PSE in climate action. These barriers are the perceived gap in the alignment of public and private sector objectives, a limited understanding of climate risks and business opportunities, insufficient incentives, and a lack of opportunities and investable ideas that are of adequate scale which offer risk-adjusted returns for their investment. However, given that most countries are still in the exploratory phases of engaging the private sector in climate-responsive food systems, the prospect may seem like a formidable task. To assist countries (such as those supported by the SCALA programme) in this endeavor, this guidance brief has been developed to correspond with the SCALA PSE intervention areas to assist country teams to engage with the private sector effectively. It will be complemented with consultations to provide technical guidance that is tailored to countries' specific contexts. This guidance brief corresponds to intervention area 1 (Figure 1).

Figure 1. SCALA private sector engagement intervention areas



Source: Authors.

Purpose and intended users of this guide

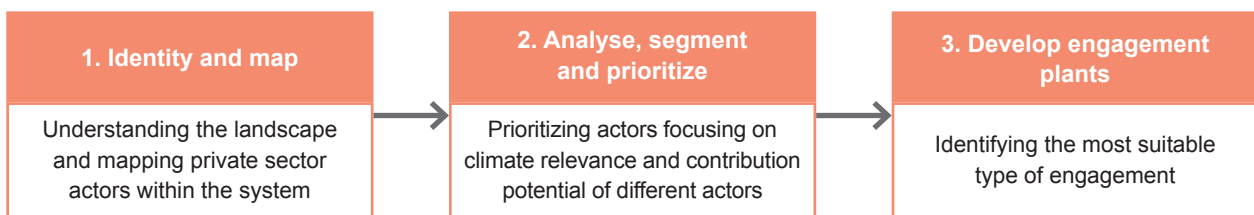
The purpose of this guide is to support country teams embarking on the first area of SCALA PSE interventions – private sector mapping, outreach, and strategic engagement (FAO and UNDP, 2022). The guide outlines a foundational three-step methodological process aiming for greater collaboration between the public and private

¹ The term “private sector” includes a highly diverse group of actors and activities operating at international, national and local levels.

² The full private sector engagement strategy can be found here: <https://www.fao.org/3/cb8777en/cb8777en.pdf>

sectors to drive NDC/NAP implementation. It sets out an approach on how to identify the right type of private sector actors, how to prioritize them, and strategically engage them in collaborative processes or joint action (Figure 2). This guide is aimed at SCALA global and country teams as well as technical consultants who are responsible for conducting private sector engagement activities, value chain analyses, systems assessments, stakeholder dialogues, and building on-the-ground partnerships with the private sector. This guidance is applicable for both country teams at the early stages of PSE, as well as country teams at more advanced stages who have already identified potential private sector partners and collaboration entry points.

Figure 2. Guiding steps to identify and engage with the private sector



Source: Authors.

Completing these steps will help country teams to understand who the most relevant private sector actors are, what relationships and dynamics exist between these actors, and what incentivizes them to take climate actions, which are aligned with the outcomes of their NDC/NAP. This sets the foundation for engaging with the private sector in the implementation of SCALA activities.

Box 1. How to use this guide?

- i. The guide can be used as:
 - Stand-alone approach to map the overall business landscape and engagement potential in the agriculture and land use sectors of a country. **and/or**
 - As part of an ongoing systems-level assessment, climate-resilient value chain analysis, or as part of investment opportunity analysis.
- ii. For SCALA countries, the starting point for private sector mapping and outreach will involve identifying NDC/NAP priorities and systems for transformative change.
- iii. Once NDC/NAP priorities and systems for transformative change have been identified for the agriculture and land use sectors, countries will begin preparing for their systems-level assessments for these priority areas, under Outcome 1 of the programme (please refer to the brief on systems-level assessments³ for more information on this activity).
- iv. SCALA country teams are advised to begin their private sector mapping process in a way that is embedded within or concurrent to their systems-level assessments, focusing on the same priority areas identified before the assessments.
- v. Conducting private sector mapping, and outreach as early as possible in the implementation of SCALA country work plan activities is key to ensuring private sector buy-in, participation, and support when co-designing climate solutions for the agriculture and land use sectors.
- vi. This document is supplemented with an Excel tool that can be used to register private sector actor maps. Annex 1 provides a practical example of a private sector map of Senegal's groundnut, millet, and market gardening system.

Source: Authors.

³ More information on SCALA systems-level assessments can be found here: <https://www.fao.org/3/cc0182en/cc0182en.pdf>

1. Identify and map private sector actors

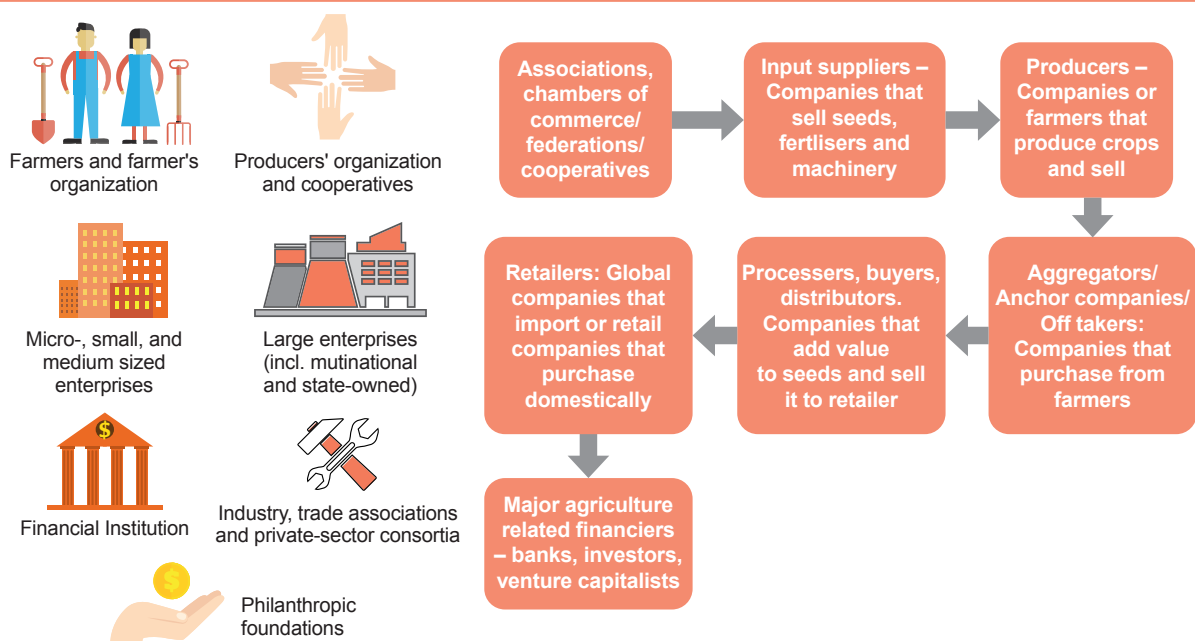
An integral step to engage private sector actors is to comprehensively identify and map all the relevant companies based on a thorough understanding of the business landscape, allowing transparency in engaging with appropriate potential partners.

Understand the system: Even before listing down the different types of private sector actors, the first step is to understand the overall targeted system of change. If the system is a value chain, this includes understanding and distinguishing the value chain processes from production to consumption. Within SCALA countries, examples of such priority systems, which now require mapping of private sector actors, include groundnut, millet, the market gardening system of Senegal, or commodities in the cattle corridor of Uganda.

If the value chain to be targeted has yet to be determined, it is recommended to develop a list of relevant value chains and shortlist the ones most impacted by climate change risks and have substantial market demand. Please refer to the UNDP-FAO toolkit for relevant guidance on identifying priority value chains.⁴

Private sector categories: Once the system is mapped, the next step is to identify private sector actors according to their role under each category of the system or value chain process. This includes actors ranging from production to consumption, such as producers, cooperatives, input suppliers, transporters, processors, retailers, exporters, and off-takers. Figure 3 shows broad categories of private sector actors in a typical system. Create a comprehensive list and think beyond the prominent names to scope out a larger range of private sector actors, including ones that could be leaders in sustainability. This initial review should also map out relationships and linkages between actors.

Figure 3. Categories of private sector actors in a typical value chain



Source: Adapted from FAO. 2021. *FAO Strategy for Private Sector Engagement, 2021-2025*. Rome. <https://doi.org/10.4060/cb3352en>

⁴ <https://www.fao.org/documents/card/ru/c/cb0699en/>

How to conduct step 1?

The objective of step 1 is to prepare a list of private sector actors relevant to the system of focus. Country teams can use the following approaches to understand the system and map the actors, as indicated by the UNDP methodology on Effective Collaborative Action (UNDP, 2021). It is imperative to know that these approaches are not mutually exclusive and using a combination is usually an ideal approach.

- **Preliminary consultations to gain an understanding of the business landscape.** Conduct discussions with internal leads such as country/regional offices and global advisors and external leads. External leads can be business associations, federations, media partners, researchers, advisors, and so on. This is to gain knowledge on the operating context and business landscape, key value chains affected by climate change and relevant partners to engage with.
- **Desk-based research to understand core processes.** Conduct secondary research and market intelligence to form an understanding of the core processes and the main actors involved in these processes.
- **Tap into business platforms and federations to complement research.** Business platforms and member companies can complement desk-based research and can help build the map of the private sector at country level (see Annex 2 for different platforms, such as United Nations Global Compact (UNGC), World Business Council for Sustainable Development (WBCSD) that provides a list of companies by country).

Note: Cross-referencing company membership lists across two or more business platforms can be a particularly helpful way of knowing more about a relatively large number of prospective companies. For example, sorting the list of the largest publicly listed companies on the stock exchange alphabetically and then merging this data with the list of UNGC signatories can yield a helpful overview of which of the largest companies operating in the country have committed to the ten principles of the Global Compact.

CHECKLIST FOR STEP 1:

- Conduct a desk review and preliminary scanning interviews to distinguish value chain processes and the private sector actors within them.
- Identify and create a list of private sector actors across different categories industry/trade associations and platforms, input suppliers, producers, processors/traders, off-takers/retailers, exporters, media, service providers (certification bodies, logistics, and agri-tech firms) and financiers.
- Map relationships and linkages between actors.

Output: A private sector stakeholder register with a list of private sector stakeholders based on role within value chain along with any relevant secondary information.

2. Analyse, segment and prioritize private sector actors

To maximize private sector engagement efficiency with limited organizational resources, focus should be placed on prospective partners that are likely to engage significantly and for a sustained period. These can be actors affected by climate change, responsible for climate change, or have the potential to contribute towards climate solutions. Once actors are identified, the following steps below will help prioritize prospective companies for engagement.

2.1 Analyse private sector actors

The stakeholder analysis provides a strategic overview of the private sector actors and surrounding ecosystem based on a thorough analysis of stakeholders, which understands their needs and motivations, interests, challenges, opportunities and expectations, potential role and impact, power relations, influence level, potential conflict areas, and communication needs. This will first require developing a general profile of private sector actors through desk research, in-depth interviews, and consultations to assess their climate relevance and contribution potential in delivering solutions based on criteria described in Table 1.

Companies with high climate relevance are those that are vulnerable to climate risks or contribute to climate change and/or also potential beneficiaries or suppliers of climate-relevant goods and services. Companies with a gender focus or past engagement in sustainability initiatives or NDC/NAPs should have increased relevance.

Companies with high contribution potential are those with the potential to enable climate action due to their ability to invest or because of their existing climate commitments towards zero deforestation, achieving net zero emissions, or other climate change-related objectives.

Table 1. Key criteria to establish climate relevance and contribution potential of private sector actors

General profile information	Guiding criteria to establish climate relevance	Guiding criteria to establish contribution potential
<ul style="list-style-type: none"> Company's mission and core business. Geographic scope of operations (national, regional, international)? Company's key products or services, and do they align with SCALA priorities? 	<ul style="list-style-type: none"> Company contributes to greenhouse gas emissions or unsustainable practices. Company is affected by climate change. Company is involved in delivering/ expanding climate-related goods and services. Company is engaged in climate and gender-responsive actions. Company has been previously engaged with sustainability projects with development sector entities / corporate social responsibility practices/ NDC dialogues. Company experiences barriers while opting to shift to climate-smart practices. 	<ul style="list-style-type: none"> Company has developed sustainability commitments, climate policies, zero deforestation commitments, and net-zero commitments. Company has a sizeable business operation, ongoing sustainability investments, and/ or potential willingness to invest in sustainability-focused interventions. Overlap of geographical presence and involvement across value chains and SCALA-prioritized interventions. Company participates in industry platforms and associations. Brand strength/visibility in green or climate-relevant practices.

Source: Authors.

Please refer to Annex 4 for a full list of key criteria and corresponding guiding questions to establish climate relevance and contribution potential of private sector actors. Users are advised to customize and adapt the questionnaire template provided in Annex 4 for interviews and consultations with the private sector.

How to conduct step 2.1?

The goal of step 2.1 is to score and prioritize private sector actors with the most relevance for collaborating on SCALA. This analysis defines the climate relevance and contribution potential of different actors and can be done in various ways depending on the scope and available resources (please refer to Annex 3 and 4 for further details on interview methods).

➤ **Light scope approach:**

(a) Analyse secondary reports and existing climate risk assessments to evaluate impacts on value chains.

(b) Preliminary consultations and interviews with key informants (particularly associations/federations) to understand the type of climate risks affecting different value chain actors, and barriers to climate action and identify the key champions and laggards.

(c) Validate findings in a workshop with relevant stakeholders.

➤ **Medium scope approach:** Organize a business survey and conduct in-depth, one-to-one interviews with private sector actors followed by a focused group discussion or a multi-stakeholder dialogue to discuss and validate how have businesses been affected by climate risks and challenges, needs, projected impact level in the future, factors hindering engagement in climate dialogues and opportunities, incentives, legal and political barriers, and so on. Understand whether adequate climate adaptation measures are in place to address the current/future climate vulnerability of the organization based on the above risks.

➤ **Comprehensive approach:** A full climate resilient value chain analysis study using the UNDP-FAO toolkit to assess climate risks and the barriers and opportunities for further investment in different nodes of value chains.

Note: In-depth interviews with key stakeholders should be conducted as a primary research method across the three approaches, giving access to first-hand information and validating data collected under the stakeholder register (please refer to Annexes 3 and 4 for further details on interviews).

2.2 Segment and prioritize private sector actors

After completing the company profiles and analysis in step 2.1, step 2.2 will carry out a subjective scoring of their climate relevance and contribution potential, to prioritize companies with the most relevance for SCALA implementation. Score private sector actors between 0–10 for “climate relevance” and “contribution potential” using the template below (Table 2) (please refer to Annex 1 for its practical application in a case study).

Table 2. Scoring the “climate relevance” and “contribution potential” of private sector actors

PS entity list	Climate relevance	Contribution potential
List companies generated through previous activity, and prioritize based on climate relevance and contribution potential	Consider the relevance of PS entities based on their role within the value chain: Category 1 Vulnerable to climate risks or contributors to climate change and/or Potential to benefit or contribute towards climate-related goods and services	Consider contribution potential based on the following: Category 1 Vulnerable to climate risks or contributors to climate change and/or Potential to benefit or contribute towards climate-related goods and services
	Category 2 Gender targeted or women-owned enterprise and/or Past partnerships with development sector entities/ corporate social responsibility Engagement/engagement in NDC/NAP processes.	Category 2 Geographical presence and involvement across the value chain Participation in industry platforms/ networks Brand strength/visibility in green or climate-relevant practices
	Low score: 0–5: Indicating little or no relevance for SCALA Medium score: 5–9: Indicating some relevance for SCALA High score: Greater than 9 Indicating a very high relevance under SCALA	Low score: 0–5: Indicating low contribution potential Medium score: 5–9: Indicating some contribution potential High score: Greater than 9 Indicating high contribution potential
Neutral – high relevance but low contribution potential	9 or more	5 or less than 5
Contributors – high contribution potential, but low relevance	5 or less than 5	9 or more
Champions – high relevance and contribution potential	9 or more	9 or more

Source: Authors.

*Scoring instructions: The scores shall be assigned based on subjective scoring. Both categories of questions should be answered. Category 1 questions have a higher weight than Category 2 questions.

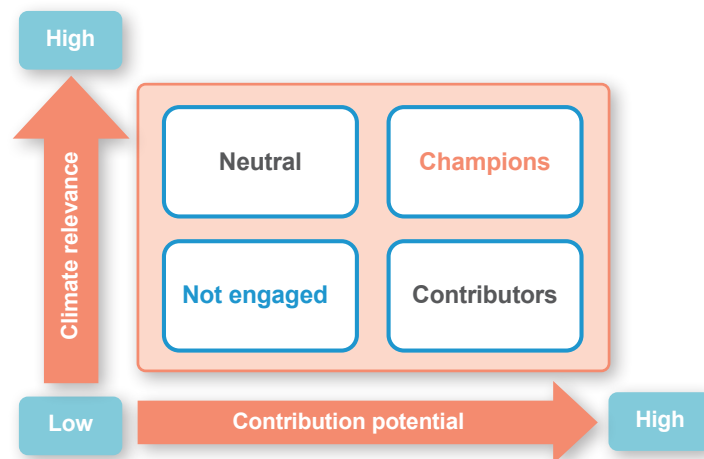
Plotting a graph to visualize the prioritization of potential PS partners based on their relevance and contribution potential under SCALA will help segment the stakeholders and aid the design of appropriate engagement methods. Based on the segmentation exercise, private sector actors should fall within one of the four following categories:

➤ **Champions** are companies that represent high climate relevance and high contribution potential. For example, these can be global, national companies or producer associations that are impacted by climate

change and have clear sustainability programmes to support climate action. These actors may have already engaged in NDC/NAP planning processes and are potentially keen to implement projects or support other smaller companies, farmers, and communities to implement climate-based interventions.

- **Contributors** are companies that may score high in contribution potential but are not directly affected by climate change. For example, investment agencies, and national development banks that are mandated to specifically support agriculture sector businesses through targeted lending.
- **Neutral** companies are those affected by climate risks or contributors to climate change but have low investment potential, knowledge base, or direct incentives to shift to climate-smart practices. A wide range of micro, small and medium-sized enterprises (MSMEs) that struggle to transition to climate smart practices may fall under this category.
- **Not engaged** companies are those businesses that may not be significantly exposed to climate risks and have little potential or incentive to invest in agriculture and land use sectors or NAP/NDC priority areas.

Figure 4. Segmenting private sector actors according to their climate relevance and contribution potential



Source: Authors.

How to conduct step 2.2?

For scoring private sector actors, follow the steps below:

- Use the information captured on the general profile, relevance, and contribution potential of identified private sector actors under SCALA to establish a score between 0–10, based on subjective scoring.
- Fill in the scoring template for “climate relevance” and “contribution potential”.
- Plot a diagram to visualize the prioritization of PS actors based on scores.
- Update the private sector register based on general profile information and relevance and contribution potential.
- Prioritize actors based on their engagement potential: such as champions, contributors, and companies with neutral interest or influence.

CHECKLIST FOR STEP 2:

Analyse private sector actors

- Develop a general profile of private sector through desk research.
- Secondary review to identify climate change risks corresponding to different private sector actor groups and the role of private sector actor in delivering climate solutions.
- Conduct in-depth interviews using guiding questions in Table 1 to unpack and analyse private sector actors to understand their climate relevance and contribution potential.
- Update private sector stakeholder register as interviews progress, allowing collected information available to team members.

Segment and prioritize

- Score and segment the actors based on climate relevance and contribution potential.
- Prioritize actors according to their relevance and contribution potential.

Output: A scoring of private sector actors with most relevance for partnering on SCALA.

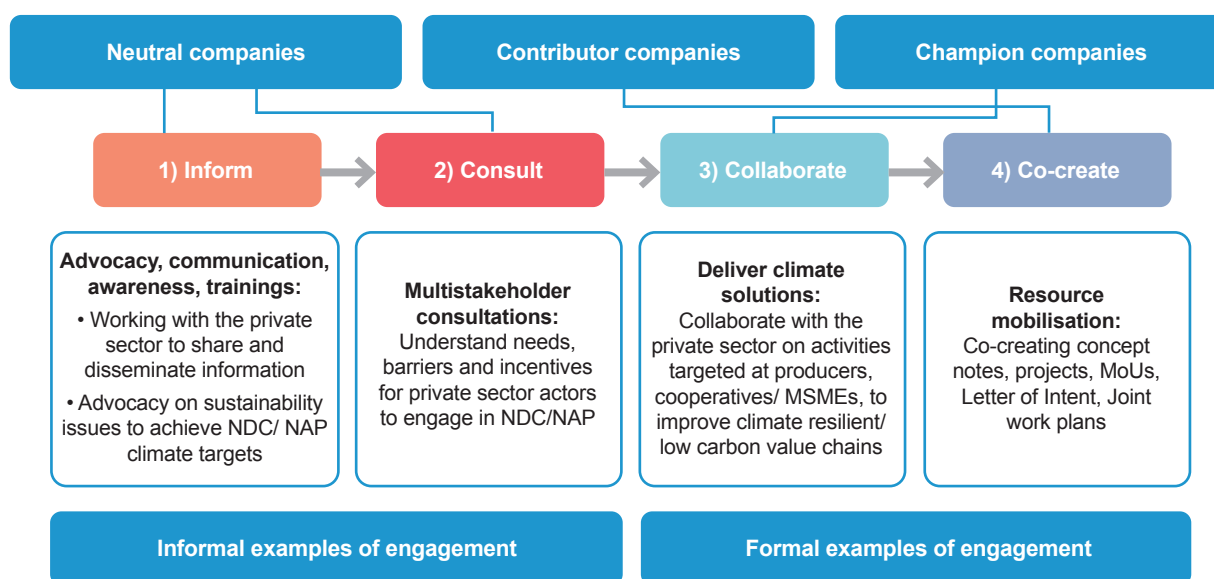
3. Develop engagement plans

3.1 Identify engagement strategy

Once prospective partners are prioritized, identify the most suitable type of engagement based on their relevance and importance. Country teams can adopt different levels of engagement depending on the interest, relevance, and importance of the private sector actors to the climate agenda. For SCALA, this guidance suggests four potential engagement modalities. The team that is engaging with the private sector (country office with possible global support) should be clear on the intended outcome and the form of engagement(s) most suitable to achieve the desired outcome. The engagement strategy should include potential entry points/opportunity areas with PS actors (for example, see Figure 5):

- **Co-create:** Companies categorized as contributors and champions can be engaged to develop investment concept notes to scale up climate action.
- **Collaborate:** Companies categorized as champions can be engaged to deliver adaptation and mitigation solutions identified for addressing climate risks.
- **Consult:** Companies categorized as neutral can be consulted to assess market opportunities, barriers, and risks.
- **Inform:** Companies that have low investment potential, but high risks can benefit from capacity support in climate-smart practices (such as MSMEs).

Figure 5. Types of private sector engagement



Source: Adapted from **International association for public participation (iap)**. 2018. Core Values, Ethics, Spectrum – *The 3 Pillars of Public Participation*. Cited [September 2022]. <https://www.iap2.org/page/pillars>

3.2 Develop tailored engagement plans

Different sub-groups of actors will need tailored plans (Table 3) to meet their interests and objectives. For example, global corporations will need different approaches to MSMEs or producers' associations. Accordingly, the next step would be to consolidate information on systems and stakeholders into plans for working with the private sector.

- **Entry points:** Include entry points or value propositions for the private sector within the plan. For example, if the company wants to meet their net-zero commitments, if the company has policies to build supply chain resilience, or if the company is affected by climate risks.
- **Type or scope of engagement:** Identify the type of engagement, which could include consultations, training, and/or collaborative intervention design.
- **Leverage SCALA events:** Establish if there are any SCALA events that they can be a part of – webinars, multi-stakeholder consultations, and so on.
- **Identify key persons:** Identify a focal point that can be involved and engaged with regularly, and who will ideally act as an external champion for SCALA.

3.3 Validate and update engagement strategy through consultations

After the preparatory steps mentioned above, establishing contact, and getting direct input from the private sector is necessary at this stage. Country teams are advised to communicate with private sector actors by reflecting on their interests and demonstrating a strong value proposition for engagement (FAO, 2016). This will involve preparing a suitable pitch (see Box 2 below).

Box 2. Preparing value proposition pitch for businesses

- List the questions that you anticipate that the prospective private sector may ask.
- What themes are relevant to both SCALA and the company, such as, areas of common interest?
- What types of partners does the company already have?
- What makes SCALA unique or compelling in the specific local country/regional context?
- What UNDP-FAO recent achievements (country, regional, global level) are worth highlighting to demonstrate the value of collaboration? Choose 1–3 achievements that are most compelling and relevant.
- What are the three key messages to be conveyed to the prospective partner about SCALA?
- What is the vision and objective for the partnership? Use an understanding of barriers/risks to inform this and ensure it is linked with overall SCALA programme plans and priorities.
- Brainstorm compelling ideas to drive a partnership between SCALA and the prospective company. What are some concrete initial suggestions of the types of collaboration that might be appropriate for this company?

Source: Authors.

The following guidance can help lead to a successful approach:

- Have a clear idea of what benefits can be leveraged for the SCALA programme from a prospective partner, including technical expertise, networks and funding.

- Be prepared with different engagement models and entry points.
- Have knowledge of the prospective partner's role in the sector and potential barriers/risks that may prevent investment and engagement in climate action.
- Articulate the purpose of the partnership in a way that resonates with mutual areas of interest.
- Consider what role SCALA can play to facilitate public “de-risking” activities to support the goals of prospective partners.
- Discuss what an engagement under SCALA would bring both to the project and to the business for participating. How will this improve a business as usual scenario?
- Be aware of commercial sensitivities, especially when conversing with companies in the same sector who may be competitors. This may influence how discussions should be framed and what information can be shared, or action agreed upon.
- Tailor SCALA's value proposition (based on UNDP-FAO strengths) to the local context and partnership is an effective way to present our comparative advantage to a potential private sector partner.

Table 3. Private sector engagement plan template

Provide details of the individual from the private sector partner that SCALA has been dealing with initially:				
Name	Contact details	Role in company	Involvement with SCALA	Remarks (for example, board membership, interests)
State the short-term and long-term goals for engaging with this contact:				
Short-term goal(s)		Long-term goal(s)		
List the actions to accomplish these goals. Consider the resources and level of engagement that will be needed to complete these actions:				
Short-term actions	Short-term timeline	Long-term actions	Long-term timeline	

Source: Authors.

CHECKLIST FOR STEP 3:

- Based on the prioritization and profiling of private sector actors, develop appropriate engagement strategy and channels of engagement.
- Reach out to the stakeholders with tailored engagement plans for each priority actor.
- Develop a strong pitch in the form of a 1–page concept note and fill out the engagement plan table to articulate goals.
- Validate engagement channels and seek expression of interest from private sector actor.
- Develop informal or formal methods of engagement: informal partnerships, formal arrangements through memorandum of understanding (MoUs), letters of intent (LOIs), and so on.

Output: Engagement strategy with details on types of engagement and entry points. Tailored engagement plans, validation workshops and expression of interest sought from relevant PS actors.

Principles for engagement

Country teams' engagement with private companies should be guided by clear United Nations (UN) and SCALA principles that are not open to negotiation and should be well communicated in the earlier stages of partnership discussions.

Scala principles of engagement with the private sector

To achieve the impact pathway goal, SCALA's private sector engagement strategy is guided by the following principles:

1. Aligning with NDC/NAP priorities. Ensuring that private sector engagement reflects country needs and commitments.
2. Prioritizing MSMEs and local markets. Targeting needs of private sector actors that are most vulnerable to climate risks and have the least access to finance and climate information.
3. Engaging global and national climate champion companies. Engaging these actors as solution providers or enablers of change.
4. Applying a systems lens to transformational climate solutions. Engaging the private sector through cross-sectoral, systems-level analyses to identify and co-create transformative climate solutions.
5. Incorporating gender-responsive and gender-transformative approaches. Ensuring private sector engagement actively integrates gender considerations.
6. Promoting shared learning and peer-to-peer exchange. Identifying shared challenges across different countries and enabling peer-to-peer learning.
7. Prioritizing both mitigation and adaptation opportunities. Ensuring private sector engagement is strengthened for resilient land use and agriculture practices along with mitigation actions.
8. Catalysing and leveraging existing initiatives. Building on existing initiatives – within sectors, countries, and globally – and collaborating with existing initiatives and organizations.

Managing risks

Effectively managing risks during engagement with the private sector is key under the programme. SCALA's engagement with companies can involve a wide range of risks. As stated in FAO and UNDP private sector engagement policies and strategies, these could include:

- conflicts of interest;
- undue or improper influence exercised by a private sector entity on FAO and UNDP's work, especially, but not limited to, policies, norms, and standard setting;
- a negative impact on agencies' integrity, independence, credibility, reputation, or mandate;
- the engagement is primarily used to serve the interests of the private sector entity;
- the engagement conferring an endorsement of the private sector entity's name, brand, products, views, or activities;
- the blue washing of a private sector entity's image through engagement with UN agencies.

Building on FAO and UNDPs “proactive” approach to due diligence, SCALA will apply exclusionary criteria in its engagement with the private sector (see Annex 5 for further details on UNDP and FAO exclusionary criteria):

Before formal partnerships with private sector entities are established, FAO and UNDP must conduct due diligence and risk assessments in line with agency guidelines (such as UNDP’s Private Sector Risk Assessment Tool). However, during informal engagements and interactions with companies where there is no commitment, risk, or financial transaction, consultations can proceed without the need for formal due diligence processes. SCALA uses a systematic process to manage risks whilst engaging with the private sector in different forms (see Table 4):

Table 4. Types of engagement and SCALA’s approach to managing risks

Types of Engagement	Description	SCALA approach
Connect and consult	Informal engagement. Consult and engage the sustainability department of companies to discuss interests, barriers, and initiatives.	No formal assessment is needed.
Multi-stakeholder engagement and platforms.	Engaging with companies through platforms and roundtables.	Apply exclusionary criteria. Engage with company networks, such as the Global dairy platform which has already vetted these companies.
Partnerships, exchange of finance (MoUs, LOIS, joint work plans).	Co-creation of investment ideas.	Due diligence or risk assessment as per FAO/UNDP policies.

Source: Authors.

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Annex 1: Hypothetical example of private sector mapping

Table A1.1 Hypothetical example of creating a private sector register in the case of millet value chain of Senegal

Contact	Organization	Role in the value chain	Details	Climate profile	Relevance	Contribution potential	Actor type	Potential engagement strategy
President of the network	Wack Ngouna Millet Network	Association	Cooperative and producer group that helps millet producers organize, negotiate contracts, meet demand, and access finance to meet the needs of its contract.	<ul style="list-style-type: none"> Significantly affected by climate change. Can play a key role in coordinating producers. 	High >9	low <5	Contributor	Consult them through multi-stakeholder consultations, interviews, and dialogues.
Director	Mamelles Jaboot	Processors, Buyer, distributor	Makes yogurts and other products with Millets	<ul style="list-style-type: none"> Significantly affected by climate change. However, small sized business and limited understanding of future effects of climate change. 	High >9	low <5	Neutral	Inform and capacitate them in trainings on climate resilient approaches Consult to understand barriers.
Director	Banque Agricole	Financier	Senegalese Bank mandated to specifically support agriculture, fisheries, forestry, and livestock.	<ul style="list-style-type: none"> Not directly affected by climate change. Accredited by Green Climate Fund (GCF) to fund Agri-businesses. 	Low <5	High>9	Contributor	Collaborate and co-create joint projects.
Foundation representative	Syngenta Foundation	Private sector input supplier foundation	Foundation of Syngenta company. Company is responsible for input supply, but foundation has specific activities targeted at farmers and producers to improve farming practices.	<ul style="list-style-type: none"> Directly impacted by climate change. Have high ambitions to engage in sustainability actions. Input supply may contribute to climate change. 	High>9	High>9	Champions	Collaborate and co-create joint projects.

Source: Authors.

Annex 2: Initial sources for private sector mapping

Table A2.1 Sources and business platforms to support initial private sector identification and mapping process

Source type	Description	Potential use of source
FAO Connect Portal	FAO connect portal is a repository of all private agrifood companies that have a current MoU with FAO.	Action: Access and analyse the list of companies in the FAO connect portal.
Preliminary private sector mapping documents developed by SCALA team	Country PS mapping documents ⁵ for 12 SCALA countries which highlights key federations, major PS related programmes and key PS companies in SCALA countries. The overall PS mapping ⁶ which highlights main global companies in SCALA countries.	Action: Use these preliminary maps to identify PS champions and to undertake deeper PS mapping and outreach.
United Nations Global Compact (UNGC) company Signatories in the country	The UNGC calls on companies to “align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals”. 8,000 companies have signed the Compact. It is possible to filter the list of participants by the country in which each signatory is headquartered (‘domiciled’). Note that companies that have signed the UNGC may or may not also be members of the national UNGC Local Network (see “UNGC Local Network members” below), so it is helpful to check both sets of resources.	Action: Access and analyse the list of UNGC signatory companies that are domiciled in the country.
World Business Council for Sustainable Development (WBCSD) Member network	WBCSD is the premier global, CEO-led community of over 200 of the world’s leading sustainable businesses working collectively to accelerate the system transformations needed for a net-zero, nature positive, and more equitable future.	Action: Access and analyse the list of WBCSD member companies.
United Nations Global Compact (UNGC) Local Network members	UNGC Local Networks “advance corporate sustainability at the grassroots level by helping companies understand what responsible business means within a national context”. There are UNGC Local Networks in approximately 100 countries, and it is possible to obtain the membership lists of these networks. Note that companies that are UNGC Local Network members are not necessarily signatories to the UNGC (see “UNGC company Signatories” above), so it is helpful to check both sets of resources.	Action: Access and analyse the list of UNGC Local Network members.
International Labour Organization (ILO) tripartite constituent employer’s organization	The International Labour Organization (ILO) includes in its governance structure employers’ organizations (institutions set up to organize and advance the collective interests of employers). It may be possible to access the membership list of the ILO employer’s organization tripartite constituent.	Action: Identify the national employer’s organization that is ILO’s tripartite constituent for the country and seek to obtain its list of individual member companies.
International Organization of Employers (IOE) national members	The International Organisation of Employers (IOE) is the largest network of the Private Sector in the world, with more than 150 business and employer organization members. In social and labour policy debate taking place in the International Labour Organization, across the UN and multilateral system, and in the G20 and other emerging processes, the IOE is the recognised voice of business. The IOE has more than 150 national-level national employers’ organization members in more than 140 countries. It may be possible to access the membership list of the IOE national member.	Action: Identify the national member organization of the International Organization of Employers and seek to obtain its list of individual member companies.
Stock exchange(s)	Stock exchanges list publicly traded companies (but not privately held companies) and can be a valuable source of information on the size (asset value) of listed companies. Note that some countries have more than one stock exchange.	Action: Identify the stock exchange(s) in the country and obtain its database of listed companies.

⁵ File only accessible by FAO-UNDP SCALA colleagues.

⁶ File only accessible by FAO-UNDP SCALA colleagues.

Source type	Description	Potential use of source
National chamber(s) of commerce	Chambers of commerce are business networks that seek to advance the interests of businesses. It may be possible to obtain the membership list of chambers of commerce. Note that there may also be sub-national business associations or chambers for provinces or other geographic administrative divisions.	Action: Identify the apex chamber(s) of commerce for the country and seek to obtain its list of individual member companies.
National trade and Industry association(s) and confederation(s)	Trade and industry associations are organizations founded and funded by businesses that operate in specific industries. It may be possible to obtain the membership list of trade and industry associations.	Action: Identify the apex trade and industry associations for the country, with a focus on specific industries identified as a priority for PSRM and seek to obtain the lists of individual member companies.
Foreign chamber of commerce and industry	Industry bodies representing the business interests of foreign firms with business interests, subsidiaries, or operations in the country. These chambers can be country-specific or can include in their membership companies from several different countries.	Action: Identify the key foreign chambers of commerce and industry for the country (for example, those that represent the largest destination markets for exports and/or largest source of incoming Foreign Direct Investment) and seek to obtain the lists of individual member companies.

Source: Authors.

Annex 3: Sample questions to assess climate risks

Table A3.1 Additional questions on climate change impacts, risks and opportunities

Subject	Question	Response	Comments
Climate drivers/risks and impacts	Have the following climate drivers and risks affected your business, and/or do you project it to be affected by them in the future? If yes, please briefly explain		
	Increased precipitation		
	Increased temperature		
	Flooding		
	Drought		
	Cyclones/storm surge		
	Sea level rise		
Adaptation strategies	Are there awareness of climate change risks and impacts within your organization?		
	Is there climate change relevant expertise/ knowledge/skills within your organization?		
	Are any of the following climate adaptation strategies in place to address current/future climate vulnerability of your organization based on the above risks? If yes, please describe these strategies		
	Agronomy (plant different crops, plant new crops and seed varieties, and so on)		
	Water resources development and management (construction of dams, reservoirs and boreholes, and introducing/improving irrigation systems, and so on)		
	Soil fertility and management (soil conservation practices, intercropping, crop rotation, mulching, fertilizer use, and agroforestry, and so on)		
	Diversify livelihood opportunities (beekeeping, fish farming, non-timber forest products, livestock pass-on, and post-harvest processing, and so on)		
	Climate information and knowledge enhancement (improved climate information modelling and infrastructure, and targeted climate information dissemination, and so on)		
	Risk transfer (weather index-based insurance, and so on)		
	Resilient value chains (value addition processes and facilities, improved market infrastructure)		
Sustainability strategy: general (adaptation + mitigation)	What are your existing sustainability commitments/policies and priorities related to climate change?		
	How does climate change affect your business operations (level of vulnerability)? What challenges are you currently facing?		
	Do you participate in industry platforms or multi-stakeholder networks related to climate change or AFOLU? Which other actors would you propose as effective partners? Are we missing any key actors that would be impacted?		
	Is the company taking any actions or generating solutions to mitigate emissions and build resilience among farmers (specify per value chain)? If so, how much do you invest annually in climate smart practices?		
	What measurement tools do you use to assess these actions?		
	Is the company interested in climate-related goods and services in agriculture and land use?		
	What are the barriers/risks preventing engagement on climate action? What are the key issues you see in this sector?		
Regulatory framework	Are there any incentives or regulatory frameworks in place for your company to adopt and implement climate adaptation/mitigation practices?		
	Is the company currently engaged in NDC/NAP processes or climate policy dialogues at global or country level? If not, would it have the willingness and/or possibility to do so?		
SCALA contribution potential	What are some specific organizational needs/goals and how can these be achieved (including through external support, such as de-risking)?		
	What opportunities of collaboration do you foresee with SCALA?		
	Do you have specific presence in any SCALA country? If so, which value chains are you working on and how many farmers/fishermen do you impact?		

Source: Authors.

Note: These questions can be used to support the analysis of private sector actors to establish climate relevance under step 2.

Annex 4: In-depth interviews and suggestions for practical application under step 1 and step 2

- **In-depth interviews** with key stakeholders should be conducted as a primary research method, giving access to first-hand information, and validating data collected in private sector register for the SCALA programme. Interviews are highly relevant for collecting missing information from desk-based research and the general profile. It constitutes an active listening process, taking between 45–60 minutes, depending on the number of questions and the available time of interviewees. During the interviews, SCALA is briefly presented by country teams, and stakeholders are given significant space to communicate their impressions, challenges, and expectations of the SCALA programme.
 - ▶ **Questionnaires** should be developed in advance and include key questions to be raised during the interviews to identify overlapping areas of need and opportunity. Responses may be collected in an Excel sheet (for example, stakeholder register or a separate tab) and kept as confidential sources. Stakeholders may request questionnaires in advance to prepare the interview. See below for the template questionnaire that can be adapted depending on the private sector actor being interviewed.
 - ▶ **Materials** should be prepared in advance whenever possible before conducting the interviews highlighting SCALA's value proposition to facilitate the pitch and decision-making and ensure buy-in from stakeholders. Materials may include:
 - SCALA brochure/brief, including purpose, objectives, partners, duration, how to contribute, benefits of engaging, differentiation factors, and contact information.
 - Information on other climate-related projects in the country/region.
 - Up-to-date websites (SCALA and country offices) including projects, experience with the private sector and results, when possible.
 - **Non-Disclosure Agreement (NDA)** templates or other tools, where business confidentiality should be necessary to share sensitive information.
 - ▶ Other consultation techniques may include **focus groups, workshops, surveys, and panels**. These may vary according to the needs of each stakeholder group and will be used to avoid potential blockages with sensible partners. Prior consent may be needed in specific cases to gain access to privileged information.
 - ▶ Special consideration may be given to provide the appropriate consultation means for organizations requesting separate spaces or anonymity to enhance their influence capacity.
 - ▶ Managing expectations becomes paramount at this stage.

Template Questionnaire (to be adapted based on context and private sector entity in question).

General profile questions

- What is the company's mission and core business?
- What is the geographic scope of operations (countries - national, regional, international)?
- What are the company's key products or services, and do they align with SCALA priorities?
- Research relevant current news about the company, including high level due diligence risks (pre-engagement desk review)

- Potential collaboration areas/alignment and entry points (to be validated during interviews)
- Does the company have any past/ongoing relationship to UNDP-FAO?
- Based on desk research, identify potential collaboration areas/alignment and entry points (to be validated during interviews)
- Contact information (focal point's name, title, role, email, and phone). This may be included as a separate tab.

** Desk research should be used to answer general profile questions unless otherwise needed.*

Questions to establish climate relevance

- Does climate change currently affect your business operations, and do you project it to affect business in the future?
- Are there areas where your business could improve in terms of emissions or unsustainable practices? What are the barriers to improving this and how could they be removed?
- Is your business engaged in consuming or delivering climate-related goods and services in the agriculture and land use sector? (for example, climate-resilient agricultural inputs, precision agriculture, irrigation technologies, and so on).
- Does your company engage in gender responsive work?
- Do you collaborate with other development sector entities on any projects, including on sustainability and resilience?
- Is the company currently informed about or engaged in NDC/NAP processes or climate policy dialogues at country level?

Questions to establish contribution potential

- What is the size of your business operation, and potential/willingness to invest in sustainability focused interventions?
- Do SCALA interventions overlap with your geographical presence and involvement across different value chains?
- Do you participate in industry platforms or associations?
- Do you have any partners or know of other relevant entities that would be interest in collaborating on climate action under SCALA?
- What are some opportunities you see for engaging in climate action?
- What are some of the key risks and barriers you see for engaging in climate action, both based on these opportunities and in general?
- How could these risks and barriers for investing/engaging be removed?
- Are you willing to participate in a collaborative effort with the public sector on NAP/NDCs?

Annex 5: FAO and UNDP exclusionary criteria

SCALA will apply the following exclusionary criteria from FAO and UNDP before engaging with private sector entities:

According to FAO criteria (FAO, 2021), no engagement if the companies:

- are directly engaged in activities inconsistent with UN Security Council Sanctions, Resolutions, Conventions (for example, climate, biodiversity, or transnational organized crime, terrorist financing) or other similar measures, including the Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) standards of the International Monetary Fund's Financial Action Task Force (FATF);
- are complicit in human rights abuses, tolerate forced or compulsory labour or the use of child labour;
- are directly involved in the sale, manufacture or distribution of weapons banned by United Nations treaties, including antipersonnel landmines or cluster bombs and ammunitions, and 33 JIU/REP/2017/8 34 UNSDG (2020) 18 CL 165/4 Rev.1 biological, chemical, or nuclear weapons, or which otherwise do not meet the obligations or responsibilities required by the United Nations;
- are involved in the production and wholesale distribution of tobacco products, or whose revenues are derived from gambling (except lottery) or pornography;
- have systematically failed to demonstrate a commitment to meeting, or failed to meet in practice, the principles of the United Nations, including statements or principles that are consistent with and reflect the Universal Declaration of Human Rights, the Rio Declaration, the International Labour Organization Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights or the United Nations' system-wide zero tolerance policy on all forms of sexual exploitation and abuse.

Table A5.1 UNDP Criteria for engaging with private sector entities

UNDP exclusionary criteria	IF directly engaged in exclusionary criteria by potential partner, THEN...
1 Appearance on the United Nations Security Council Sanctions List, ⁷ violations of UN sanctions and the relevant conventions, treaties, and resolutions, and inclusion in United Nations or UNDP Ineligibility Lists. ⁸	No engagement
2 Manufacture, sale, or distribution of controversial weapons ⁹ or their components, including cluster bombs, anti-personnel mines, and biological or chemical weapons or nuclear weapons.	No engagement
3 Directly and primarily involved in the manufacturing, sale or distribution of armaments and/or weapons or their components, including military supplies and equipment.	No engagement
4 Directly and primarily involved in the manufacturing, sale or distribution of replica weapons marketed to children.	No engagement
5 Manufacture, sale or distribution of tobacco or tobacco products, including novel and emerging ones.	No engagement with manufacturers and wholesale distributors
6 Involved in the production and sale of pornography.	No engagement

⁷ Including [UN Security Council Consolidated list](#); [UNDP entries to the UN ineligibility lists](#); [UN Security Council Resolution 1267 list](#).

⁸ Including UNDP entries to the UN ineligibility lists; Vendor Sanctions List and United Nations Global Marketplace Ineligibility List.

⁹ [The Convention on Certain Conventional Weapons and the annexed Protocol I on Non-Detectable Fragments, Protocol II on Prohibitions or Restrictions on the Use of Mines, Booby Traps and Other Devices, Protocol III on Prohibitions or Restrictions on the Use of Incendiary Weapons, and Protocol IV on Blinding Laser Weapons](#). [The Chemical Weapons Convention](#), [the Biological Weapons Convention](#), [the Convention on Cluster Munition](#), [the Anti-Personnel Mine Ban Convention and the Treaty of the Non Proliferation of Nuclear Weapons](#), which covers **non-detectable fragments, blinding laser weapons, incendiary weapons, booby traps, and depleted uranium ammunition**.

UNDP exclusionary criteria		IF directly engaged in exclusionary criteria by potential partner, THEN...
7	Manufacture, sale or distribution of substances subject to international bans or phase-outs, and wildlife, wildlife products and derivatives obtained illegally or in contravention of CITES ¹⁰	No engagement
8	Involvement in gambling industry including casinos and betting (excluding lotteries with charitable objectives)	No engagement
9	Involvement or complicity in <i>systemic</i> or <i>egregious</i> human rights abuses, including (without limitation) forced and child labour	No engagement unless the entity has demonstrated substantially, and on the basis of evidence, efforts to respond and remedy the issue

Source: **UNDP**. 2013. *UNDP Policy on Due Diligence and Partnerships with the Private Sector*. Available at: [BERA_Partnerships_UNDP private sector due diligence policy 2013_FINAL.pdf](#)

Note: For further information on risk management and engaging in partnerships with the private sector, please refer to UNDP's *Policy on Risk Management for Partnerships with the Private Sector*.

¹⁰ CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora) is an international agreement between governments established to ensure the international trade in wild animals and plants does not threaten their survival: <http://www.cites.org>.

The Support Programme on **Scaling up Climate Ambition on Land Use and Agriculture through Nationally Determined Contributions and National Adaptation Plans (SCALA)** is a ve-year initiative led by FAO and UNDP, with funding from the German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV) through the International Climate Initiative (IKI). SCALA responds to the urgent need for increased action to cope with climate change impacts in the agriculture and land use sectors. The twenty million euro programme supports at least twelve countries in Africa, Asia and Latin America to build adaptive capacity and to implement low emission priorities.

Country support includes strengthening policies, adopting innovative approaches to climate change adaptation and removing barriers related to information gaps, governance, finance, gender mainstreaming and integrated monitoring and reporting. To achieve this shift, the programme engages the private sector and key national institutions.

SCALA supports countries to develop the capacity to own and lead the process to meet targets set out in their National Adaptation Plans and Nationally Determined Contributions under the Paris Agreement, and to achieve the Sustainable Development Goals. The SCALA initiative builds on another FAO-UNDP led programme, Integrating Agriculture in National Adaptation Plans (2015-2020), which has closed.

**Food and Agriculture Organization
of the United Nations**

www.fao.org/in-action/scala/en

**United Nations
Development Programme**

www.adaptation-undp.org/scala

International Climate Initiative (IKI)

www.international-climate-initiative.com

**German Federal Ministry for the Environment,
Nature Conservation, Nuclear
Safety and Consumer Protection (BMUV)**

www.bmu.de/en/

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