



# How to bridge the missing middle working with climate-smart SMEs, intermediaries, financiers and policy makers?

Final Project Impact Report

**IKI Project:** Financing and capacity building for micro and small Climate-smart Enterprises



## Imprint

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# TABLE OF CONTENTS

About the Report .....	4
<b>1. Executive Summary .....</b>	<b>5</b>
<b>2. Setting the Scene: Project Context.....</b>	<b>8</b>
<b>3. Working with Eco-Inclusive Enterprises .....</b>	<b>12</b>
3.1. Landscape of Support Eco-Inclusive Enterprises .....	12
3.2. Green-Climate Impact .....	13
3.3. Social Impact .....	16
3.4. Economic-Financial Impact .....	17
3.5. How the Project Contributed to Improving Enterprise Impacts .....	19
<b>4. Working with Business Development Service Providers .....</b>	<b>20</b>
4.1. Landscape of Supported BDS Providers .....	20
4.2. How BDS Providers Improved their Support Services .....	21
4.3. How the Project Contributed to Improved BDS Support.....	24
<b>5. Working with Financers .....</b>	<b>25</b>
5.1. Landscape of Supported Financers and Financing Solutions.....	25
5.2. How Financing Actors have Developed Financing Solutions .....	27
5.3. How the Project Contributed to Financing Solution Development.....	29
<b>6. Working with National Policy Actors .....</b>	<b>32</b>
6.1. Landscape of Supported National Policy Actors and Solutions .....	32
6.2. How Policy Actors have Developed Policy Solutions .....	34
6.3. How the Project Contributed to Policy Solution Development.....	37
<b>7. Working with Global Policy Actors .....</b>	<b>39</b>
7.1. Landscape of Key Global Policy Processes and Actors .....	39
7.2. How the Project Shaped Policy Processes .....	40
7.3. How the Project Contributed to Global Policy Processes .....	41
<b>8. Synthesis and Lessons Learned.....</b>	<b>42</b>
Annex 1: Methodology .....	46
Annex 2: Theory of Change(s) for selected project components from chapters 5-7	48
Annex 3: Overview of the project outcomes analysed in chapters 5-7 .....	50

## About the Report

The objective of this impact report is to gain consolidated impact insights and lessons learned from the International Climate Initiative (IKI) financed SEED project: Financing and capacity building for micro and small climate-smart enterprises: Filling the gap of the missing middle.

The 5-year global SEED project was operating in Ghana, India, Indonesia, South Africa, Thailand, and Uganda. The project combined knowledge and resource building for socially inclusive and climate-friendly small and medium-sized enterprises (SMEs) with the promotion of enabling institutional frameworks, and extends this offering with a combination of green recovery-related topics.

The impact report aims to share insights that can serve as a blueprint for project stakeholders and IKI project implementers who are working to support climate-smart SMEs while creating an enabling ecosystem working with policymakers, financiers and intermediaries to support a low-carbon transformation across the target countries.



# 1. Executive Summary


The 5-year global SEED project supported eco-inclusive small and medium-sized enterprises (SMEs) in Ghana, India, Indonesia, South Africa, Thailand, and Uganda. SMEs are crucial to local economies, comprising 90% of businesses and 50% of jobs globally. These eco-inclusive SMEs are the cornerstone of economic growth, playing a crucial role as engines of low-carbon innovation and climate-friendly industrial transformation. Despite their importance, they face growth barriers. The project addressed these challenges with targeted programmes to accelerate the growth of climate-friendly local industries.

This report highlights the achievements of the International Climate Initiative (IKI) financed SEED project. It is structured along the different components, giving an overview of the design and objectives of each component, detailing the activities implemented, and providing specifics about the results achieved, including the total number of beneficiaries of our activities. It provides an overview of how the outcomes are achieved within the implementation of each component, and finally it delves into the impacts created by the enterprises with contribution from the direct support components as well as other ecosystem actors with the contribution from the ecosystem building activities. The findings were derived from data gathered through interviews with different stakeholders and beneficiaries supported as well as surveys conducted with enterprises and BDS providers. Lastly, the report outlines the learnings gathered through all the years of implementation.

## Key Findings and Impact Insights

### Supporting enterprises along the journeys to scale improves impact across the triple bottom line

379 eco-inclusive enterprises and entrepreneurs have been supported through the direct enterprise programmes, and have systematically and soundly developed their business ideas, replication plans, business and financial plans, and improved their (financial) management. 176 of them shared their insights and impact metrics in a validated survey. The following insights are derived from the data collected.



379 eco-inclusive enterprises and entrepreneurs supported*			
<b>Leading climate action</b>	<b>Creating jobs</b>	<b>Furthering gender equality</b>	<b>Accessing finance despite challenges</b>
475,100 tonnes CO <sub>2</sub> equivalent saved or reduced by implementing recycling, bioenergy, solar technologies and other practices	17% increase in average number of employees since 2019 4,495 jobs sustained by supported SMEs in 2023	50% women employees, 19% higher than the global average 2,320 women employees sustained by supported SMEs in 2023	50% of SMEs estimated to have accessed external finance since 2019 USD 7,283,524 potentially accessed by supported SMEs

\*The impact figures have been extrapolated from the survey data

The supported SMEs led climate action with advanced mitigation and adaptation practices, such as recycling, bioenergy practices, and solar technologies. However, they report that they struggle to estimate the saved or reduced GHG emissions, mainly due to lack of data and methodologies. Despite this challenge, the average SME is estimated to save 1601 tonnes of GHG emissions annually, adding to up to 475,100 tonnes of CO<sub>2</sub> equivalent emissions that could potentially be saved annually among all supported businesses.

The report also found that the supported enterprises are predominantly small businesses, **employing an average of 13 employees in 2023**, increasing the number of employees by 17% since 2019, which is a particularly outstanding achievement considering the difficult years brought upon by the COVID-19 pandemic challenges. Extrapolating the results to the 379 SMEs supported, these results translate to a total of 4495 jobs maintained by supported SMEs in 2023. Supported SMEs also strive to improve gender equality, increasing the share of women employees from **47% in 2019 to 50% in 2023, 19% higher than the global average.**<sup>1</sup> This means that, when considering all supported enterprises, a total of 2320 women employees supported in 2023.

It is also found that SMEs continue to struggle with accessing finance, as only 191 (half of the total supported enterprises) have been estimated to acquiring external funding since 2019, potentially having raised USD 7,283,524. Despite the struggle, an outstanding achievement however, is that in 2023, 51% of the total finance raised was obtained through loans, underscoring the programme's success in improving MSMEs financial management skills.

### Improved high-quality business development services support SMEs along their journeys to scale



421 Business development service (BDS) providers have been trained through the Training of Trainers (ToT) workshops and engaged through other BDS activities to prepare them to support and optimise the growth of eco-inclusive enterprises in their home regions. The study validates this goal as 62% of respondent BDS advisors have adjusted their service portfolios after the training. In other words, 261 BDS providers have improved their service portfolios. Furthermore, BDS providers have increased the share of eco-inclusive SMEs in their portfolio from 22% to 30% after the training, with 12% of advisors who did not support eco-inclusive enterprises before the training, having started to do so.

### The piloted climate finance solutions result in alternative support options for SMEs



The Practitioner Labs for Climate Finance (PLCF), engaged a total of 573 individuals, with representation from 341 different organisations including financial institutions, funders, intermediaries and other MSME ecosystem stakeholders over a highly collaborative, multi-step process across all the target countries. In total, **26 financing solutions were developed during**

<sup>1</sup> Global: share of female workers by industry | Statista

**the Labs.** It was found that several actors remained connected for the further development of the solutions after the Labs or secured follow-up meetings with potential financiers. Others acquired finance for further projects incorporating the financial solution.

This report finds that, the financing solutions were advanced in two ways: concept development and pilot implementation. **13 concepts were developed** to generate further financing for the implementation of a potential pilot. And financing actors **piloted 13 financing solutions** generating further traction and support for the implementation. Implemented solutions include, among many others, a Climate Finance Knowledge Hub (GIZ in Ghana), a green finance database (Green Cape in South Africa), solar loan solutions, and other lines of credit.

### Partnerships with policy actors and the development of national policy solutions integrate the perspectives of SMEs



**Practitioner Labs for Policy Prototyping**

**431**  
individuals from  
**341**  
organisations engaged

**16 policy solutions** developed during the Labs

Used afterwards for:

- reviewing and/or improving policy
- integrating enterprises' perspective in policy development
- creating awareness of enterprises' needs for future policy processes

The Practitioner Labs for Policy Prototyping (PLPP) engaged a total of 431 individuals, representing 262 organisations and 16 policy solutions were developed during the Labs while connections and collaboration among actors in the ecosystem were facilitated.

Interviews with Challenge Hosts reveal that the policy solutions developed have been used in different ways: reviewing and/or improving policy (the most common next step), integrating enterprises' perspectives in policy development, or creating awareness of enterprise needs for upcoming policy processes.

The data collected also prove the successful strengthening of the network of policy actors. In some cases (e.g. SEI in Thailand), partnerships were formed to look for additional resources and support to drive the prototypes forward. In other cases (e.g. GIZ India's European Union Resource Efficiency Initiative (EU REI) project) the fostered collaboration helped provide momentum for the policy development. The actors involved in the PLPP also reported that they continue integrating the needs of enterprises into their work.

### Global advocacy partnerships are key to show the achievements of eco-inclusive SMEs

- took part in **45 high-level policy events**
- collaborating with **33 global key actors**
- establishing **23 partnerships**
- engaging **37 eco-inclusive SMEs**










Formation of the **Coalition for Innovation, Circularity, and Entrepreneurship (CICE)**

The project was taking part in 45 high-level policy events, among which 37 had a global scope, 5, a regional scope, and 3, a national scope. The project collaborated with 33 global key actors and established 23 partnerships for the implementation of the global policy events. The project additionally engaged 37 eco-inclusive enterprises in the high-level events, where they showcased their achievements and contributed to panel discussions. These results and the growing momentum, facilitated by SEED, gave rise to the formation of the Coalition for Innovation, Circularity, and Entrepreneurship (CICE). Furthermore, it led to the integration of eco-inclusive enterprises into joint (e.g. with UN PAGE, GO4SDGs, FAO, UNDP, AVPN) programmes, strategies and reports.

## 2. Setting the Scene: Project Context

In developing and emerging economies, small and medium-sized enterprises (SMEs) are the cornerstone of economic growth, playing a crucial role as engines of low-carbon innovation and climate-friendly industrial transformation. By driving sustainable practices and creating green jobs, SMEs are essential in the transition to a low-carbon economy.

What are Eco-Inclusive SMEs?			
	<b>Employ between 5 to 200 people</b> on average – including marginalised groups – and are the source of <b>social, environmental and economic empowerment</b>		<b>Socially Inclusive</b>
	<b>Deliver eco-inclusive impacts</b> through their products and services, while running self-financing revenue models		<b>Economic Empowerment</b>
	<b>Strengthen local low-carbon economies and create green (climate-resilient) jobs</b> across their value chains		<b>Environmental Drivers</b>
			<b>Community Impact</b>

**Catalyst of Low-Carbon Innovation:** The project focused on eco-inclusive SMEs that are inherently innovative and adaptable. Their smaller scale allowed them to quickly implement new technologies and processes, making them leaders in the adoption of renewable energy, circular practices, and sustainable product development. This agility enabled the supported SMEs to reduce greenhouse gas emissions significantly, setting local industry benchmarks for sustainability and inspiring other SMEs to follow their lead.

**Climate-Friendly Industrial Transformation:** By accelerating the growth of climate-friendly local industries, the supported SMEs spearheaded the transition to a low-carbon economy. They were pivotal in sectors such as renewable energy, sustainable agriculture, eco-tourism, and green manufacturing. With their products they did not only mitigate environmental impacts but also foster economic diversification and resilience. By demonstrating the economic viability of sustainable practices, the supported SMEs encouraged the widespread adoption in their local industries.

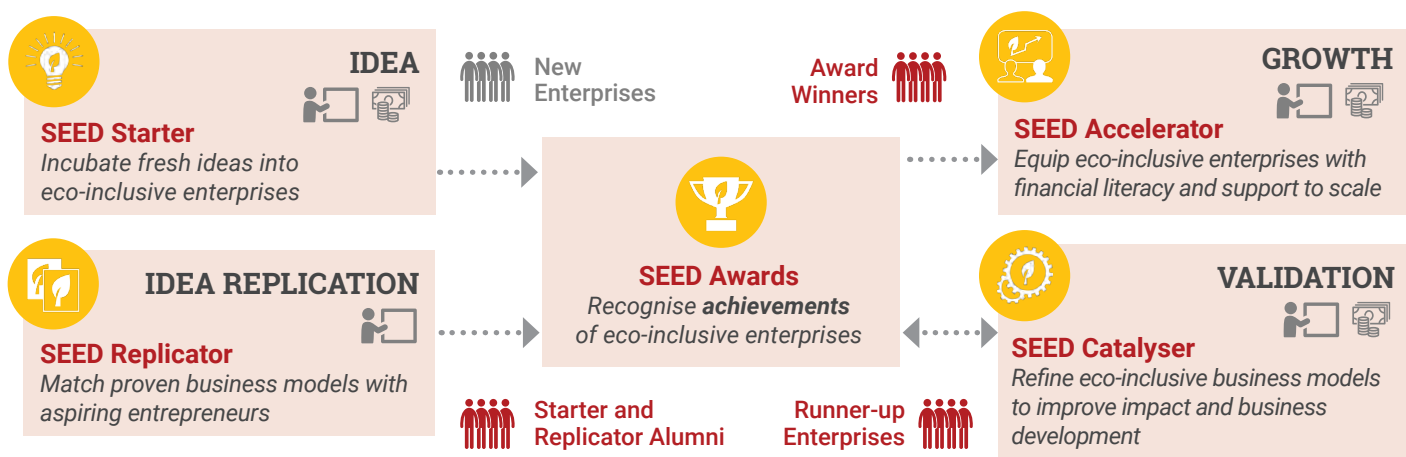




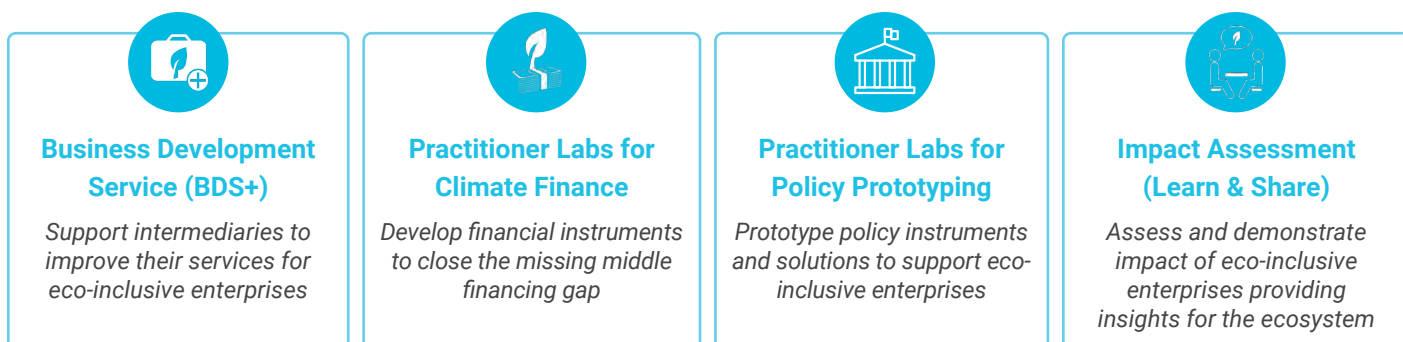
**Creating Green Jobs:** The shift towards sustainable practices creates numerous green jobs, which are essential for economic resilience and growth. SMEs, being major employers in developing economies, are at the forefront of this transformation. By integrating sustainable practices, they generate employment opportunities in renewable energy projects, energy efficiency retrofits, waste management, and other green sectors. This not only supports economic stability but also ensures inclusive growth by providing employment to a broad base of the population.

While eco-inclusive SMEs are becoming increasingly recognised as key actors in the climate-friendly industrial transformation, they still face significant barriers hindering the growth and scale-up of their operations. These barriers can be found at the enterprise level, in financial and non-financial support schemes, and within the larger ecosystem, including the policy and market frameworks. The project combined the comprehensive and systematic strengthening of capacities and capabilities for socially-inclusive and climate-friendly (eco-inclusive) SMEs with the promotion of favourable non-financial, financial and political-regulatory ecosystems. This approach enabled the project to promote low-carbon innovations that contribute to climate-friendly industrial transformation in the target countries, thus supporting the implementation of the Paris Agreement and the Agenda 2030 for Sustainable Development. Firstly, through the provision of ongoing support to eco-inclusive SMEs, enabling them to reduce emissions, foster innovation, create green jobs and promote sustainable practices. Secondly, by working with service providers and financiers to integrate the needs of eco-inclusive SMEs into funding and financial instruments, reducing financial barriers and making it easier for SMEs to scale up their low-carbon innovation. Thirdly, through activities that are creating enabling framework conditions, engaging with global and national policy makers on advocacy, dialogue and network development activities.

## | Key Components of the Project

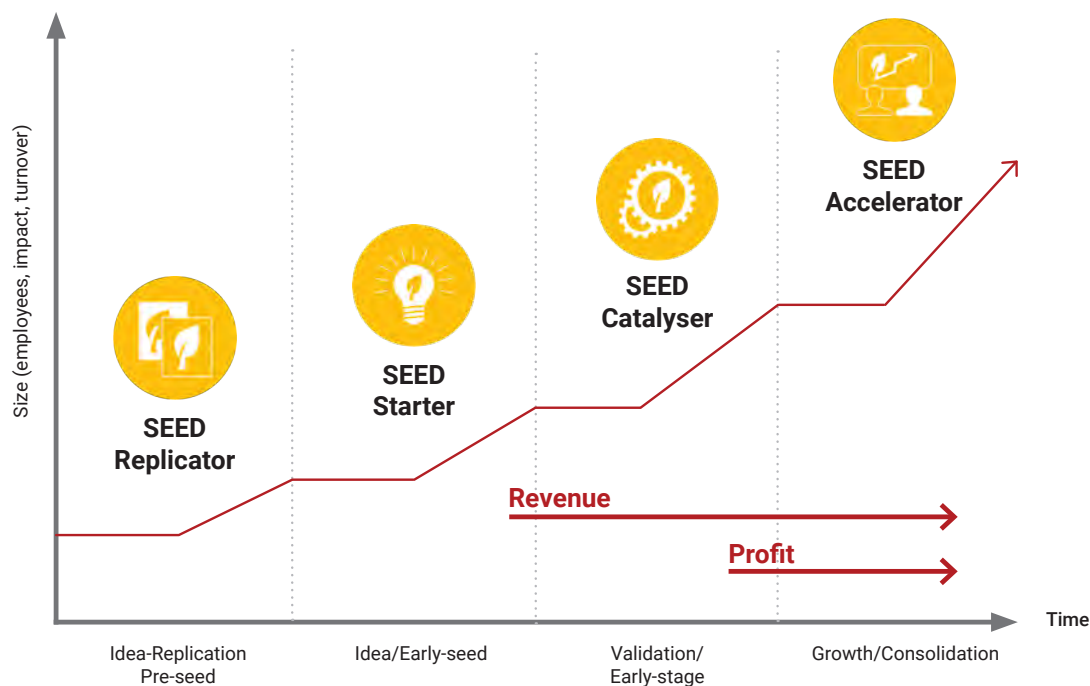


## ECOSYSTEM BUILDING



In line with the overall project design, the project’s first component is the direct support for eco-inclusive SMEs, following a four-step approach.

## | The Project’s Enterprise Support Approach



The project supported eco-inclusive enterprises from the initial concept stage to the business scale-up phase, providing assistance through a range of support schemes. The project’s SEED Replicator brought together aspiring and established entrepreneurs to share sector-specific insights about climate-smart entrepreneurship and facilitated the formation of mutually beneficial partnerships between like-minded peers. In the project’s SEED Starter programme, aspiring businesses are provided with the necessary support to develop a strong foundation. They refine their ideas and strengthen their initial business model based on exchanges with their peers, allowing them to build their professional networks at the same time. Following the SEED Starter, or for candidates already running an eco-inclusive enterprise, the project’s SEED Catalyser enabled enterprises to optimise their environmental, social and economic impacts, improve their investment readiness and scale-up activities. The SEED Catalyser supported enterprises in developing their growth strategies, pairing them with peer learning and access to SEED’s international support network. The project’s SEED Accelerator builds on the skills developed in the SEED Starter and SEED Catalyser, empowering enterprises to scale up their activities through investment strategies and high-level profiling. This leads to sustainable, long-term growth.

The second project component focused on the work with business development service (BDS) providers and financiers.

The project employed a Business Development Services (BDS) methodology tailored to the specific needs of eco-inclusive small and medium-sized enterprises (SMEs). The project disseminates this methodology locally through ‘Training of Trainers’ programmes, which are paired with an exchange of best practices in peer-learning formats. The project team collaborated with leading BDS providers, ecosystem builders, business consultants, and institutions that support small and growing enterprises through incubators and accelerators. The project offered insights into the specific requirements of the eco-inclusive business model, its challenges and opportunities, and facilitated practice on participant-oriented training design. Furthermore, the project’s BDS partners

gained access to a growing network of BDS advisors who engage in peer-to-peer learning and experience sharing through case studies.

The project collaborated with financiers to facilitate communication between them and eco-inclusive enterprises. To this end, the project implemented the Practitioner Labs for Climate Finance (PLCF), which brought together investors, banks, development finance institutions, foundations, governments, innovators, and intermediaries. The objective of the Finance Labs was to collaborate on addressing the significant challenges faced by eco-inclusive enterprises and to identify tangible financing solutions to these challenges. The project addressed the imminent financing needs of SMEs while fostering exchange between different stakeholders to improve the opportunities of SMEs within the ecosystem.

The third project component created an enabling framework for engagement with global and national policy makers on advocacy, dialogue and network development activities.

The project implemented the Practitioner Labs for Policy Prototyping (PLPP) to bring together policy-makers, eco-inclusive enterprises, and other relevant policy stakeholders to design, test, and refine different policy solutions. The project facilitated dialogue between key ecosystem actors, sharing knowledge products and best practices based on case studies and policy insights. This was part of the project's advocacy work, which aimed to enhance the role of SMEs and facilitate their integration within the ecosystem at the national and global level.

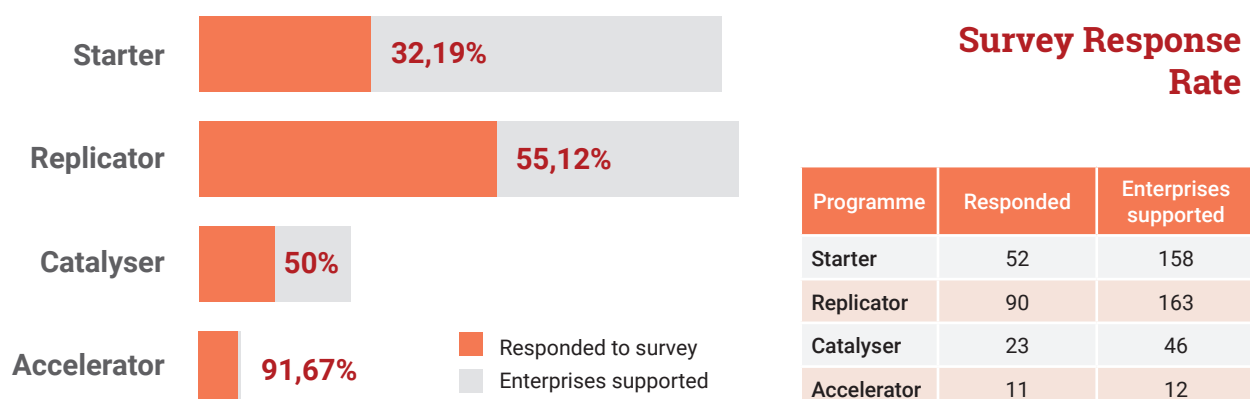


## 3. Working with Eco-Inclusive Enterprises

### 3.1. Landscape of Support Eco-Inclusive Enterprises

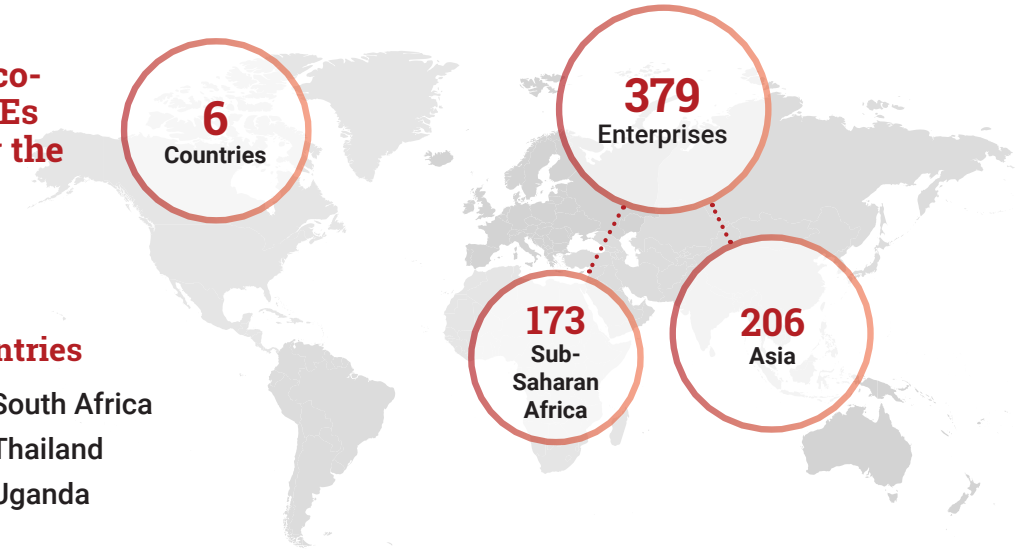
During the last project period (2019 to 2024), the strategic, organisational, economic, and financial capacities and capabilities of socially-inclusive and climate-smart SMEs in the target countries were systematically enhanced to boost their contribution to the NDCs and SDGs. To increase their impact and growth, the project aimed to support SMEs through four distinct programmes: the SEED Starter, Replicator, Catalyser, and Accelerator programme, with targets set at 120, 120, 48, and 12 enterprises respectively – totalling 300 enterprises expected to receive the SEED support. By the end of the project, results exceeded expectations: 158 enterprises for the Starter Programme, 163 for the Replicator Programme, and 46 for the Catalyser Programme (with two enterprises dropping out due to insufficient participation), while the Accelerator Programme achieved its goal with 12 enterprises. Overall, 379 enterprises received targeted SEED support tailored to their needs to develop their business ideas, replication plans, and business and financial plans, as well as to improve their financial management, thereby increasing their contribution to the NDCs and SDGs.

Our most recent survey (conducted between February 16<sup>th</sup>, 2024 and March 23<sup>rd</sup>, 2024) measured the level of engagement of the 176 enterprises that responded the survey: 32,91% of the enterprises supported by the Starter programme responded to the survey. 55,21% from the Replicator, 50% from the Catalyser and 97,67% from the Accelerator. These response rates indicate a high level of engagement and commitment from the enterprises, reflecting their active participation and the relevance of the support provided.



Although SEED-supported enterprises are highly diverse, and not all participated in the surveys, certain common characteristics can still be identified. SEED-supported SMEs operate across various regions and sectors. During the most recent project cycle, from 2019 to 2024, 379 supported enterprises were located in Africa and in South & Southeast Asia. However, over the 11 years of ongoing project, previous cycles have also supported enterprises in Latin America. The figure below illustrates the diverse landscape of the 379 enterprises supported during the last cycle of the project (2019-2024). These SEED-supported enterprises hail from 6 different countries, across sub-Saharan Africa (173) and Asia (206). The specific country representation includes Ghana (56), Uganda (78), South Africa (39), Indonesia (73), India (66) and Thailand (67).

**Number of Eco-inclusive SMEs supported by the project**

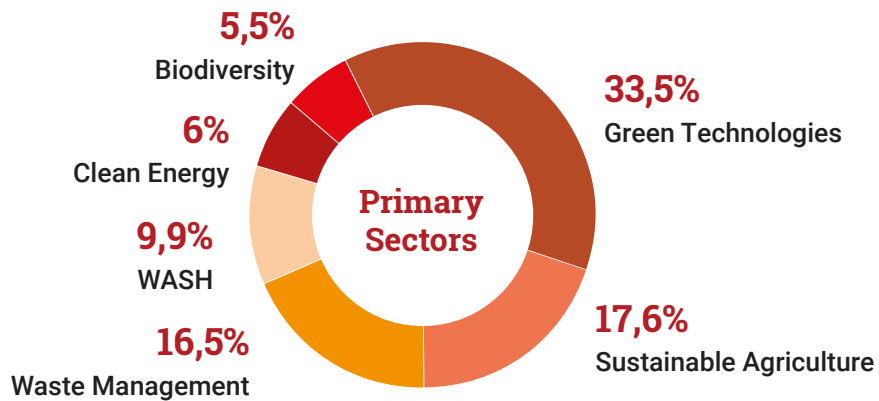


**2019-2024 Countries**

- Ghana
- India
- Indonesia
- South Africa
- Thailand
- Uganda

The surveyed enterprises come from a wide range of sectors, reflecting the broad scope of the SEED programme’s impact. In particular, 33,5% of these enterprises are involved in green technologies, demonstrating a strong emphasis on innovative solutions for environmental sustainability. Sustainable agriculture represents 17,6% of the enterprises surveyed, highlighting efforts to promote eco-friendly farming practices. Waste management accounts for 16,5%, showcasing initiatives to reduce and recycle waste. The Water, Sanitation & Health (WASH) sector comprises 9,9% of the enterprises, underlining the importance of improving basic health and hygiene infrastructure. Clean energy enterprises make up 6%, focusing on renewable energy sources. Lastly, 5,5% of the surveyed businesses are dedicated to biodiversity, emphasising the preservation of diverse ecosystems. Regarding their size, based on the number of employees, most enterprises can be classified as small enterprises, with the number of employees ranging from 11 to 16.

**Key Sectors of the supported enterprises**



**3.2. Green-Climate Impact**

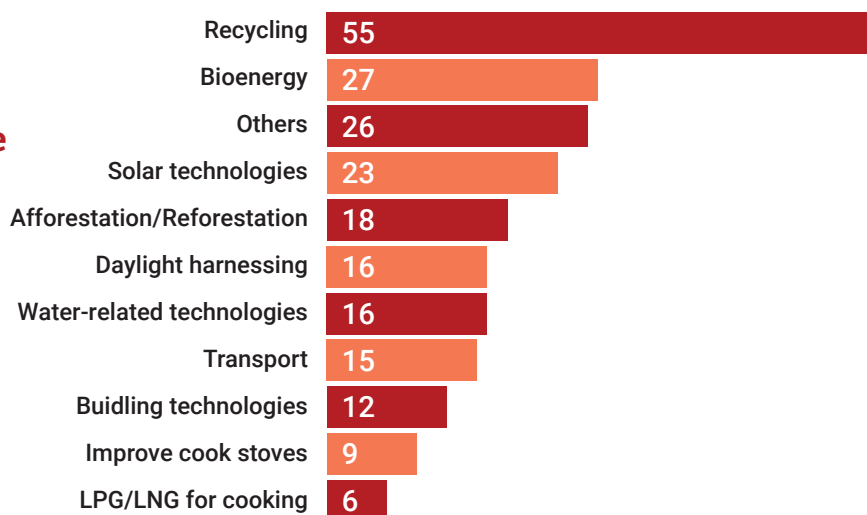
Eco-inclusive enterprises provide cost-effective and scalable solutions that promote cleaner, greener and more resilient local economies. SEED-supported SMEs are examples of businesses that are committed to conserving resources, practicing land stewardship, and ensuring access to sustainable resources such as clean energy and potable water. These businesses are leading the way in climate action by engaging locally in efforts to mitigate and adapt to climate change. Eco-inclusive enterprises operating in developing economies are acutely aware of the impacts of climate change, but they are also leaders in addressing these challenges head-on – they are maximising their impact by adopting advanced mitigation and adaptation technologies and practices.

Supported enterprises champion the implementation of a variety of practices and technologies to reduce their GHG emissions or contribute to their reduction through the products and services sold and used by their customers. Our data highlights the specific technologies and mitigation practices these enterprises utilise to reduce or avoid GHG emissions. These include recycling, bioenergy, solar technologies, afforestation/reforestation, daylight harnessing, water-related technologies, transport, building technologies, improved cook stoves, and LPG and LNG for household and commercial cooking. By championing these diverse methods, these enterprises are making significant strides in the battle against climate change.

Recycling, which is practiced by nearly a third of these enterprises (30%), plays a crucial role in reducing GHG emissions by diverting waste from landfills and reducing the need for new raw materials. This not only decreases methane emissions from landfills but also conserves energy and resources, lowering the carbon footprint of production processes. Moreover, recycling initiatives help create jobs and promote environmental awareness within communities, fostering a culture of sustainability. 15% of these enterprises incorporate bioenergy technologies and practices. By producing biogas from organic waste, enterprises can reduce methane emissions and provide renewable energy for cooking and heating. Converting biomass into biofuels like biodiesel helps replace conventional fuels, lowering carbon emissions and supporting local agriculture. Biomass power plants generate electricity from organic materials, offering a sustainable energy source and reducing dependence on fossil fuels.

**Implemented technologies and practices to mitigate climate change**

(n=176)

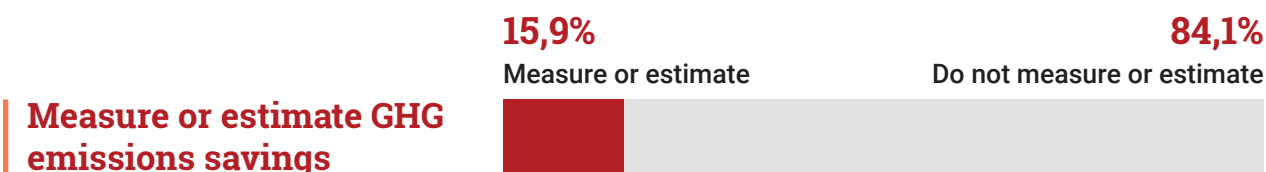


Moreover, 13% of these enterprises utilise solar technologies to reduce or avoid their GHG emissions. Solar technologies, such as solar PV panels, generate clean electricity, thereby reducing reliance on fossil fuel-based power and lowering carbon emissions. Additionally, these technologies are employed for cooking, water purification, and lighting through solar lamps, which not only cut emissions but also enhance the quality of life in communities by providing reliable, clean energy solutions. Beyond resource conservation, SEED-supported enterprises significantly increase access to basic services by offering sustainable clean energy and clean water, thus improving the livelihoods of their communities. Renewable energy sources employed include biowaste, biodigesters, solar power, and hydropower installations. Given that only 48% of the population in Sub-Saharan Africa has access to electricity, the efforts of eco-inclusive SMEs to provide access to clean and affordable energy have never been more critical.

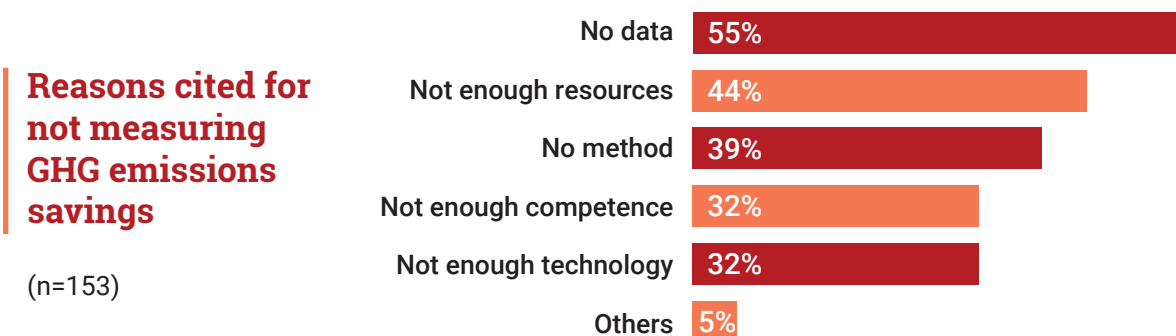
The SMEs across various sectors implement climate change mitigation and adaptation technologies and practices through their operations or stakeholders, thereby enhancing their own resilience as well as that of their stakeholders and communities. These enterprises can act as solution users, providers, or both simultaneously when it comes to adaptation technologies and practices. The benefits of adaptation and mitigation practices extend beyond addressing

climate change. SMEs that implement such practices and technologies have a more positive impact on their communities. With over 840 million people in the Global South lacking access to reliable electricity (WHO, 2019), mitigation technologies such as solar power are crucial in increasing access to essential services. Additionally, providing better cookstoves and promoting clean transportation improve air quality and reduce respiratory diseases, leading to better health outcomes for the communities and beneficiaries of SEED-supported SMEs.

However, a significant challenge remains: the majority of these enterprises struggle to track and calculate or estimate the amount of GHG emissions they save through these practices. Only 16% of enterprises measure or estimate their GHG emissions savings.



Of the enterprises that do not measure the GHG emissions saved (153 enterprises), more than half (55%) cite a lack of data as the main reason. This is followed by insufficient resources (44%) and the absence of a method to do so (39%). 5% of enterprises that do not measure their GHG emissions savings currently either plan to do so in the near future or have cited other reasons, including the lack of third-party validation and time constraints.



The enterprises that do measure emissions reductions predominantly use estimations based on activity data (62%), such as researching emission factors or estimating emissions reductions using data from units/services sold, produced, or installed. Other methods include the application of protocols and models (e.g. GHG protocol, country-level resources, and guidelines) (24%), the use of available web tools or platforms (10%), and, to a lesser extent, third-party estimations (3%).

Despite the challenges in estimating and monitoring reduced GHG emissions, supported enterprises reported an annual average estimate of 1,601 tonnes of GHG emissions savings (n=22). This reduction is equivalent to the CO<sub>2</sub> that 80 trees could capture in one year.<sup>2</sup> Enterprises in the clean energy, green tech and waste management sectors have the potential to reduce or save more GHG emissions than any other sector due to the nature of their business model. The average enterprise in this sector saved 4,830 tonnes of CO<sub>2</sub> equivalent in one year, which is comparable to nearly 16,000 km travelled by a gasoline car.<sup>3</sup>

2 [What exactly is 1 tonne of CO<sub>2</sub>? We make it tangible. - Anthesis-Climate Neutral Group](#)

3 [How many tonnes of CO<sub>2</sub> are emitted globally on average? \(myclimate.org\)](#)



**475,100 tonnes CO<sub>2</sub> equivalent saved or reduced**

Equivalent to the total emissions of around **300K people in Ghana in 2022\***

\* GHG emission of all world countries (2023). EDGAR

Extrapolating these results to all supported enterprises (379) in the project, it is estimated that their climate action activities could potentially save up to 475,100 tonnes of CO<sub>2</sub> emissions annually. This is equivalent to the total GHG emissions of around 300,000 people in Ghana in 2022.<sup>4</sup> The target value for CO<sub>2</sub> equivalent emissions reductions by the end of the project was set at 156,000 tonnes. Given the reported and extrapolated savings, it is evident that the project has significantly surpassed this target, achieving potential savings of 475,100 tonnes annually, which is over three times the initial goal. This remarkable achievement highlights the project's success and the substantial positive impact on reducing global GHG emissions in its last phase (2019-2024). By addressing the challenges in measuring and estimating GHG emissions savings and continuing to support the growth of eco-inclusive enterprises, we can significantly amplify their positive impact on the environment and society.

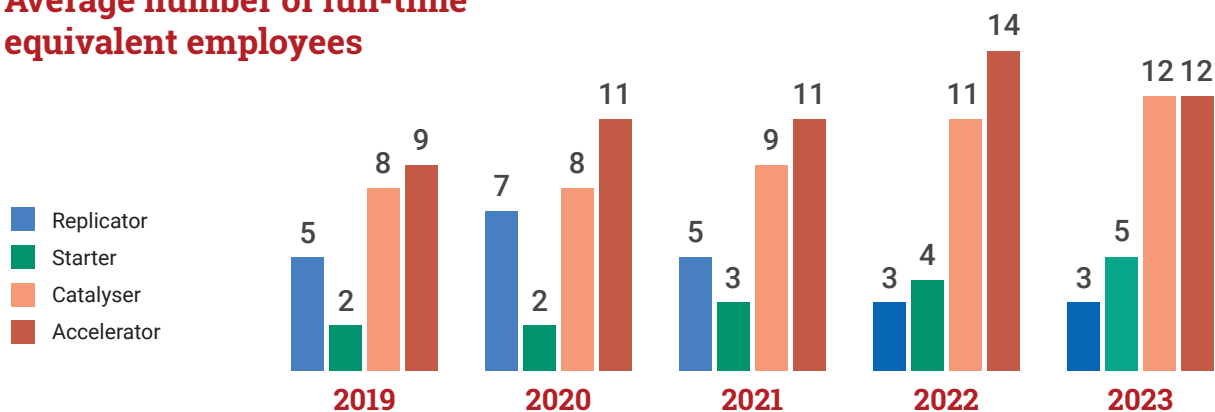
### 3.3. Social Impact

Eco-inclusive enterprises, which adopt and advocate for sustainable business practices while incorporating employees, suppliers, distributors, or consumers from low-income backgrounds into their value chains, have immense potential to create positive impacts on their communities and the environment. These businesses play a crucial role in driving social, environmental, and economic empowerment of their communities. A prime example is the significant social impact of SMEs in creating jobs, nurturing local social environments and fostering strong community ties.

SEED-supported enterprises and entrepreneurs are predominantly small businesses, employing an average of 6 full-time employees in 2023. Over the years from the project period, the average full-time equivalent employment within these enterprises has fluctuated, with averages of 7 in 2019, 8 in 2020, was well as 2021 and 2022, based on data collected from 139 enterprises.

As anticipated, there are notable differences in the total number of employees among participants from different SEED programmes. Enterprises in the Accelerator and Catalyser programmes, which are in the growth stage, exhibit the largest number of average employees. In contrast, participants in the Starter and Replicator programmes, which are in the ideation stage, have the lowest average number of employees. This variation highlights the different stages of business development and the corresponding impact on employment.

#### Average number of full-time equivalent employees



<sup>4</sup> EDGAR - The Emissions Database for Global Atmospheric Research (europa.eu)



Extrapolating these results to all participating enterprises and entrepreneurs, and considering the share of enterprises that continue their business activities, SEED-supported SMEs maintained a total of 1889 jobs in 2023. This substantial number of maintained jobs reflects the critical role SEED plays in supporting employment within small and medium enterprises, contributing significantly to economic stability and growth.

Supported SMEs also strive to improve gender equality, as demonstrated by their increasing share of women employees. In 2019, 47% of employees per enterprise were women, which has increased to 50% in 2023. This progress in gender balance underscores the commitment of SEED-supported enterprises to fostering inclusive workplaces and promoting gender equality within their operations. Extrapolating the results, supported SMEs have created employment opportunities for 1343 women. This achievement highlights the significant strides made towards gender equality in the workforce of SEED-supported enterprises.

SEED-supported enterprises create social impact in their communities by offering quality employment opportunities and integrating vulnerable groups – mainly women, youth and the poor – into their value chains. The social inclusion the enterprises strive for, comprises the quality of jobs and gender equality, going beyond merely creating jobs. Furthermore, SEED-supported enterprises drive global change by performing better than traditional enterprises. They have a larger than average share of women employees and women in management positions and a narrower gender pay gap, which speaks to the vital role that eco-inclusive enterprises play in achieving gender equality. Eco-inclusive SMEs further strive to offer living wages above national minimum wages and a fair and engaging workplace even in the harsh socio-economic context where they operate.

### **3.4. Economic-Financial Impact**

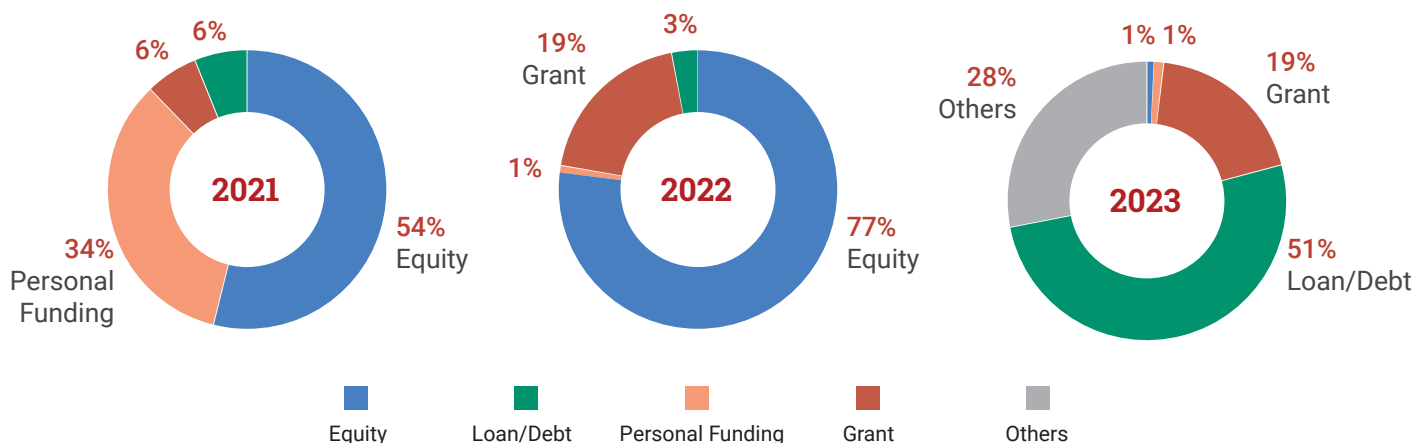
Our surveys, conducted for both the previous and the latest impact assessment reports<sup>5</sup>, demonstrate that eco-inclusive enterprises are economically viable actors, having the potential to generate significant revenues and experiencing decent profit margins and growth rates. As explored before in the previous report, the majority of surveyed eco-inclusive enterprises are surviving and thriving, a testimony to their innovative approach, resilience, local embeddedness and tenacity. Their survival rate and growth is also a testament to the growing market of green products and services worldwide. Surveyed enterprises also fare better when compared to other enterprises (Vandor & Leitner, 2018; Morris, 2011), and even though they were highly affected by harsh economic conditions in the last few years due to the COVID-19 pandemic, low economic growth rates, frequent climate shocks, and oil crises, these SMEs proved to be resilient in the face of challenges and continued creating revenue<sup>6</sup> and, in some cases, even increased their sales against all odds.

A diverse mix of financial sources characterises the funding landscape for the enterprises within the SEED Programme, such as grants, loan/debt, equity investment, personal funding, partnership in joint research with universities, donations or even fellowship opportunities. In 2023, supported SMEs demonstrated significant progress in accessing external financing, a key indicator of the project's success in fostering socially inclusive and climate-friendly businesses. On average, these SMEs accessed USD 163,707, with a notable 51% of this amount secured through debt or loans. This is particularly encouraging as it highlights the project's efforts in enhancing the financial literacy of SMEs, providing them with the necessary skills to navigate financial systems and secure funding. The varying composition of funds accessed from 2019 to 2023 underscores the importance of the project's role in empowering these enterprises to effectively explore diverse funding opportunities as well as to manage their finances.

<sup>5</sup> <https://seed.uno/articles/reports/impact-insights>

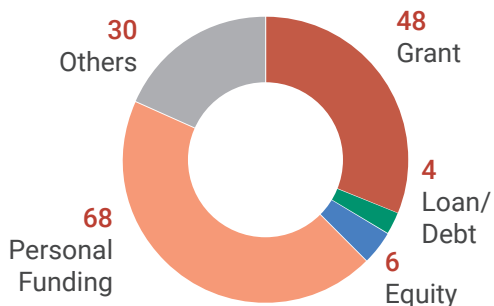
<sup>6</sup> For more information, read our SEED Green Recovery Snapshot: Eco-Inclusive Enterprises Driving Green Recovery Pathways at <https://seed.uno/articles/reports/eco-inclusive-enterprises-driving-green-recovery-pathways>

## Sources of accessed finance



Nevertheless, the majority of enterprises accessed finance through grants and personal funding. In 2023, 48 SMEs received grants while 68 relied on personal funding, although these amounts were lower than the average loan. This diverse approach to financing indicates that SMEs are not only improving their financial strategies but also diversifying their funding sources.

### Number of enterprises who accessed each type of finance in 2023



The surveyed enterprises collectively raised USD 3,355,912 in 2023 (n=156). Additionally, from 2019 to 2024, these enterprises raised a total of USD 5,663,025, from various sources of funding, including grants, loan/debt, equity investment, personal funding and other sources. Partial data for 2024, up to the time the survey was distributed (from February 16, 2024, to March 23, 2024), show a promising start with 15 enterprises already having accessed nearly USD 200,000. Extrapolating these results to all the enterprises supported by the project, we estimate a total of USD 7,283,524 could be raised by the end of the project in 2024, underscoring the effectiveness of the project's support. Additionally, this extrapolation also indicates that 191 enterprises successfully acquired external funding, highlighting a significant achievement in securing financial support for a large number of SMEs.

It is important to acknowledge the inherent difficulties and struggles eco-inclusive SMEs face in accessing finance. These enterprises often encounter significant barriers, such as limited collateral, high perceived risk by lenders, and a lack of tailored financial products that address the unique needs of sustainable businesses, high interest rates, and demanding bank processes. These challenges can make it particularly difficult for eco-inclusive SMEs to secure the necessary funding to scale their operations and fully meet ambitious targets. Despite these obstacles, the progress made by the 191 enterprises in acquiring external funding demonstrates a substantial achievement and underscores the resilience and determination of these SMEs. This outcome highlights the ongoing need for supportive financial frameworks and targeted assistance to help eco-inclusive enterprises overcome financing barriers and achieve their full potential in contributing to sustainable development.

### 3.5. How the Project Contributed to Improving Enterprise Impacts

SEED's approach to direct enterprise support is multifaceted, encompassing several stages to support eco-inclusive enterprises at different points in their development to increase their contribution to the NDCs and SDGs. Through these structured stages, SEED ensures that eco-inclusive enterprises receive comprehensive support tailored to their specific needs, from start-up to scaling and ecosystem integration. Through its enterprise support, SEED has helped socially inclusive and climate-friendly enterprises and SMEs in SEED's target countries to systematically and robustly develop their business ideas, replication plans, business and financial plans, as well as improve their financial management and access to external finance. SEED has supported enterprises through various packages of financial and non-financial support, mainly in two main ways:

First, through our incubation support (SEED Starter and SEED Replicator), we have helped 379 early-stage companies and aspiring entrepreneurs to transform their business ideas into solid business models and to grow their businesses. Through the SEED Starter, we have helped 158 early-stage companies to develop and improve their business plans and ideas. The SEED Starter support package focused on providing eco-inclusive entrepreneurs with the knowledge and tools needed to develop and refine their business ideas. Through co-creative and highly participatory workshops led by experienced local coaches, and a tailored set of business development tools and toolkits, entrepreneurs learned to create viable business plans that emphasise environmental sustainability and social inclusion. Similarly, through the SEED Replicator, SEED supported 163 early-stage eco-inclusive entrepreneurs to develop their own business replication plans by replicating successful business models in different contexts. The SEED Replicator offered workshops that guided participants through the process of adopting proven eco-inclusive business models. The SEED Replicator focused on helping entrepreneurs adapt and implement these models effectively in new settings, facilitating the spread of successful sustainable business practices.

Second, through the SEED Award scheme, 60 outstanding, innovative and high-impact eco-inclusive enterprises were selected and qualified for SEED's acceleration support (SEED Catalyser and SEED Accelerator). For 12 SEED Award winners, the SEED Accelerator provided an advanced level of one-to-one support aimed at scaling up successful business models. This included a series of intensive, tool-based workshops over 9-12 months focused on improving financial literacy, management skills and impact measurement. Ongoing advice from an on-site business advisor and a SEED Accelerator grant helped these businesses to implement their development plans and attract further investment. The SEED Catalyser provided scale-up support to 46 selected SEED Award runners-up. The selected companies participated in intensive group-based workshops and received tailored advice and peer support over a period of 6-9 months. This process included refining business models, optimising impact and preparing for investment readiness through tailored business development plans and financial planning support, as well as a smaller Catalyser grant.

Through both the incubation and acceleration support, nearly 100 SEED-supported socially inclusive and climate-friendly SMEs were able to access additional external funding.

Beyond direct support to enterprises, SEED provided additional ecosystem-building support to enterprises and fostered networks of eco-inclusive enterprises, business development service providers and partners in SEED target countries and globally. These networks have provided ongoing opportunities for collaboration, knowledge sharing and profile raising through events such as SEED Symposia and Dialogue Forums for SEED-supported enterprises.

## 4. Working with Business Development Service Providers

### 4.1. Landscape of Supported BDS Providers

During the 2019-2024 cycle of the project, 421 BDS providers participated in our SEED Training of Trainers (ToT) programme. Of these, 88 took part in the final survey, conducted between March and April 2024. The survey, which gathered insights from 6 different countries, revealed a diverse landscape of BDS providers. Responses were predominantly from sub-Saharan Africa, with a total of 57 responses, including 18 from Ghana, 22 from Uganda and 17 from South Africa. In addition, 31 respondents were from Asia, with Indonesia (15), India (9) and Thailand (7) represented. Of the 88 BDS Providers who participated in the latest survey, 29 (33%) responded as working independently, and 59 (67%) responded as working within an organisation.

#### Number of BDS providers that answered the survey

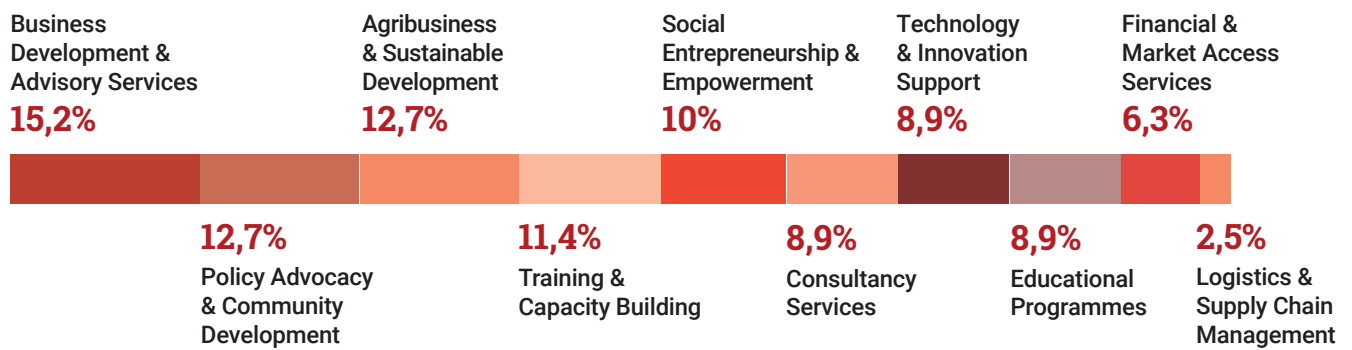
#### 2019-2024 Countries

Ghana	South Africa
India	Thailand
Indonesia	Uganda



Focusing on the type of services that BDS Providers offer to support enterprises, desk research was conducted to identify the main services provided by BDS organisations. From this research, ten broad categories were identified, each encompassing several related services. These categories highlight the diverse range of support offered by BDS providers to enterprises at different stages of development. The most common BDS product offered was business development and advisory services, accounting for 15,2% of all services. This category includes comprehensive support such as advice on business structure, strategic planning and overall business development. These activities are crucial for developing enterprises, helping them to establish a solid foundation and strategic direction. Close behind are policy advocacy and community development, and agribusiness and sustainable development, each accounting for 12,7%. Services in these categories address broader socio-economic issues, focusing on sustainable practices, community engagement and sector-specific support for agriculture. These services reflect the growing need for companies to comply with community and environmental standards while optimising their operations. Training and capacity building, and social entrepreneurship and empowerment each account for 11,4% of services. Training and capacity building are essential to improve the skills and knowledge of entrepreneurs, while social entrepreneurship initiatives empower communities and promote inclusive business models. Consultancy services account for 10% of services and provide specialised advice on various aspects such as energy, environment and sustainable development. These services are often tailored to the specific challenges faced by enterprises and provide strategic solutions to complex problems.

## Main BDS Services Provided



\*A desk research was conducted to calculate the main services provided by BDS organizations. The names of these organization were provided in the survey. (n=79)

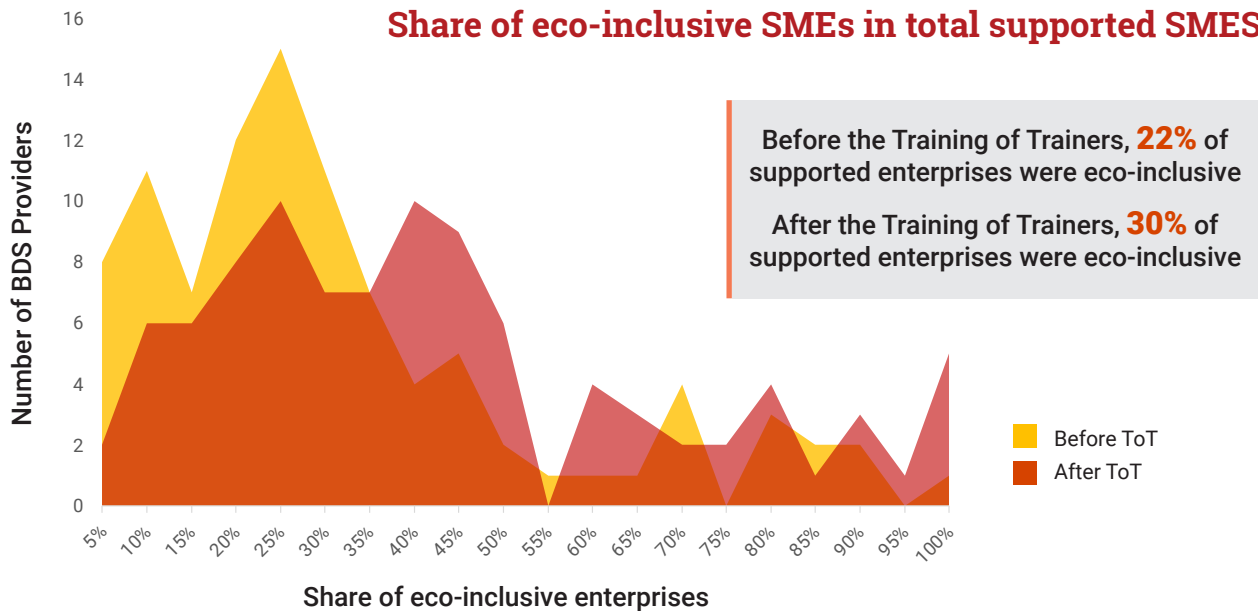
Support for technology and innovation and training programmes both account for 8,9%. These categories highlight the importance of technological progress in fostering innovation and business growth. Support in these areas is essential for enterprises to scale up their activities. Financial services and access to capital account for 6,3% of services. This includes access to finance, financial advice and capital raising, which are crucial for enterprises at different stages, especially those seeking to expand or stabilise their financial position. Finally, logistics and supply chain management account for 2,5% of services. These services are essential for companies that focus on optimising their supply chain operations and ensuring efficient logistics, which is particularly important for companies in the production and distribution sectors.

### 4.2. How BDS Providers Improved their Support Services

BDS Providers play a key role in promoting business growth and job creation, particularly for SMEs in dynamic, high-growth sectors. They make a significant contribution at both national and local level by providing a wide range of services to assisted enterprises, which can be categorised as inward-facing and outward-facing. Inward-facing services are designed to meet the specific needs of the assisted enterprise. They include advice and guidance on various business development issues, such as business structure, strategic planning and overall business development strategies. These services are particularly valuable for early-stage companies, helping them to build a solid foundation and strategic vision. Conversely, outward-facing services help enterprises to engage effectively with their surrounding ecosystem. BDS providers help companies navigate interactions with stakeholders, partners and competitors, offering support in areas such as stakeholder management, partnership development and competitive analysis. These services enable enterprises to leverage external resources and opportunities, increasing their competitiveness and resilience in the marketplace.

The impact and effectiveness of the ToT programme is evident in the application of lessons learned by BDS providers. According to the latest survey responses, the effectiveness of the project is demonstrated by the improved follow-up work of these providers. Following the BDS+ programme, which demonstrated the economic potential of businesses with strong social and environmental components, the proportion of eco-inclusive businesses among the total number of businesses supported increased from 22% before to 30% after participation in the ToT. This indicates an expansion of BDS providers to new client groups, particularly eco-inclusive enterprises.

## Share of eco-inclusive SMEs in total supported SMES



Before participating in the ToT programme, 74% of BDS providers were already supporting eco-inclusive enterprises. After completing the programme, this figure rose to 86%, showing a clear positive impact on their engagement with environmentally and socially responsible enterprises.

### Change in BDS support services

#### Percentage of BDS providers that support eco-inclusive enterprises

Before ToT

74%

After ToT

86%



Number of BDS Providers participating in the Training of Trainers that have adjusted their service portfolio

**88** reported

**261** estimated



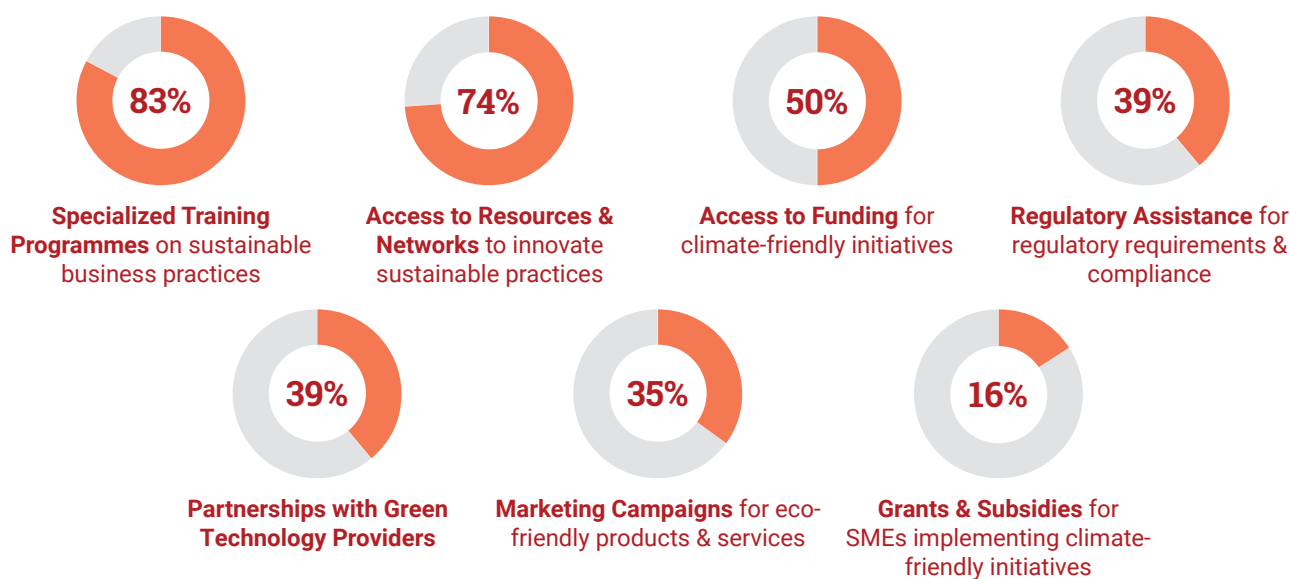
**62%**

have redesigned their portfolio to better serve eco-inclusive enterprises

According to the most recent survey, which included 88 respondents out of 421 BDS providers, 55 (62%) reported that they had adjusted their portfolios after the training. Extrapolating these results to all 421 BDS providers trained by SEED, we estimate that 261 BDS providers could have successfully adjusted their portfolios. This suggests that the programme not only increased their support for eco-inclusive enterprises, but also prompted them to refine and enhance their service offerings to better meet the needs of these enterprises. These findings highlight the effectiveness of the ToT programme and its significant impact on BDS providers, enabling them to contribute more effectively to the transition to a green economy. Moreover, this accomplishment also underscores the effectiveness of the project and its ability to help BDS providers improve their support to eco-inclusive enterprises. It demonstrates that robust support systems are in place to promote sustainable business practices and highlights the success of capacity building through the ToT programme in promoting sustainable business practices, leading to positive project outcomes.

As noted above, 62% of BDS providers surveyed have redesigned their portfolios to better serve inclusive, climate-friendly SMEs. Their strategic adjustments cover several key areas, including specialised training programmes, access to finance, partnerships with green technology providers, marketing campaigns, grants and subsidies, access to resources and networks, and regulatory support. Most BDS Providers adjusted their portfolios to be more sustainable, more inclusive and to offer better-tailored solutions.

## Main Adjustment Areas of BDS Services



83% of BDS providers now offer customised training programmes focused on sustainable business practices. This demonstrates their commitment to equipping businesses with the knowledge and skills they need to succeed in a rapidly evolving market. In addition, by prioritising sustainability training, these providers are fostering a new generation of SMEs that are well prepared to implement green practices.

Almost half of the providers have made efforts to develop advisory services to help businesses access finance for climate-friendly initiatives. Such initiatives are critical to driving innovation and growth in the green economy. Access to finance is a common challenge for these SMEs, often hampering their ability to capitalise on market opportunities and consequently their development, growth, employment and investment plans. This financial support not only enables SMEs to innovate, but also plays a crucial role in the wider shift towards a sustainable economic future.

More than a third (39%) of BDS providers have established strategic partnerships with green technology providers. These collaborations facilitate the adoption of cutting-edge solutions that reduce negative environmental impact and improve sustainability across industries. By leveraging these partnerships, SMEs can use environmental resources more efficiently, make their production processes greener and develop products with a reduced environmental footprint. In addition, these alliances help SMEs identify and address their specific technology needs, ensuring they have access to effective and innovative solutions for sustainable growth. Recognising the importance of consumer awareness, 35% of suppliers have launched targeted marketing campaigns to promote green products and services. Such initiatives not only drive demand, but also help raise awareness of sustainable consumption patterns. Effective marketing can help change consumer behaviour towards more sustainable choices, creating a larger market for green products and subsequently helping SMEs to grow.

In addition, 16% of responding BDS providers offer grants or subsidy advice specifically aimed at helping SMEs implement climate-friendly initiatives. This financial support incentivises businesses to embrace sustainability and invest in green practices, making it easier for them to undertake green projects that might otherwise be financially challenging. A significant majority (74%) of BDS providers actively facilitate access to resources and networks for SMEs seeking to innovate in sustainable practices. This support network is essential for fostering collaboration, knowledge sharing and collective action towards a greener future. Such links can provide SMEs with the tools and partnerships they need to effectively scale their sustainable initiatives. Finally, almost 39% of providers offer help in navigating the regulatory and compliance requirements associated with sustainability initiatives.

### 4.3. How the Project Contributed to Improved BDS Support

Supporting BDS providers was a key pillar of SEED's ecosystem building work in the project's target countries. This ensured that BDS advisors were well prepared to support and optimise the growth of eco-inclusive enterprises in their home regions. Accordingly, the impact of this support was threefold: First, SEED strengthened the overall BDS landscape available to enterprises in SEED target countries. Second, SEED trained local BDS providers in specific SEED tools and methodologies, enabling them to provide localised and context-specific high-quality implementation support in the SEED enterprise support activities (SEED Starter, Replicator, Catalyser and Accelerator). Thirdly, SEED has been able to create country-specific and global peer networks for BDS providers, helping them to facilitate knowledge sharing and peer learning.

SEED support to BDS providers was provided by the project team through the SEED Business Development Service+ (BDS+) support. The BDS+ programme equipped BDS providers in the target countries with the skills and tools they needed to improve their support to eco-inclusive enterprises in their regions. As a result, 421 BDS providers have been supported in improving their services towards inclusive, climate-friendly enterprises and SMEs through SEED. These BDS providers were typically leading business advisors and members of institutions such as incubators and accelerators. Through 34 dedicated training of trainers (ToT) workshops, BDS providers gained access to training, toolkits, case studies and insights into the success of eco-inclusive enterprises. The cutting-edge SEED toolkits offered in these ToTs included practical, collaborative, financial and organisational planning tools for eco-inclusive start-ups and growing enterprises. In addition to improving the overall quality of BDS support available in the target countries, these resources helped providers streamline their services to meet the specific needs of businesses with a strong environmental and social focus. As a result, 88 BDS providers have reported that they adapted their service portfolios to specifically target eco-inclusive SMEs and enterprises.

More specifically, the support provided to BDS providers in SEED target countries through the SEED BDS+ component and the ToTs included the aforementioned SEED toolkits, both in printed and digital versions, to guide their future work. In addition, the BDS providers gained facilitation practice through extensive training on participant-centred design. In addition, SEED provided them with interactive video-based and written case studies of successful enterprises and examples and typologies of eco-inclusive business models, including guidance on their specific needs and requirements. Finally, the support included a strong networking and peer-to-peer learning component with experienced advisors and the opportunity to join a community of practice. As a result, hundreds of BDS providers were given access to SEED's online BDS platform and database, where they could interact with each other and showcase their services to others.

The BDS+ support process followed four main steps: First, SEED identified local BDS providers through calls for proposals or referrals for their expertise in supporting small and growing enterprises, particularly those with an eco-inclusive focus. Second, the selected BDS providers participated in a three-day ToT workshop in their region. Thirdly, the SEED BDS+ ToT alumni joined a pool of potential service providers for SEED projects and received a free profile on SEED's online platform. Finally, SEED-trained BDS+ advisors became key actors in a supportive ecosystem for eco-inclusive entrepreneurship. The SEED BDS+ platform has facilitated ongoing collaboration and capacity building among advisors across regions and sectors, and many BDS providers have participated in SEED symposia, dialogue forums and other events, fostering ongoing partnerships and showcasing their work.



## 5. Working with Financers

### 5.1. Landscape of Supported Financers and Financing Solutions

The SEED Practitioner Labs Climate Finance (PLCF) engaged financial institutions, funders, intermediaries and other SME ecosystem stakeholders over a highly collaborative, multi-step process across all the target countries. During the labs, practitioners pooled resources and expertise to co-create innovative climate finance mechanisms that finance the growth of climate-smart SMEs offering products and services for climate change adaptation and mitigation. The labs enabled multi-stakeholder responses to locally-relevant climate and SME financing challenges while building the institutional capacities of financial institutions and investors to leverage global climate finance flows and realise the contributions of SMEs to climate action at scale.

Practitioners co-created tailored financing solutions for climate-smart SMEs that combine: (1) a financial instrument or mechanism (debt, equity, blended/hybrid); (2) features such as for capacity building, technology access, credit assessment and more; and (3) an ecosystem of partners for knowledge sharing, implementation and financing that leverage their institutional capacities and expertise to meet the financing demands of (climate-smart) SMEs.

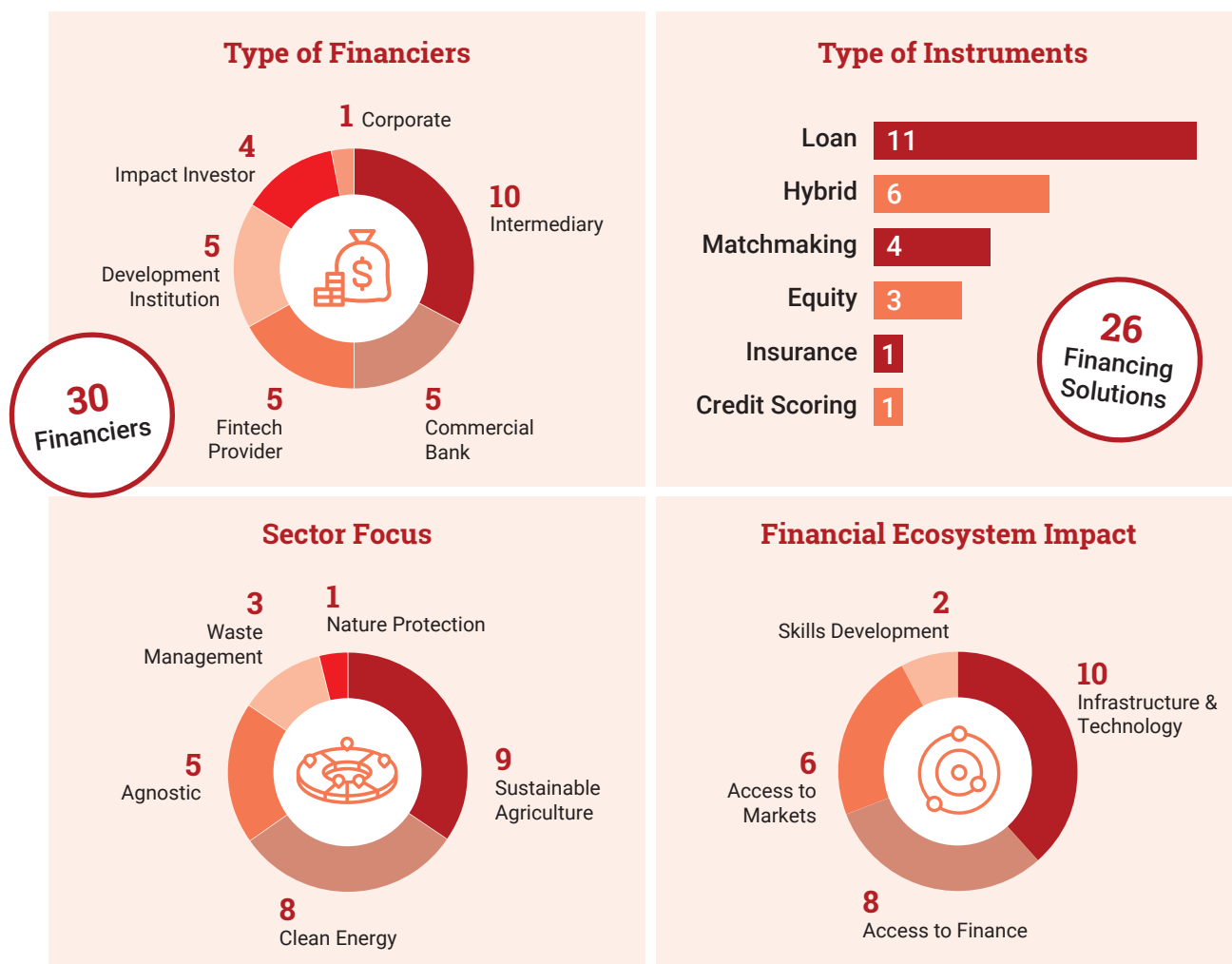
#### Portfolio of financing solutions developed

A total of 26 financing solutions have been developed during the Labs by 30 solution developers representing various stakeholder groups (see figure below for details as well as annex 3 for an overview of all financing solutions). 11 financial solutions were focused on loans, 6 were hybrid instruments, 4 were matchmaking solutions, 3 were equity instruments, one was an insurance solution and one was a credit scoring instrument. The financial solution development process was heavily influenced by the country context and the background of the solution developers. In Uganda, the majority of solution developers were commercial banks, with a focus on the development of innovative loan products. In Thailand, the financing solution developers focused on hybrid fintech products. A further analysis of the type of financiers engaged in financing solution development is presented below. Ten solution developers were intermediaries, five were commercial banks, five were fintech providers, four were impact investors, five were development institutions and one was a corporate entity.

In terms of sector focus, the financing solutions can be broadly categorised as follows: 9 focused on sustainable agriculture, 8 on clean energy, 5 were sector-agnostic, 3 on waste management and one on nature protection. In terms of the broader scope of fighting climate change mitigation and adaptation, 21 out of 26 solutions targeted climate change mitigation, while only 13 out of the 26 solutions targeted climate change adaptation.

In terms of the overall impact on the primary financial ecosystem, 10 financing solutions focused on enabling infrastructure and technology, 8 focused on facilitating access to finance, 6 focused on access to market, and 2 on overall skills development. The charts below give a more detailed overview.

## Analysis of Financing Solutions



## Portfolio of actors engaged during the Labs

One of the intended impacts of the PLCF workshops is to facilitate connections and collaboration among actors in the ecosystem. Participants join in groups to co-create solutions and bring a wide range of perspectives to a challenge faced by eco-inclusive SMEs.

**Table 1: Overview of participants and financing actors engaged in the Labs**

Lab	Participants	Organisations
South Africa, 2019	62	46
Ghana, 2019	87	55
India, 2020	60	48
Indonesia, 2020	120	65
Thailand, 2021	114	72
Uganda, 2022	130	55
<b>Total</b>	<b>573</b>	<b>341</b>

Across the Labs, a total of 573 individuals were involved, with representation from over 341 different organisations. In each country about 50 organisations were engaged in the lab process bringing

together a critical mass of various stakeholders. The collaboration and exchange between these diverse organisations has enabled the development of enhanced financing solutions through the provision of additional insights, expertise, networks and support.

Selected financiers acted as a focal point or solution developer for each financing solution throughout the multi-step labs process working on product development and refinement, as well as resource mobilisation and partnership building. The solution developers played a central role in the initial framing of core challenges to address during the labs, based on the major issues they experience in their work with MSME financing, climate finance, climate-smart SME development and more. These solution developers were typically (a) active within climate finance and/or “missing middle” SME financing space as financial institutions, investors or MSME intermediaries; (b) offering or developing solutions relating to financing for climate action and/or access to finance solutions for climate-smart SMEs; and (c) have high level of interest in and/or institutional capacity to target “missing middle” climate-smart SMEs, requiring capital.

## **5.2. How Financing Actors have Developed Financing Solutions**

### **Advancement of prototype financing solutions**

The financing solutions were advanced in two different ways following the Labs:

#### **Concept Development**

A common next step for the financing solution developers was the development of a concept for the further showcasing of the financing solution. In all six target countries, the financing actors developed 13 concepts for their financing solutions to generate further financing for the implementation of a potential pilot.

In Ghana, the financing actors MDF, MBC Africa and Stanbic Bank were attempting to generate further interest for the implementation of their concepts by showcasing them to other stakeholders. In South Africa, Hivos Impact Investments continued to develop the concept in collaboration with SEED and submitted a proposal for a global IKI funding window. In Indonesia, UNDP continued the development of the concept with SEED and submitted a proposal for an Indonesia IKI funding window. In Thailand, the Sasin Carbon Crypto Fund Team advanced the concept and was a finalist in the 2021 Kellogg-Morgan Stanley Sustainable Investing Challenge. However, although all these concepts were developed further, the solution developers didn't manage to get additional support, so the financing solutions couldn't be implemented.

#### **Pilot implementation**

Building on the results of the lab, the financial institutions piloted 13 different financing solutions in 13 different instances, which generated further traction and support for the implementation. In Ghana, GIZ Ghana continues to operate the Climate Finance Knowledge Hub, which serves as a comprehensive resource for SMEs and financiers in the climate finance sector. Wangara Green Ventures successfully secured funding from the Venture Capital Trust Fund (WCTF) to implement their loan/equity instrument, which provides financing for climate-smart SMEs in the solar/renewable energy sector in Ghana. In South Africa, Green Cape, a financing actor, implemented the solution along the Green Finance Database, a national platform of funding sources and incentives relevant to SMEs operating in the green space. In India, Mahindra & Mahindra has implemented a dedicated incentive model for SMEs along their supply chain, supporting them in the implementation of energy efficiency measures. Tata Cleantech Capital has implemented its rooftop solar financing solution for SMEs, building on a Green Climate Fund's Line of Credit. The financing actor Intellectap launched a national carbon finance platform for the agricultural SMEs in collaboration with the SEED partner Transform Rural India Foundation. In Indonesia,

Waste4Change implemented its credit scheme using an Enterprise Resource Planning Platform, while Lestari Capital developed further the financing solution as part of the Rimba Collective Finance Platform, supporting small-scale conservation projects across Indonesia and Malaysia. In Thailand, the fintech solution developer Desire has further developed its green financing platform for farmers, with the aim of stopping crop residue burning and encouraging the adoption of sustainable post-harvest crop management practices. The other fintech provider, Deemeesook, piloted its agricultural MSME loan platform (FIN) within three communities with support from the Thai National Innovation Agency, Ashoka and Hands Up. In Uganda, Centenary Bank has implemented its solar loan solution, which provides short-term loan financing to SMEs for the purchase and installation of solar power solutions. NCBA Bank established a Green Finance Unit after the lab strategically positioned the topic of climate finance within the commercial bank. In 2023, the Uganda Development Bank further advanced its financing solution with the launch of a climate finance facility. This initiative is designed to promote a broad range of green economy business sectors across Uganda.

### **Strengthening the network of financiers**

In Ghana, the financing solution developers from Stanbic Bank, Wangara Green Ventures, GIZ Ghana, MDF, MBC Africa benefited from the in-country network of 87 participants, which included commercial banks, impact investors, foundations, development agencies and technical expert providers. Following the process, the financing solution developers continued to exchange information, in particular with Stanbic Bank, Wangara Green Ventures and GIZ Ghana. Furthermore, Stanbic Bank and Microensure continued to collaborate following the lab. Furthermore, the solution developers explored the possibility of obtaining additional resources and support from the Mastercard Foundation, Acumen Fund, Investisseurs & Partenaires and SNV Ghana, building on the existing lab relationships. Building on these relationships, the financing solution of Wangara Green Ventures and GIZ Ghana generated the much needed momentum and was piloted as explained above.

In South Africa, the lab facilitated connections between financing developers GreenCape, Impact Amplifier, OneWorld Sustainable Investments and Trade & Industrial Policy Solutions (TIPS), Carbon Trust with Development Bank of Southern Africa (DBSA), Hivos Impact Investments and FinMark Trust with an in-country network of 62 participants, including government entities, research institutes, development agencies, international organisations, development banks and technical expert providers. The solution developers leveraged the networks they had established to further develop their financing solutions. OneWorld Sustainable Investments with Impact Amplifier, Trade & Industrial Policies Strategies (TIPS) and GreenCape established strong connections as a result of the lab and subsequently secured financing for an AfDB project that incorporated the financing solution.

In India, the network of financing solution developers Mahindra & Mahindra, Tata Cleantech Capital, ALSiSAR Impact and Intelicap was reinforced, establishing connections with an in-country network of 48 participants, comprising government entities, research institutes, development banks, impact investors, foundations and technical expert providers. Due to the timing of the lab in 2020 and the impact of the global pandemic, all networking activities were implemented in online formats. In response to the requested partnership support, the financing solution developers were connected with experts from AVPN, ESG LLP, SIDBI, UNIDO, TERI, India Renewable Energy Development Agency, Bharat Innovation Fund and NABARD to explore further support and partnerships. The experts were invited to participate in the scale-up lab and subsequently engaged in bilateral follow-up meetings. All financing solution developers stated that they used the existing network to present their financing solutions in subsequent bilateral follow-up meetings. However, given the virtual connection development, the relationships-building aspects were weaker.

In Indonesia, the financing solution developers from Lestari Capital, UNDP Indonesia, PUPUK, and Waste4Change benefited from the in-country network of 65 participating organisations, which included government bodies, research institutes, impact investors, foundations, development agencies, and technical expert providers. The lab was implemented in collaboration with the Asian Venture Philanthropy Network (AVPN), allowing it to build on the network of SEED and AVPN throughout the implementation process. The lab was implemented in a hybrid format, with the first part of the kick-off lab conducted in person and the second part of the kick-off lab and the scale-up lab conducted online due to the impact of the global pandemic. In light of the requested partnership support, the financing solution developers were connected with the experts from Landscape Indonesia, AVPN, Conservation International, Aavishkaar Capital, Gayo Capital, Moonshot Ventures, Secondmuse and Akuo Energy Indonesia to explore further support and partnerships. The experts were invited to join the scale-up lab and subsequently participated in bilateral follow-up meetings. All financing solution developers stated that they utilised the existing network to present their financing solutions in subsequent bilateral follow-up meetings. However, given the virtual connection development, the relationships-building aspects were weaker.

In Thailand, the lab concentrated on climate-smart fintech solutions. The lab facilitated connections between financing developers Defire, Deemeesook, Sasin Carbon Crypto Fund Team and GooGreens with an in-country network of 72 participating organisations, including governments, research institutes, impact investors, foundations, international organisations and technical expert providers. The lab was implemented in partnership with the British Embassy Bangkok, the SWITCH-Asia SCP Facility, Go4SDGs and UN PAGE to strengthen the overall climate finance network in Thailand. Due to the timing of the lab in 2021 and the necessity to adhere to the restrictions imposed by the Thai government in response to the global pandemic, all networking activities were conducted online. In line with the requested partnership support, the financing solution developers were connected with experts from the Cambridge Center for Alternative Finance, The Creagy, UNFCCC, UNEP, PFAN, Water&Energy for Food, SEI, South Pole, KX STEP Circular, British Embassy, FAO, Kasikorn Bank, UNIDO, Conservation International, ANDE and AIT to explore further support and partnerships. The experts were invited to join the scale-up lab and subsequently participated in bilateral follow-up meetings. All financing solution developers stated that they used the existing network to present their financing solutions in subsequent bilateral follow-up meetings. However, in light of the virtual connection development, the relationships-building aspects were weaker.

In Uganda, the lab's focus was on working with banks on climate finance banking solutions. The lab facilitated connections between Centenary Bank, FINCA Uganda, NCBA Bank, Stanbic Bank, Uganda Development Bank and an in-country network of 55 participating organisations, including government entities, research institutes, development agencies, international organisations, development banks and technical expert providers. The lab was implemented in partnership with UGEFA, Go4SDGs and UN PAGE to strengthen the overall climate finance network in Uganda. The lab provided a forum for dedicated peer-learning and networking between the participating banks.










### **5.3. How the Project Contributed to Financing Solution Development**


#### **Identify financing challenges for eco-inclusive SMEs at national and sector level**

To initiate the lab process, the project team conducted a mapping exercise to gain an understanding of the in-country financing landscape. Following this mapping, the project team engaged with financiers to assess the core climate finance challenges. As part of this engagement, the team explored with the engaged financiers their willingness and readiness to engage in the development of a climate finance solution. Once a consensus had been reached on the framing of core climate finance challenges, the finance solution developers proceeded to conduct further in-depth desk research and engage with other relevant key stakeholders in interviews in order to prepare for the lab process. The findings of this process were evaluated and integrated into key scoping reports.

The scoping report then served to outline the country-specific context, identify core challenges and sub-challenges to expanding climate finance for SMEs, and frame opportunities for action. In framing the lab-specific challenges, the framework below was utilised:

## Analytical Framework for Financing Challenges

Challenges	For (Climate-Smart) SMEs	For Financial Institutions & Investors
Ticket size	Limited “missing middle”-scale investments or products available	Lack of tailored financial products to meet investment needs of climate-smart SMEs
Risk/Return Profiles	Early-stage enterprises bear higher risks with lower returns, translating to high interest rates	Risk aversion with high return expectations for SMEs, inclusive of foreign investors
Collateral	Lack of collateral, sufficient track record or credit history with stricter borrowing requirements	Perception by banks as risky credit with difficult credit assessment & appraisal requirements
Time Horizon	Longer time horizon for green-climate investments to capitalise 	Short-term orientation of lending & investment cycles hinders investment in growth
Green-Climate Technologies	Lack of monetary indicators for returns on climate-smart business models 	Lack of assessment frameworks for green-climate tech & business models 
Impact at Scale	Internal & market barriers to measuring and scaling impacts 	Low levels of climate-smart enterprises with convincing growth trajectory 
Human Capital & Skills	Poor financial literacy & awareness of climate finance opportunities 	Limited resources to tailor technical assistance & financial products, incl. to conduct environmental risk assessments 
Conducive Ecosystem	Limited skills or expertise with accounting, budgeting and planning capacity 	Shallow pipeline for climate-smart enterprises, especially in remote areas 

 signifies challenges that are particularly relevant to climate-smart/green enterprises

## Methodologies supporting the co-creation of financing solutions

At the outset of each Lab process, a scoping paper was created to identify the financing challenges currently present in the ecosystem and to generate interest in the Labs process. These scoping papers were critical to inform the development of the financing solutions mapping the specific financial ecosystem at the country level. In line with the analysed financing solutions above these scoping papers further defined the sector scope of the financing solutions as well the type of financing solutions that would be most relevant in the specific country context. Across all countries financing challenges of climate-smart SMEs operating in the sustainable agriculture and clean energy sector played the most prominent role followed by challenges on climate-smart SMEs operating in the waste sector.

Overall, the scoping papers provided a broad overview of the financing ecosystem challenges at covering challenges to be tackled by a broad set of financing stakeholders. This proved to be helpful in generating a broader buy-in from different organisations at the country level while developing the financing solutions.

Building on the findings of the scoping paper and the identified core challenges, the project team prepared the kick-off labs in collaboration with the solution developers. The preparation included the organisation of the kick-off lab and the engagement of relevant stakeholders and potential supporting actors.

The Kick-Off Lab initiated the co-creation process and established the foundation for financial solution development in response to the identified core climate finance challenges. The solution developers served as a focal point for each solution development group throughout the multi-step lab process, co-facilitating group sessions for product development and refinement, as well as resource mobilisation and partnership building.

The methodologies employed throughout the Kick-Off Lab were based on design thinking, which supports idea generation, co-creation, prototyping and the testing of solutions with engaged stakeholders. This methodology enabled the engagement of stakeholders while facilitating the advancement of financial solutions.

The methodology enabled the solution developers to make progress on the financial solutions in all labs. This was ensured by the project team's co-facilitation of the solution development groups.



## 6. Working with National Policy Actors

### 6.1. Landscape of Supported National Policy Actors and Solutions

The Practitioner Lab Policy Prototyping (PLPP) comprises a four-step process. Initially, the country context is evaluated through scoping calls and desk research to identify key topics relevant for eco-inclusive SMEs and organisations to involve. Secondly, organisations involved in the policy process through advocacy, implementation, drafting and/or monitoring the policies are invited to join a Kick-Off Lab, where challenges are identified and potential solutions are co-created using design thinking tools from the SEED Policy Prototyping Toolkit. Thirdly, groups work on developing their solutions, with guidance from a Challenge Host. Finally, the groups present their solutions to potential implementing partners in order to gain further feedback and refine their solutions. The Labs have been held at a national level in South Africa (2019), Ghana (virtual, 2020), Thailand (virtual, 2020), Indonesia (2021) and India (2021), and in Uganda (2022).

#### Portfolio of policy solutions developed

A total of 16 policy solutions have been developed during the Labs by 30 national policy actors representing various stakeholder groups (see figure below for details, as well as annex 3 for an overview of all policy solutions).

The 7 intermediaries were responsible for developing 7 policy solutions. 6 were research institutions, five were associations, four were development institutions, four were government bodies, 2 were financial institutions, and one was an international organisation. The national policy agenda played a pivotal role in the development of the overall policy solutions. In 7 cases, the policy solution was aligned with the national circular economy agenda. In 3 instances, the policy solution focused on the green economy agenda. In 3 cases, it also addressed green finance, and in 3 instances, it addressed the national low-carbon economy agenda.

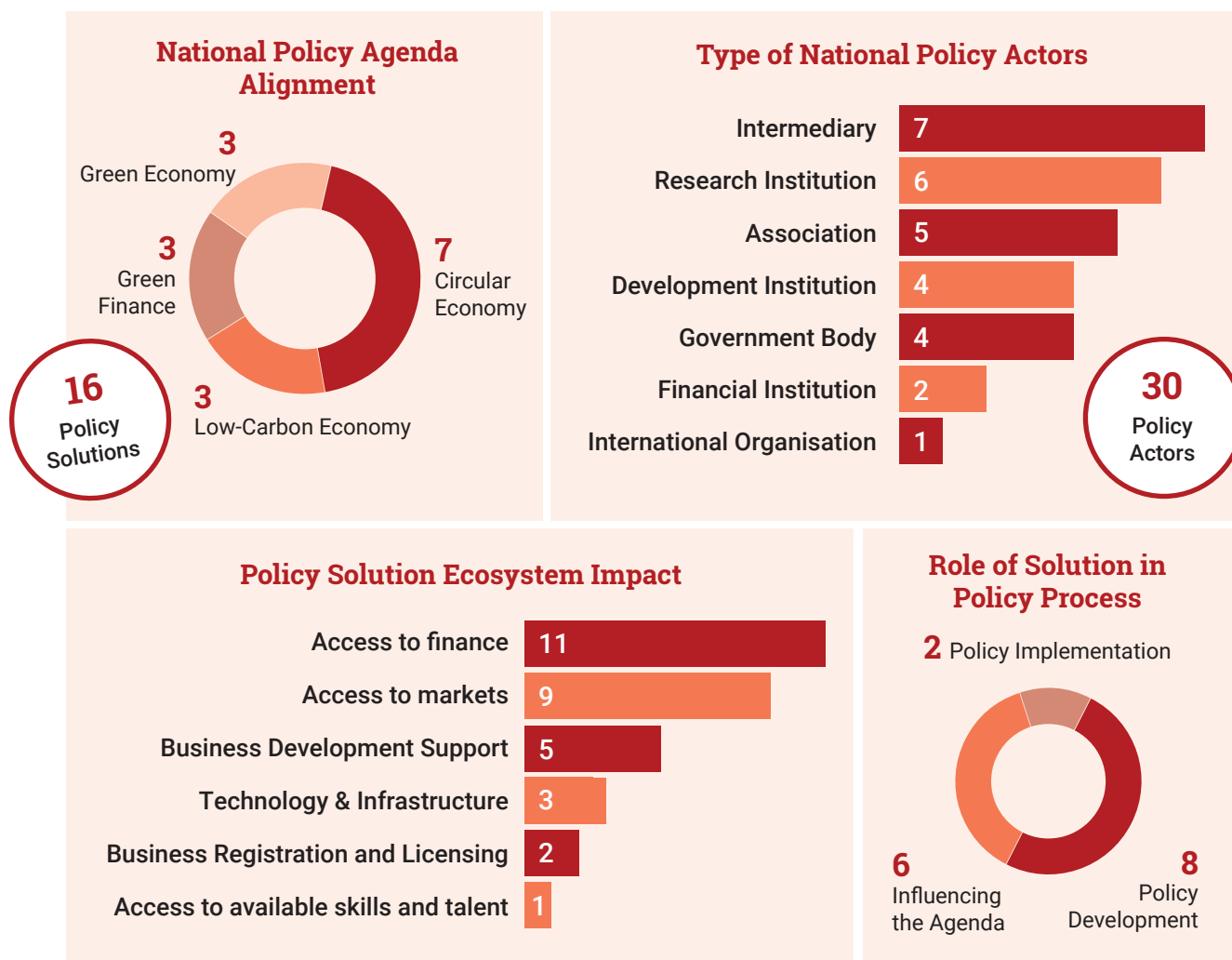
In terms of the overall impact on the policy ecosystem, the policy solutions aimed to address multiple policy ecosystem impacts simultaneously. Of the 16 policy solutions, 11 focused on access to finance, 9 on access to markets, 5 on business development support, 3 on enabling infrastructure and technology, 2 on facilitating business registration and licensing, and one on access to available skills and talent.

In summary, the policy solutions developed specific mechanisms and approaches for shaping the national policy process, based on the challenges identified in the policy landscape. Where a related policy does not yet exist, the focus of the policy solutions was on raising awareness and gathering information for a potential policy intervention. In other instances where a policy was being created or drafted, the policy solutions concentrated on further policy development. In the case of a policy that was ready to be implemented or already being implemented, the focus of the policy solution development was on improving the policy by integrating an eco-inclusive enterprise perspective.

Upon review of the policy solutions, 8 focused on the overall policy development, integrating an overall eco-inclusive enterprise perspective. 6 solutions focused on influencing the policy agenda, creating awareness for enterprise needs in upcoming or ongoing policy processes. 2 solutions focused on policy implementation, integrating eco-inclusive needs when reviewing or improving existing policies.



## Analysis of Policy Solutions



## Development of networks or partnerships during the Labs

One of the intended impacts of the PLPP workshops was to facilitate connections and collaboration among actors in the ecosystem. Participants join in groups to work co-create solutions and bring a wide range of perspectives to a challenge faced by eco-inclusive SMEs.

Lab	Participants	Organisations
South Africa, 2019	83	54
Ghana, 2020	91	68
Thailand, 2020	52	38
Indonesia, 2021	147	66
India, 2021	30	20
Uganda, 2022	28	16
<b>Total</b>	<b>431</b>	<b>262</b>

Across the Labs a total of 431 individuals were involved, with representation from over 262 different organisations.

In each country, various organisations were engaged in the lab process, bringing together a critical mass of stakeholders. The collaboration and exchange between these diverse organisations has

enabled the development of enhanced policy solutions through the provision of additional insights, expertise, networks and support. The overall objective of the lab was to identify a wider range of participants and organisations relevant to country-specific policy processes. This included organisations and individuals who have been active in advocacy efforts, raising awareness about policy challenges and opportunities, and developing, implementing and reviewing policies within the respective ministries, departments and agencies.

In light of the country context and the country-specific challenges, the labs were applying different formats. Three labs were engaging smaller circles of participants and organisations, such as in Uganda, Thailand and India, in order to work on specific policy solutions in smaller, focused groups and closed-door settings. In the cases of Ghana, Indonesia and South Africa, a larger circle of participants and organisations was invited to create the momentum and visibility for the developed policy solutions.

## **6.2. How Policy Actors have Developed Policy Solutions**

During the PLPP workshops, participants worked together to identify challenges faced by eco-inclusive enterprises and co-created policy solutions to address these. By considering the ecosystem in which the policy is situated, the perspectives and experiences of eco-inclusive enterprises, and the potential impact of the intervention, participants developed targeted and relevant solutions that were ready for piloting and implementation. Following the Labs, the prototypes were used to gain further support for implementation. The ideas co-created during the Labs were integrated into policy work.

### **Integration of policy solutions in the policy process**

The prototypes have been used in different ways following the Labs, including:

#### **Policy is reviewed and/or improved**

The most common next step for the prototype groups following the Labs is to use the insights generated in the Labs to gain further traction, support and interest on the topic. This was the case in South Africa, where the Department for Fisheries, Forestry and the Environment conducted a comprehensive investigation into the regulatory requirements surrounding the utilisation of invasive alien species biomass for briquettes and pellets. In particular, the Air Quality Act was examined in depth. By developing a case study on this Act specifically, DFFE was able to gain further insight into the challenges and generate interest in addressing them.

In Ghana, the Private Enterprise Federation Ghana and the Ghana National Cleaner Production Centre continued to collaborate on the topic of industrial symbiosis.

#### **Enterprise perspective is integrated in policy development**

In Ghana, the challenge host Social Enterprise Ghana used insights from the PLPP workshops as input for an application to the Investment Climate Reform Facility to access technical support on transforming the insights and approach into a policy. The British Council informed the project team that the insights gained from the Labs proved instrumental in the success of this application, providing a valuable platform for identifying challenges and gaining insights, as well as for identifying the key stakeholders required to be brought on board.

In Thailand, the Stockholm Environment Institute continued its work on supporting the transition to a circular economy, in collaboration with other key actors to drive the topic forward. Their work was continued under the SEDA-funded Strategic Collaborative Fund (SCF), through which SEED has been involved in Phase 2. The SEI notes that the PLPP facilitated continued collaboration by

connecting SEI with national and regional partners such as GIZ and ANDE. The final survey results and insights from the SEI project were presented at the ANDE Climate Entrepreneur event.

Following the PLPP in Thailand, GIZ launched the Collaborative Action for Single-Use Plastic Prevention in Southeast Asia (CAP-SEA) project. The PLPP labs represented one step in a series of consultation periods that have continued since December 2020. The project also initiated a pilot project in Phuket, with over 30 organisations signing up to reduce single-use plastics and to discuss the policy paper developed by CAP-SEA and the plastic roadmap.

In India, the outcomes of SEED's Policy Prototyping sessions have had a significant impact on initiating strategies and plans for the Circular Economy. As an active participant in the committee established by NITI Aayog, India's policy drafting wing, ICCE, one of the policy prototype hosting organisations plays a significant role in the development of India's Circular Economy Action Plan. Consequently, the outcomes of these policy prototypes are instrumental in shaping strategies and plans for India's Circular Economy.

In Uganda, the National Planning Authority (NPA) of Uganda adopted the three policy solutions as recommendations for the development of the Green Finance Strategy 2030. The NPA acknowledged that green SMEs are well positioned to absorb green finance and deliver on the Uganda Green Growth Development Strategy goals due to their social-environmental-economic focus. However, they face challenges of their own, including lack of capacity and access to finance. Building on the results of the lab, the NPA considers the policy solutions important recommendations to accelerate green finance flows in the Ugandan economy. These solutions will benefit green finance suppliers (by improving their financial returns) and clients (by creating opportunities for green investments). As part of the Green Economy Coalition, the PLPP implementing partner ACODE will continue to support the NPA in the development of this strategy.

The lab, hosted by the Ministry of National Development Planning of Indonesia (Bappenas), the National Association for District Government (APKASI), and the Sustainable Districts Association (Lingkar Temu Kabupaten Lestari - LKTL), provided an opportunity to link the potential of eco-inclusive enterprises with local procurement processes. Building on the recommendations and policy options generated by the lab, APKASI and LTKL continued to advocate for the inclusion of eco-inclusive SMEs in procurement processes. A significant milestone was achieved on 28-29 November 2023 at the APKASI Procurement Network Expo and Forum, where the Sustainable Goods and Services Procurement Policy Paper for local government procurement systems was officially launched. The paper received support from the Ford Foundation, Ministry of Home Affairs, Bappenas and LKPP (Government Goods/Services Procurement Policy Institute). Building on this policy paper inputs, the synchronisation of policies and regulations from national to regional level was further supported exploring how the procurement of sustainable goods and services through dedicated incubation centres can be facilitated.

### **Awareness for enterprise needs are created for upcoming policy process**

Even where the prototypes themselves were not furthered, the networks developed as a result of the Labs were often continued to facilitate further discussions on the topics. This was the case with ListenField in Thailand, which continued engagement with some of the Lab participants.

In general, challenge hosts indicated that the Labs were beneficial in identifying challenges and determining the most appropriate starting point for developing solutions. In most cases, it was also beneficial to develop partnerships and insights that could form the basis for furthering the mechanisms developed. In instances where work was already underway (for instance, with the CAP-SEA project in Thailand), the Labs had limited outcomes and served more as a stepping stone in a longer series of consultations.

In India, the outcomes of policy prototypes were showcased at the global event 'PLASTICS: The Pathway to Circularity and Sustainability at the International Summit 2022 on Plastic Recycling and Waste Management, organised by the Ministry of MSME and the All India Plastic Manufacturers Association (AIPMA), with support from the Ministry of Environment, Forest and Climate Change (MoEFCC), took place on 4 March 2022. This platform effectively raised awareness among enterprises about the upcoming policy processes, emphasising the importance of aligning with circular economy principles for sustainability and growth. By working together, government bodies and industry associations were able to gain a clear understanding of the needs of enterprises, which in turn informed the development and implementation of informed policies.

### **Strengthening the network of policy actors**

In many cases, the networks and partnerships developed through the Labs were also maintained following the conclusion of the PLPP process. In some instances, partnerships were established to identify additional resources and support to advance the prototypes. This was the case with SEI in Thailand, which began working with GIZ and ANDE to further develop and disseminate research findings. Similarly, PEF and GNCPC in Ghana presented their joint proposal at the World Resources Forum, while the DFFE and Ekasi Energy in South Africa are implementing a project funded by the European Union in collaboration.

In India, a notable policy prototype gained momentum through GIZ India's European Union Resource Efficiency Initiative (EU REI) project, which focused on developing a prototype framework for a Circular Economy Innovation Hub. This initiative established a robust network of over 30 participants from diverse sectors, including policymakers, industry practitioners, and existing innovation hubs. By integrating various stakeholders, the lab effectively strengthened the network of policy actors, fostering collaboration and knowledge exchange to drive forward the agenda of circular economy development in India.

In Uganda, the National Planning Authority (NPA) network was strengthened, with NPA connected to other development partners such as the East African Development Bank. Cross-sector partnerships were developed between UNDP, Equity Bank and Bank of Uganda, and the Insurance Regulatory Authority of Uganda, as well as a multi-stakeholder partnership between GIZ Uganda, Capital Markets Authority and aBi Trust.

In Indonesia, the lab established a crucial connection between the SEED Indonesia Hub (Indonesia), Bappenas, LTKL, and APKASl around the pivotal topic of sustainable public procurement. The lab provided an opportunity to present the topic at the Indonesia Development Forum 2021, the key national high-level policy event of the year in Indonesia. This resulted in high-level buy-in from the start for the idea that the involvement of local SMEs that provide sustainable goods and services in government procurement systems can drive the transition to a sustainable economy and green recovery. The network development was a crucial step in the further uptake of the policy development as described above.

### **Acknowledgment of eco-inclusive enterprises by policy makers**

Another intended outcome of the Labs was the continued engagement of participants with eco-inclusive enterprises and the consideration of their needs into further policy interventions. When discussing their continued policy work, Challenge Hosts also mentioned integrating the needs of enterprises into their work. This was achieved in several ways:

- **Direct engagement with enterprises in policy making and advocacy**

Intermediary organisations that were involved with the PLPP, such as PEF and SE Ghana, continue to engage in advocacy efforts, including their member enterprises in policy advocacy and engagement processes. PEF, for instance, has a quarterly platform with Parliament,

where they address important topics for enterprises, including high import duties for waste management equipment and the situation of independent power producers in the country. Two participants from the Policy Prototyping session in India, GIZ India and Earth Tatva, an eco-inclusive enterprise, continued to play an active role in advancing circularity solutions through their involvement in the EU REI project. This direct engagement with enterprises demonstrates their role in policy making and advocacy, facilitating the replication of sustainable practices and fostering a collaborative approach towards circular economy initiatives. The NPA's ongoing support of the PLPP implementing partner ACODE (as part of the Green Economy Coalition) enables eco-inclusive enterprises to remain engaged in policy-making processes. Building on the results of the Indonesia PLPP, the hosting partners LTKL and APKASI continued to engage with eco-inclusive SMEs as part of their advocacy on linking sustainable public procurement processes with SMEs. Following the launch and support of their policy paper in 2023, they formalised their assistance for nature-based products from 2024 onwards.

- **Engagement with enterprise intermediaries**

For some Challenge Hosts that are not direct aggregators of eco-inclusive enterprises, continued engagement with enterprises is undertaken through working with intermediaries. In Thailand, SEI continues enterprise work by engaging with organisations like ANDE and SEED, who aggregate and advocate for the eco-inclusive enterprises.

- **Case studies and further research into the needs of enterprises**

In some cases, additional case studies were developed and further research undertaken to gain additional insights into the needs and experiences of eco-inclusive enterprises. For example, in South Africa, the DFFE conducted a deep dive analysis into the regulations relevant to micro and small enterprises operating in the biomass to energy ecosystem.

- **Further consultations**

Separately from case studies and deep dives into specific sectors or enterprises, other ways of engaging enterprise considerations into Challenge Host work include further consultations and series of workshops to gather insights. In the case of GIZ in Thailand, for example, additional consultation workshops were held to further develop inputs to policy intervention development.

## **6.3. How the Project Contributed to Policy Solution Development**

### **Identification of challenges in line with national priorities**

To initiate the lab process, the project team conducted a mapping of national key policy actors, with the objective of gaining an understanding of the in-country ecosystem and policy priorities. Based on this mapping, the project team engaged with policy actors to assess core policy challenges with them. As part of this engagement, the team sought to gain an understanding of the stages of the policy process with the engaged policy actors and to discuss the potential role of the lab in the policy process. Building on the discussion, the team explored whether the policy actors would be willing and ready to engage in the lab process. Once a joint agreement had been reached on the framing of core policy challenges with the policy actors, the project team proceeded to conduct additional in-depth desk research and engage with other relevant key stakeholders in interviews in order to prepare the lab process. The findings of this process were evaluated and integrated into key policy briefs. The policy briefs then served to outline the country-specific context, identify core policy challenges and frame opportunities for action. The framework below was used to onboard the policy actors on the lab process:

## Analytical Framework for Policy Process Intervention

Stage	Integration of SME perspective	Contribution of the Instrument	Contribution of the Lab	Role of the Lab
<b>Influencing the Policy Agenda</b>	Enterprise needs are assessed and articulated	Awareness of enterprise needs are created for upcoming or on-going policy process	Gathering information about needs and experience of the enterprise; starting to aggregate voices and needs of SMEs	Advocacy Mechanism
<b>Policy Development</b>	Enterprises are integrated into the policy development	Enterprise perspective is integrated in policy development	SMEs share technical input about their activities to support the development of the policy intervention	Consultation Mechanism
<b>Policy Implementation</b>	Enterprises are integrated into the policy development	Policy is reviewed and/or improved	SMEs perspective is included to make sure the policy is more tailored to SME needs	Technical Advisory

### Methodologies to support co-creation among the participants

In addition to the participants' backgrounds and the connection between their work and that of small and growing businesses, the methodology of the workshops played a significant role in stimulating co-creation and interaction, thereby increasing the relevance of the prototypes and their anchor in the local enterprise ecosystem.

The landscape papers and the lab process provided the policy actors with a clear understanding of the policy challenges they were facing. The input paper helped the policy actors to gain a deeper insight into the needs of eco-inclusive enterprises, enabling them to develop a more nuanced understanding of the problem they are trying to solve. This was further enhanced by the contributions of other invited stakeholders, who provided expert insights to supplement the existing research. In most cases, the landscape paper aligned with key topics related to eco-inclusive enterprises at a national level. These included circular economy in Ghana and India; green and inclusive economies in Thailand and South Africa; green finance in Uganda; and green public procurement in Indonesia.

Building on these insights and the usage of ideation techniques, the lab facilitated a co-creation process where the policy actors could co-develop policy recommendations in a collaborative space, applying different idea generation tools and methods. The project team facilitated the policy actors in turning their ideas into tangible prototypes. The resulting policy solutions (prototypes) provided a tangible concept and enabled further input from other experts involved in the lab process.

With the guidance of the project team, the policy makers developed policy solutions (recommendations) in the follow-up to the kick-off lab, informed by additional research and insights from the project team. The final recommendations were then presented at the transition labs to obtain further insights and valuable feedback from other stakeholders and policy experts.

Building on the policy landscape papers and the results of the lab process, country-specific policy briefs were developed to identify cross-cutting recommendations and insights from the Lab that could be used for advocacy in the sector. In South Africa, the focus was on facilitating access to climate change adaptation markets. In Ghana, the policy brief examines the creation of an enabling environment for green, circular and inclusive SMEs. In Thailand, the policy briefs were kept to a topic-focused level, with a focus on phasing out plastics and smart agriculture. In India, the policy brief provided concrete recommendations for implementing circular economy policy solutions. In Indonesia, the policy brief set out a strategy for integrating climate-smart SMEs into public procurement processes. In Uganda, the policy brief provided concrete recommendations to support the implementation of Uganda's Green Finance Strategy 2021-2030.

## 7. Working with Global Policy Actors

### 7.1. Landscape of Key Global Policy Processes and Actors

The SEED team's approach to global advocacy work involved a focus on four key areas: organising high-level policy events, building key global partnerships with other relevant advocacy stakeholders, showcasing selected outstanding SEED-supported enterprises as role models, and developing appealing knowledge products to generate evidence-based policy messages.

#### High-level events and policy partnerships driving advocacy with policy processes

In approaching global high-level events, the project focused on the High-Level Political Forum on Sustainable Development (HLPF), United Nations Environment Assembly (UNEA), United Nations Food Systems Summit and the United Nations Framework Convention on Climate Change Conference of Parties (COP) side-events as key high-level policy events, additional events with the UN System through partnership with UN PAGE and GO4SDGs as well as on events at World Resource Forum, the World Circular Economy Forum, Asian Venture Philanthropy Network (AVPN) and European Venture Philanthropy Association (EVPA) as key sector events. In addition to these events, the project also engaged with regional UN events, including those organised by UN ESCAP and UN DESA and the UN FCCC on the Regional Climate Weeks.

The project was part of 45 high-level policy event sessions in total. Of the 45 sessions, 37 had a global scope, 5 had a regional scope and 3 had a national scope. Of the 45 high-level events, 21 were part of the UN system. In 9 instances, the project hosted dedicated side-events within global UN framework conferences, including the HLPF, Climate COP, Stockholm+50 and the UN Food Systems Summit.

To implement these high-level events, the project team collaborated with 33 global key actors and established 23 partnerships for the implementation of global policy events. Of the 33 global key actors with whom the project collaborated, 17 were international organisations within the UN system, 11 were international initiatives or platforms (such as SAFIN, World Circular Economy Forum or GO4SDGs), 2 were international membership organisations (AVPN and EVPA) and 2 were international business associations (ICC and WBCSD).

#### Strengthened awareness among global policy actors integrating the needs of eco-inclusive SMEs in global policy processes

To enhance the awareness of global policy actors regarding the integration of the needs of eco-inclusive SMEs in global policy processes, the project team invited 33 enterprises to 14 selected high-level side events. In these instances, the invited enterprises presented their achievements and participated in panel discussions. The enterprises represented a diverse range of African and Asian countries, showcasing innovations in various fields, including resources management (efficiency and waste management), energy and climate (efficiency and alternative materials), ecosystems management (conservation and exploitation), and food and agriculture (honey and coffee, in support of improved ecosystems management).

In instances where enterprises were unable to attend, the project team used knowledge products to demonstrate the role of SEED-supported enterprises at the aforementioned events. Over the course of 12 high-level events, the project presented 4 policy briefs, 3 impact reports, 2 case study reports, and one climate finance report.

The enterprise showcase and knowledge products played a pivotal role in raising awareness among global policymakers. The growing awareness is evidenced by the number of downloads

of policy reports, case studies and impact reports as well as the number of dedicated references to SEED-supported enterprises. Selected cases of successful enterprises were included in global reports at the request of partners and profiled in international events.

## **7.2. How the Project Shaped Policy Processes**

The global advocacy work aimed to scale and showcase the project work and insights at the global policy level, with a continuous effort throughout the entire project period. The global policy work proved to be of critical importance in facilitating partnerships and scaling up project results, thereby supporting the overall recognition of the project and SEED.

### **Strengthened exchange and network among global policy actors**

Despite the growing commitment by global policy actors to achieving the Paris Agreement and Agenda 2030 for Sustainable Development, several major challenges are hindering the transition. These include the fragmented collaborative actions and knowledge sharing across countries and sectors, the lack of alignment on policy priorities, and the difficulty of understanding the benefits of eco-inclusive enterprises.

The project has built on the collaborations and networks facilitated throughout the project period with several of the mentioned policy actors. This has generated a growing momentum, facilitated by SEED, which has led to the formation of the Coalition for Innovation, Circularity, and Entrepreneurship (CICE).

Following the exchange with the partners, it became evident that there was a need for a launchpad for new SME support programmes to scale the knowledge, assets and network of existing SME support programmes. This is where, with the support of SEED, the foundation for CICE was laid in 2022. This was achieved through a consultation meeting at HLPF 2022 with key SEED partners (European Commission, UNCTAD, UNDP, UNEP, FAO, UNIDO, ILO and IOE, UNWTO, UNGC, ITC, ICC, GGGI, Germany, Kyrgyzstan, Pakistan, and Senegal) and a dedicated side-event at COP27. The results of this process were further endorsed by a GIZ project and additional grant funding supporting the development of CICE.

### **Integration of eco-inclusive enterprise needs into global strategies, reports, policies or programmes**

The key intended outcome of the global advocacy was the integration of eco-inclusive enterprises into joint programmes, strategies and reports. This was achieved in the following ways:

#### **Programme Implementation**

Building on key advocacy efforts and the fruitful and continuous collaboration with different UNEP departments and FAO, the SEED team successfully formed a partnership with UN PAGE, GO4SDGs and FAO, integrating eco-inclusive enterprise needs into dedicated programme activities. As a result of these partnerships, eco-inclusive enterprises were invited to participate in dedicated UN PAGE, GO4SDGs and FAO workstreams.

#### **Programme Development**

In addition to its advocacy efforts, SEED collaborated with UNDP and the Asian Venture Philanthropy Network (AVPN) on two dedicated programme concepts: the Nature Enterprise Finance Accelerator (NEFA) and the SEED-AVPN Climate Finance Shapers Programme. A launchpad for the growth of nature-positive enterprises and the SEED-AVPN Climate Finance Shapers Programme: Catalysing climate finance into missing-middle finance for climate-smart SMEs. Both programme concepts integrated eco-inclusive enterprises and had a dedicated focus on support measures.



Unfortunately, both programmes did not receive the intended financial support, despite the efforts of both partners, UNDP and AVPN, to mobilise financial resources within their partner network.

## **Publications**

In addition to the ongoing programme integration work, three global policy reports considered the work of SEED and integrated eco-inclusive enterprise considerations into their frameworks. The Business Case for Eco-innovation Report (UNEP 2021) referenced the SEED enterprise resilience framework and several SEED case studies. The Building Back Greener UNEA background paper (Green Economy Coalition 2022) referenced SEED work and SEED-supported enterprises. The WBCSD Beacon Projects report (UNEA 2024) referenced SEED work and SEED-supported enterprises.

## **7.3. How the Project Contributed to Global Policy Processes**

The project was driven by the understanding that global policy actors have the potential to garner greater support for eco-inclusive enterprises and facilitate the expansion of existing programmes and mechanisms. To achieve this, it was essential that global policy actors understood and were convinced of the contribution of eco-inclusive enterprises, and that they were offered concrete and timely (policy) pathways to unlock this potential. Showcasing real stories and examples of SEED-supported enterprises at global events and providing opportunities for discussion with other stakeholders was identified as a critical success factor in advocating for the role of these enterprises. In order to prepare the showcase of the supported enterprises, the team provided coaching and guidance to their teams in the development of their advocacy messages, showcase materials and the preparation of specific talking points. The project ensured that the companies showcased covered a range of issues, sectors and countries. This was done to illustrate, from different contexts, how a transition to a circular and low-carbon economy can be achieved with the support of local private sector innovation.

High-level events demonstrated an effective means of securing meaningful time with decision-makers, often timed to coincide with target setting or decision making. To have a significant impact on the broader sustainability challenge, SEED presented at high-level events to gain visibility, credibility and access to key decision-makers, highlighting opportunities and value-added services to influence their agenda. The project established links with international frameworks and processes (HLPF, Climate COP, PAGE) through influential governments and actors (DG INTPA, BMUV and Flanders) or international organisations (UNEP, UNDP, UNFCCC, UNIDO, ILO, FAO, etc.) to demonstrate SEED's results in relation to the objectives of international policy processes such as the SDGs and climate change.

To further inform the overall advocacy work, the project team synthesised existing findings and lessons from project activities into knowledge products through a series of case study videos, policy briefs and impact reports. The team selected inspiring examples from the pool of supported enterprises and developed a series of video case studies, 'SEED Stories', highlighting the role and importance of eco-inclusive enterprises in the target countries.

Building on the overarching enterprise support and ecosystem work, the project team developed a series of global policy reports on COVID-19 resilience and green recovery. These reports support the overall SEED agenda setting at global events. Building on the analysis of supported enterprises, the SEED team produced a map of the different journeys to scale of SEED-supported enterprises. To celebrate SEED's 20th anniversary, the team has distilled 20 key learnings. To track the impact of SEED-supported SMEs and BDS providers, the team monitored the impact of supported enterprises and BDS providers in two dedicated impact reports. The impact reports analysed and synthesised the contribution of the supported enterprises, demonstrating their contribution to the SDGs and NDCs.

## 8. Synthesis and Lessons Learned

This impact report shed light on the achievements of the SEED project. By guiding the reader through each component -from design, to results, and to contribution and impact achieved- what emerges is a clear picture of impactful eco-inclusive enterprises and improved business development services offered by trained BDS advisors, as well as innovative design of financial instruments and policies and/or policy processes to further the growth of eco-inclusive enterprises; and strong advocacy work by the SEED team that materialised in the formation of the Coalition for Innovation, Circularity, and Entrepreneurship (CICE) and the integration of eco-inclusive enterprises into joint programmes, strategies and reports.

Throughout the development and implementation of the programme's last phase from 2019 to 2024, 379 eco-inclusive enterprises and entrepreneurs have systematically and soundly developed their business ideas, replication plans, business and financial plans, improved their (financial) management and acquired external financing through the targeted support according to their needs in order to increase their contribution to the NDCs and SDGs. Specifically, 158 businesses in the Starter programme, 163 entrepreneurs in the Replicator programme, 46 enterprises in the Catalyser programme, and 12 enterprises in the Accelerator programme. Furthermore, 421 BDS providers have improved their support services for inclusive, climate-friendly SMEs through the project, i.e. through the ToTs and other BDS activities that aim at preparing to support and optimise the growth of eco-inclusive enterprises in their home regions.

Additionally, during the Practitioner Labs for Climate Finance, a total of 573 individuals were involved, representing 341 organisations. And the Practitioner Labs for Policy Prototyping engaged a total of 431 individuals, representing 262 organisations. The achievements of the project are detailed below. And at the end of the section you find an outline of the lessons learned derived from the activities implemented and challenges faced throughout the years of implementation.

The results obtained from the surveys (enterprises, entrepreneurs and BDS advisors) and interviews conducted (with PLCF and PLPP participants) allowed to detail the achievements of the project and further impact created by enterprises and other beneficiaries. It became clear that SEED-supported SMEs lead climate action, create employment opportunities while advancing gender equality, and are able to acquire finance from different sources despite challenges.

Furthermore, it emerged that the Ecosystem Support programmes improved the quality of BDS provision, allowed to develop innovative financial instruments and co-create policy solutions to address the challenges faced by eco-inclusive enterprises. Additionally, it came to light, that working wide range of global policy actors across multiple events, built a growing momentum facilitated by SEED which lead to the formation of the Coalition for Innovation, Circularity, and Entrepreneurship (CICE); and to the integration of eco-inclusive enterprises into joint programmes, strategies and reports.

### Lessons learned

During the project period, the project team collaborated with a diverse range of stakeholders gaining a deeper understanding of their needs and requirements. As the project implementation progressed, the project team expanded and deepened its scope of work to better and more adequately respond to the needs of the specific actors. Hereunder a summary of the key lessons learned from each work stream, which will be further considered in the next phases to ensure an even better support for the aforementioned actors.

## Working with Eco-Inclusive Enterprises

**The Project Funnel Approach:** The project has demonstrated the effectiveness of its funnel approach, which is integrated into the Awards selection and eligibility process. This approach encompasses a range of support options, from incubation to acceleration, and is available to all participants, from Starter to Catalyser to Accelerator. This process forms the basis of complementarity and synergies in the current enterprise support structure and can be built upon if necessary. This logic of moving up the ladder in enterprise support has been proven successful. However, there is potential for further strengthening, expansion and emphasising this in communication, conceptualisation of new support elements and operations on the ground.

**The combination of non-financial and financial support:** The combination of non-financial and financial support has been shown to create mutual benefits and is essential for offering effective enterprise support that neither element could provide on its own. To gain access to financing, SMEs require a set of technical and financial expertise that can be provided through non-financial support. To achieve future plans and grow a business, access to financing remains as essential as the idea and the business model itself. It is therefore crucial for SMEs to gain both business and financial literacy, in addition to financial support.

**The challenge of balancing enterprise resilience with business growth.** In the context of enterprise development, the sector discourse tends to emphasise the tension between resilience building of enterprises versus driving business growth. Many incubators and accelerators worldwide focus on enterprises with significant growth potential and prioritise scaling up their operations. The global crises (e.g. climate crisis, Covid-19 pandemic, etc.) have demonstrated the crucial importance of enterprise resilience, in addition to growth. They have also shown the positive and sustainable impact that resilient, eco-inclusive enterprises can create. The project therefore recognises the importance of further enhancing this aspect in other programmes. In essence, resilience should be the foundation for all future support, which may include growth aspirations.

**Peer-exchange mechanisms:** The global and complex challenges facing eco-inclusive enterprises make collaboration, the creation of shared value, and collective action a crucial requirement for successful eco-inclusive entrepreneurship. The project provided tools for peer exchange, which were integrated into almost all enterprise support components. Going forward, the project will consolidate and enhance this practice, making it an even more prominent element and priority in its future enterprise support activities.

**Making impact work and tangible:** Eco-inclusive SMEs continue to find impact management challenging, particularly as impact frameworks do not align with their specific needs. Furthermore, the process of collecting data through surveys can be time-consuming. For this reason, the project streamline indicators, focusing on what is representative for the enterprises supported, while also building the capacity of enterprises. To assist eco-inclusive SMEs in managing their impact, the project developed a guidelines for estimating GHG emissions saved, along with additional guidelines and tools that streamline measurement.

**Furthering equal opportunities for women entrepreneurs:** Despite the project's best efforts to ensure high participation of women entrepreneurs in the Starter and Replicator programmes, the project found that fewer women than men attend the programme. One possible explanation for this discrepancy is that women often have to attend to unforeseen family circumstances. Consequently, the project has collaborated with female-led incubation programmes and enterprise networks, and has employed targeted paid social media advertisements to reach potential female applicants. Furthermore, offering childcare during workshops has proven to be an effective strategy for encouraging participation.

## Working with Business Development Service Providers

**Broader support portfolio for BDS providers:** The project has demonstrated the importance of supporting BDS providers in enhancing their service delivery. Regular BDS training-of-trainers workshops, either delivered in-country or digitally combined with a case-study based approach, have been key success factors of the project. To further enhance this, it will be critical to broaden the portfolio and expansion of the service offering and modules taught. This necessitates the development of new modules aimed at conventional BDS providers with an interest in green sectors, which will assist them in better understanding eco-inclusive SMEs. This will, on the one hand, increase their interest in engaging in the area of eco-inclusive entrepreneurship and, on the other hand, build their capacity to actually do so.

**Building networks for BDS providers:** Upgrading in-country knowledge hubs and BDS provider networks is essential to institutionalise knowledge, best practices and tools in a coordinated manner. In order to further enhance support for BDS providers, it will be critical to include co-creation sessions for BDS providers to jointly work on tools and toolkits as well as BDS community-building sessions to exchange on BDS-related challenges and opportunities. The co-creation process could then inform the development of general standards and guidelines for more tailored and accessible eco-inclusive SME support.

## Working with Financers and National Policy Actors

**Combining participatory methods with dedicated follow-on support to develop tailored policy and financing solutions:** The lab's design-thinking methodology and highly collaborative facilitation style were instrumental in the co-creation and development of green financing solutions (PLCF) and policy solutions (PLPP). To provide better support, the combination of facilitated processes with training elements proved to be a crucial added value for the stakeholders involved. However, additional technical support could extend the support provided to the selected solutions further, thereby increasing the chances of bringing the pilots to life and ensuring the longer-term impact of the innovation processes.

**A comprehensive scoping process is essential:** To adapt the Lab processes to the specific country contexts and to establish the framework for prototype development in each cycle, the scoping phase at the outset of a Lab process was crucial. However, it would be beneficial to extend this scoping phase to develop a list of prerequisites before each Lab process begins. This process should not only include criteria for potential target groups and participants, but also be more closely aligned with existing challenges, developments or initiatives by governments, regional and international organisations, financial institutions or other stakeholders in the respective countries or regions. This will ensure that innovation processes take place in a more conducive environment, thereby contributing even more effectively to the local country context.

**Provide tailored advice to policymakers on eco-inclusive enterprise topics:** Eco-inclusive SMEs are distinct from conventional businesses. Consequently, there are specific requirements that must be met in order for them to grow and scale up their operations. Given the size of the entrepreneurial sector in many countries' economies, it is important for policy makers to gain a deeper understanding of this sector in order to provide more effective and improved services. Consequently, supplementary training, advisory and capacity-building for policymakers is required to facilitate their comprehension of the sector.

**Partnership between financers and government to create catalytic and blended financing instruments:** In collaboration with project stakeholders, the project identified a lack of focus on SME financing in terms of new and alternative financing solutions within the climate finance sector. This is because SMEs are not yet considered a significant player in climate finance. It is therefore necessary to facilitate partnerships between banks, international financial institutions,

governments and development partners to create catalytic and blended funding instruments that facilitate the development of new climate financing products for climate-smart SMEs. The project's labs were designed to create these platforms, but further efforts and resources will be required to achieve this goal.

### **Working with Global Policy Actors**

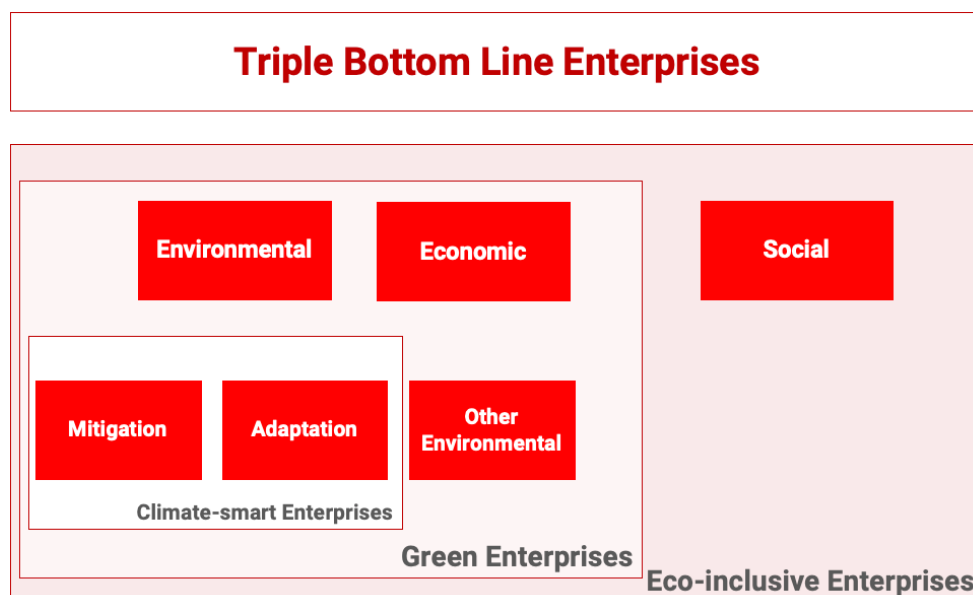
**Scaling the recognition and visibility for eco-inclusive enterprises requires a broader effort:** Many players are already engaged in the eco-inclusive entrepreneurship agenda, but a concerted and synergistic approach with a common goal is still needed to further promote innovative eco-inclusive entrepreneurship and support the transition to green and climate action. It is vital to work closely with global policy actors to gain recognition and visibility for eco-inclusive enterprises, moving them from the periphery to the centre of international, regional or national policy processes. This will enable those enterprises to build resilience and growth while contributing to circularity and sustainability.

**Creation of an Alliance of Innovative Green SMEs:** There is significant untapped potential for eco-inclusive SMEs to drive green innovation, create green jobs, engage in nature conservation, and build local resilience. The establishment of an "Alliance of Innovative Green SMEs" would serve to amplify the voice of SMEs and support SME programme implementers in accelerating innovation programmes, thereby driving green and climate action at scale. By working together through multi-stakeholder partnerships, including policymakers, financial institutions, and economic actors, eco-inclusive SMEs can gain access to the assistance they need to succeed.



## Annex 1: Methodology

This report uses the term eco-inclusive enterprises for small- and medium-sized enterprises with a positive impact on the triple bottom line. Eco-inclusive is an umbrella term that includes climate enterprises focusing on mitigation business models and adaptation techniques, green enterprises that take additional environmental impacts into consideration and social enterprises that create long-lasting impacts for local resilience, while paying special attention to the needs of marginalised social groups.



Eco-inclusive enterprises operate in and help build a green and circular economy. They create environmental impact in two ways: Firstly, they promote resource-efficient methods by employing low-carbon equipment and green manufacturing standards. These activities contribute to climate change mitigation and adaptation efforts and secure resources for the future while protecting natural ecosystems. Secondly, eco-inclusive enterprises offer products and services that help local communities adapt and build resilience to climate change by climate-proofing their livelihoods and integrating climate considerations into their daily lifestyles. As part of these activities, eco-inclusive enterprises work in sustainable agriculture, forestry and land management and contribute to more responsible and resource-efficient tourism.

For the section three and four the report surveyed enterprises and Business Development Services (BDS) providers.

**Enterprise survey:** The survey's timeframe was from mid-February until mid-April 2024. Survey data/responses were collected by using an online survey (i.e., LimeSurvey) with follow-up validation phone calls by in-country project team members. The survey questions were self-reported. Efforts were undertaken to assess bias within the sample responses. After the data collection period, thorough data validation was conducted. Data input responses were checked and verified to ensure coherent information. Outlier data, inconsistencies and data which seemed imprecise to the researcher were validated with the respective enterprise and, where not possible, it was eliminated to avoid skewing the results. The first step was to check for inconsistencies; for example, if there are more women employed than the total number of people employed, this will be categorised as an inconsistent error and deleted. The second step was identifying extreme values and comparing them against other enterprise and business model characteristics to verify their plausibility. If there was still uncertainty to the plausibility, the enterprise was contacted to validate the data or, if not possible, the response was deleted.

**BDS survey:** The survey took place between mid-February until mid-April 2024. The responses were collected by using an online survey (i.e., LimeSurvey). Additional outreach took place via email. Responses to the survey questions were not mandatory, and not all questions were answered by all respondents. The total number of responses is stated in each corresponding figure or visual. After the data collection period, thorough data validation was conducted. Data input responses were checked and verified to ensure coherent information. Outlier data, inconsistencies and data which seemed imprecise to the researcher were validated with the respective BDS Provider. If not possible, the response was eliminated to avoid skewing the results.

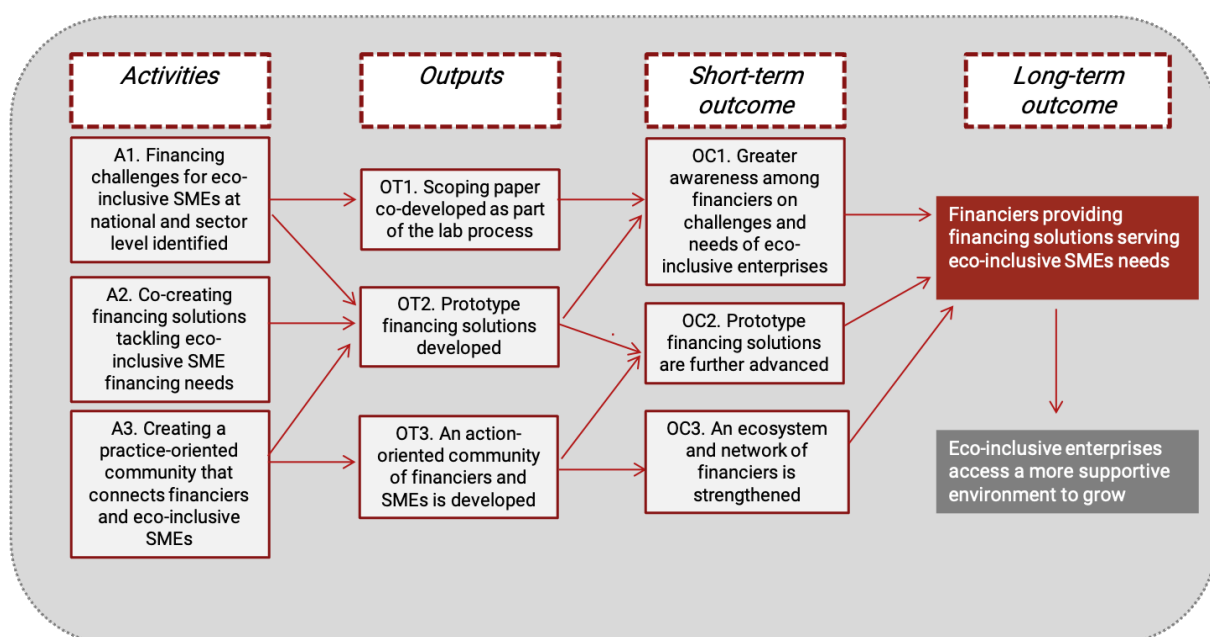


## Annex 2: Theory of Change(s) for selected project components from the chapters 5-7

This report and the overall components and workstreams of the project were anchored in different Theory(s) of Change, as articulated below. Given the complexity of the projects described in Chapters 5-7, the Theory of Change(s) are provided below as background and additional context.

### Working with Financers: PLCF Theory of Change (see chapter 5)

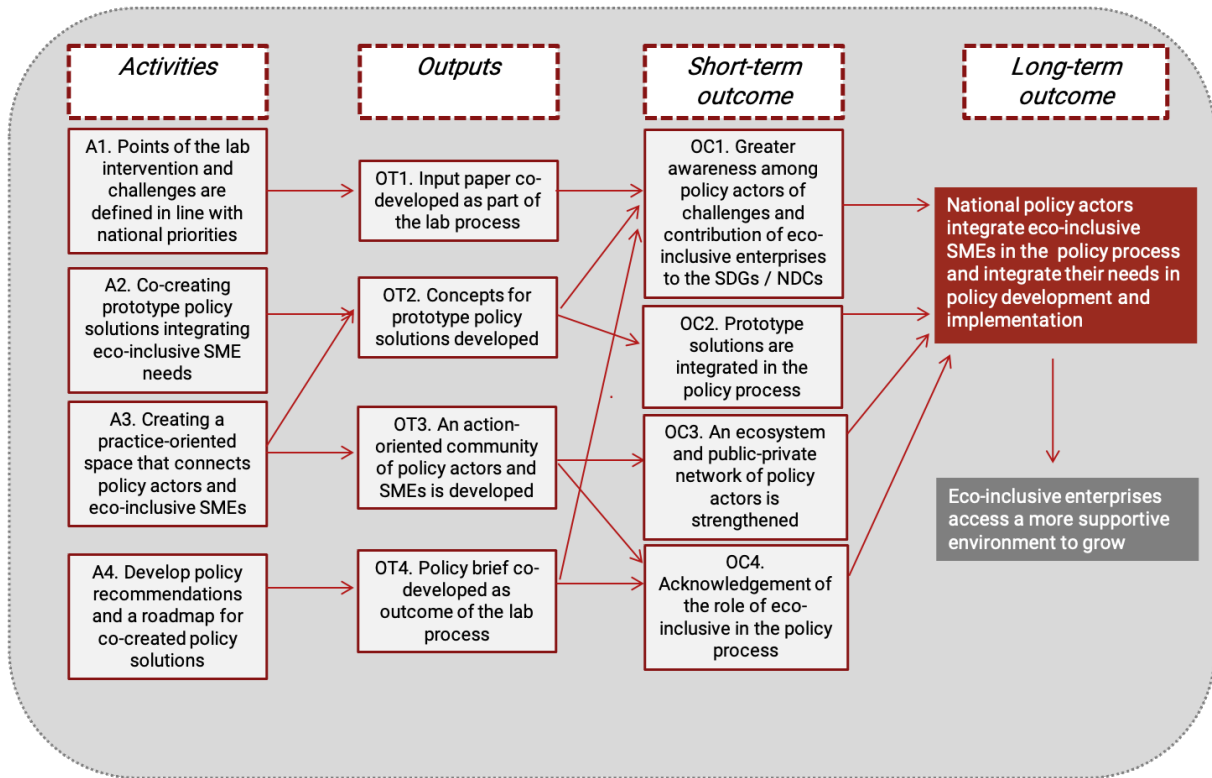
The Practitioner Labs Climate Finance (PLCF) engaged financial institutions, funders, intermediaries and other SME ecosystem stakeholders over a highly collaborative, multi-step process. The labs aimed to facilitate multi-stakeholder responses to locally-relevant climate and SME financing challenges while strengthening the awareness, innovation capacities and networks of financiers to support the implementation of innovative financing solutions. The overall PLCF process was grounded in the Theory of Change below.





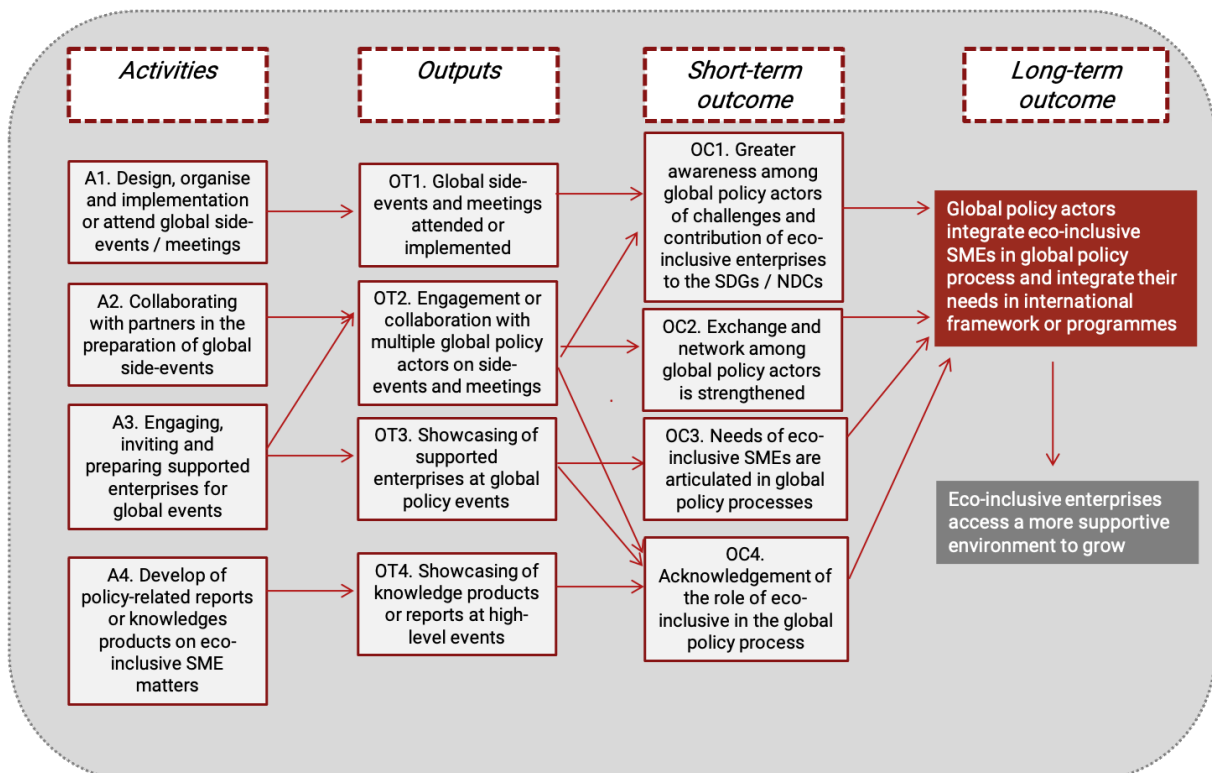
## Working with National Policy Actors: PLPP Theory of Change (see chapter 6)

The objective of the Practitioner Labs for Policy Prototyping (PLPP) was to engage policy actors and eco-inclusive enterprises in a collaborative process to identify challenges and co-create policy solutions in order to create a more supportive policy environment for eco-inclusive enterprises. The overall PLCF process was grounded in the Theory of Change below.



## Working with Global Policy Actors: Theory of Change (see chapter 7)

The objective of the global advocacy activities aimed at creating a more supportive policy environment for eco-inclusive enterprises to start and scale their businesses and impact. The overall advocacy activities were grounded in the Theory of Change below.



## Annex 3: Overview of the project outcomes analysed in the chapters 5-7

### Working with Financers: Overview of PLCF Financing Solutions developed during the project (reference to chapter 5)

Country	Name of Solution	Solution Developer	Financing Instrument	Type of Financing Actor	Development Stage	Sector Focus	Focus: Adaptation	Focus: Mitigation	Ecosystem Impact
Ghana	Climate Finance Knowledge Hub	GIZ Ghana	Matchmaking	Development Institution	Pilot	Agnostic	✓	✓	Skills Development
Ghana	Pay2Pay: pre-financing for smallholder farmers	MDF	Loan	Intermediary	Concept	Sustainable Agriculture	✓	✓	Infrastructure and Technology
Ghana	Farmer Friendly Finance	MBC Africa	Loan	Intermediary	Concept	Sustainable Agriculture	✓		Skills Development
Ghana	Microinsurance without Borders	Stanbic Bank	Insurance	Commercial Bank	Concept	Sustainable Agriculture	✓		Access to Finance
Ghana	SOLFIN	Wangara Green Ventures	Hybrid	Impact Investor	Pilot	Clean Energy		✓	Access to Finance
South Africa	Platform for climate-resilient SME financing	GreenCape with Impact Amplifier, OneWorld Sustainable Investments, Trade & Industrial Policy Solutions (TIPS)	Matchmaking	Intermediary	Pilot	Agnostic	✓	✓	Infrastructure and Technology
South Africa	Equity plug for energy efficiency financing	Carbon Trust with Development Bank of Southern Africa (DBSA)	Loan	Development Institution	Concept	Clean Energy		✓	Access to Markets
South Africa	Climate-Smart Impact Investment Fund	Hivos Impact Investments	Equity	Impact Investor	Concept	Agnostic	✓	✓	Access to Markets
South Africa	Green Lend	FinMark Trust	Credit Scoring	Intermediary	Concept	Agnostic	✓	✓	Access to Finance
India	Energy efficiency supply chain finance mechanism	Mahindra & Mahindra	Loan	Company	Pilot	Clean Energy		✓	Access to Markets

Country	Name of Solution	Solution Developer	Financing Instrument	Type of Financing Actor	Development Stage	Sector Focus	Focus: Adaptation	Focus: Mitigation	Ecosystem Impact
India	Solar Credit Assessment and Appraisal Tool	Tata Cleantech Capital	Loan	Impact Investor	Pilot	Clean Energy		✓	Access to Markets
India	Democratising blended finance for climate resilient agriculture	ALSiSAR Impact	Matchmaking	Intermediary	Concept	Sustainable Agriculture	✓		Access to Markets
India	Agri-SME Finance Platform	Intellectap	Matchmaking	Intermediary	Pilot	Sustainable Agriculture	✓		Infrastructure and Technology
Indonesia	Equity Crowdfunding Platform	PUPUK	Equity	Intermediary	Concept	Waste Management		✓	Infrastructure and Technology
Indonesia	Waste Credit Platform	Waste4Change	Loan	Fintech Provider	Pilot	Waste Management		✓	Infrastructure and Technology
Indonesia	Finance for Renewable Energy in Small Coastal Islands	UNDP	Hybrid	Development Institution	Concept	Clean Energy		✓	Access to Markets
Indonesia	Digital Marketplace for Natural Capital	Lestari Capital	Equity	Impact Investor	Pilot	Nature Protection		✓	Infrastructure and Technology
Thailand	Digitalising Waste Management Finance	GooGreens	Hybrid	Fintech Provider	Concept	Waste Management		✓	Infrastructure and Technology
Thailand	Carbon Credit Mechanism for Good Crop Management	Defire	Hybrid	Fintech Provider	Pilot	Sustainable Agriculture	✓	✓	Infrastructure and Technology
Thailand	Cabon Crypto Fund	Sasin Carbon Crypto Fund Team	Hybrid	Fintech Provider	Concept	Sustainable Agriculture	✓	✓	Infrastructure and Technology

Country	Name of Solution	Solution Developer	Financing Instrument	Type of Financing Actor	Development Stage	Sector Focus	Focus: Adaptation	Focus: Mitigation	Ecosystem Impact
Thailand	Climate-Smart Agricultural Financing Platform	Deemeesook	Hybrid	Fintech Provider	Pilot	Sustainable Agriculture	✓	✓	Infrastructure and Technology
Uganda	CENTE GREEN	Centenary Bank	Loan	Commercial Bank	Pilot	Clean Energy		✓	Access to Finance
Uganda	ECO FINANCE	FINCA Uganda	Loan	Commercial Bank	Concept	Clean Energy		✓	Access to Finance
Uganda	DigiCredit	NCBA Bank	Loan	Commercial Bank	Pilot	Agnostic			Access to Finance
Uganda	Green Mortgage	Stanbic Bank	Loan	Commercial Bank	Concept	Clean Energy		✓	Access to Finance
Uganda	GO GREEN LOANS	Uganda Development Bank	Loan	Development Institution	Pilot	Sustainable Agriculture	✓	✓	Access to Finance

### Working with Policy Makers: Overview of PLPP Financing Solutions developed during the project (reference to chapter 6)

Country	Policy Solution Developers / National Key Actors	Ecosystem Impact	Name of the Policy Solution	Integration of SME perspective in the policy process	Role in the policy process	Contribution of the lab
Ghana	Ghana National Cleaner Production Centre; Private Enterprise Federation	Access to markets, Circular Economy, Business Registration and Licensing	<a href="#">Promoting industrial symbiosis in green MSMEs through the NAMA Climate Change Platform</a>	Enterprises are integrated into the policy development	Policy implementation	Consultation Mechanism and Technical Advisory
Ghana	British Council; Social Enterprise Ghana	Access to markets, Access to finance	<a href="#">Building a Vibrant Social Enterprise Ecosystem through Partnerships</a>	Enterprise needs are assessed and articulated	Influencing the policy agenda	Advocacy Mechanism and Technical Advisory
India	Sustain Mantra, TERI	Access to markets, Business Development Support, Access to Finance	<a href="#">Circular Economy Pilot Hub</a>	Enterprise needs are assessed and articulated	Influencing the policy agenda	Advocacy Mechanism

Country	Policy Solution Developers / National Key Actors	Ecosystem Impact	Name of the Policy Solution	Integration of SME perspective in the policy process	Role in the policy process	Contribution of the lab
India	TERI SAS, UN Sustainable Development Solutions Network Youth, Development Alternatives	Access to markets, Access to Finance	<u>Circular Economy Pilot Market Place</u>	Enterprise needs are assessed and articulated	Influencing the policy agenda	Advocacy Mechanism
India	GIZ Thailand	Access to markets, Business Development Support, Access to Finance	<u>End Product Green Certification</u>	Enterprise needs are assessed and articulated	Influencing the policy agenda	Advocacy Mechanism
India	International Council for Circular Economy (ICCE), Fusion Microfinance	Business Development Support, Access to Finance	<u>Center of Excellence (CoE)</u>	Enterprise needs are assessed and articulated	Influencing the policy agenda	Advocacy Mechanism
Indonesia	LTKL and APKASI	Access to markets, Business Development Support	<u>Involvement of MSMEs in Sustainable Procurement at Central and Local Governments</u>	Enterprises are integrated into the policy development	Policy development	Consultation Mechanism and Technical Advisory
South Africa	Department of Forestry, Fisheries and the Environment (DFFE)	Access to markets, Business Registration and Licensing	<u>Incentivising activity in the biomass sector</u>	Enterprises are integrated into the policy development	Policy implementation	Consultation Mechanism and Technical Advisory
South Africa	Trade and Industrial Policy Strategies (TIPS)	Access to finance, access to markets, Research Development & Innovation	<u>Commercialisation of climate change adaptation innovations</u>	Enterprises are integrated into the policy development	Policy development	Consultation Mechanism and Technical Advisory
South Africa	South Africa Renewable Energy Institute (Sarebi)	Access to available skills and talent; Business Development Support	<u>Building a conducive environment for SME labour absorption</u>	Enterprises are integrated into the policy development	Policy development	Consultation Mechanism and Technical Advisory
Thailand	Stockholm Environment Institute	Access to finance, Technology & Infrastructure	<u>Recommendations for supporting SMEs in the transition to circular economy</u>	Enterprises are integrated into the policy development	Policy development	Consultation Mechanism and Technical Advisory

Country	Policy Solution Developers / National Key Actors	Ecosystem Impact	Name of the Policy Solution	Integration of SME perspective in the policy process	Role in the policy process	Contribution of the lab
Thailand	GIZ Thailand	Access to markets, resource efficiency	<u>Phasing out Single-Use Plastic: Creating a New Default</u>	Enterprises are integrated into the policy development	Policy development	Consultation Mechanism and Technical Advisory
Thailand	ListenField	Access to information; Technology & Infrastructure	<u>Achieving Smart Agriculture Potential through Efficient Data Connectivity and Management</u>	Enterprise needs are assessed and articulated	Influencing the policy agenda	Advocacy Mechanism
Uganda	GIZ Uganda, Capital Markets Authority, aBi Trust	Access to finance	<u>Blended Green Finance for SMEs</u>	Enterprises are integrated into the policy development	Policy development	Consultation Mechanism and Technical Advisory
Uganda	UNDP, Equity Bank, Insurance Regulatory Authority of Uganda, Bank of Uganda	Access to finance	<u>Green Trade Finance Guarantee</u>	Enterprises are integrated into the policy development	Policy development	Consultation Mechanism and Technical Advisory
Uganda	National Planning Authority, ACODE, East African Development Bank	Access to finance	<u>Green MSME Finance Facility</u>	Enterprises are integrated into the policy development	Policy development	Consultation Mechanism and Technical Advisory

### Working with Global Policy: Overview of Policy Actors and Partners of the Project (reference to chapter 7)

Global Key Actor Name	Type of Organisation	Scope of Partnership	Focus of the Partnership	Exemplary Activities	Partnership outcomes
UNDP	International Organisation	Global	Joint Advocacy Events	Joint High-Level side-events at Nature for Life	Programme Development
UNEP	International Organisation	Global	Joint Advocacy Events	Joint High-Level side-event at COP and HLPF	Publication
IUCN	International Organisation	Global	Joint Advocacy Events	Joint SEED Event	High-level side event partner
FAO	International Organisation	Global	Joint Project	Joint High-Level side-event at HLPF and Food Summit	Programme Implementation

Global Key Actor Name	Type of Organisation	Scope of Partnership	Focus of the Partnership	Exemplary Activities	Partnership outcomes
UNIDO	International Organisation	Global	Joint Advocacy Events	Joint High-Level side-event at COP and HLPF	High-level side event partner
ILO	International Organisation	Global	Joint Advocacy Events	Joint High-Level side-event at COP and HLPF	High-level side event partner
UN PAGE	International Organisation	Global	Joint Advocacy Events	Joint National Events in the framework of the PLPP	Programme Implementation
UNCTAD	International Organisation	Global	Joint Advocacy Events	Joint High-Level side-event at COP and HLPF	High-level side event partner
ITC	International Organisation	Global	Joint Advocacy Events	Joint High-Level side-event at COP and HLPF	High-level side event partner
IFDD	International Organisation	Global	Joint Advocacy Events	Joint High-Level side-event at COP and HLPF	High-level side event partner
UNGC	International Organisation	Global	Joint Advocacy Events	Joint SEED Event	High-level side event partner
UN WTO	International Organisation	Global	Joint Advocacy Events	Joint SEED Event	High-level side event partner
UN ESCAP	International Organisation	Regional (Asia)	Joint Advocacy Events	SEED Speakers at UN ESCAP events	High-level side event partner
EU DG INTPA	International Organisation	Global	Joint Advocacy Events	Joint High-Level side-event at HLPF	High-level side event partner
EU DG Environment	International Organisation	Global	Joint Advocacy Events	Joint High-Level side-event at HLPF	High-level side event partner
OECD	International Organisation	Global	Joint Advocacy Events	Joint High-Level side-event at HLPF	High-level side event partner
ASEF / ASEIC	International Initiative or Platform	Regional (Asia)	Joint Advocacy Events	Joint High-Level side-event at COP	High-level side event partner
SME Climate Hub	International Initiative or Platform	Global	Joint Advocacy Events	Joint High-Level side-event at COP and HLPF	High-level side event partner
ICC	International Business Association	Global	Joint Advocacy Events	Joint High-Level side-event at COP and HLPF	High-level side event partner

Global Key Actor Name	Type of Organisation	Scope of Partnership	Focus of the Partnership	Exemplary Activities	Partnership outcomes
WBCSD	International Business Association	Global	Joint Advocacy Events and Publications	Joint High-Level side-event at COP	Publication
Green Economy Coalition	International Initiative or Platform	Global	Joint Advocacy Events and Publications	Joint Events and Publication for UNEA	Publication
GGKP	International Initiative or Platform	Global	Joint Advocacy Events	Joint High-Level side-event at COP and HLPF	High-level side event partner
SAFIN	International Initiative or Platform	Global	Joint Advocacy Events	Joint event at SAFIN	High-level side event partner
GO4SDGs	International Initiative or Platform	Global	Joint Project	Regional Webinars and Joint High-Level side-event at COP and HLPF	Programme Implementation
World Resources Forum	International Initiative or Platform	Global	Joint Advocacy Events	Joint Events at World Resource Forum	High-level side event partner
World Circular Economy Forum	International Initiative or Platform	Global	Joint Advocacy Events	Joint Events at World Circular Economy Forum	High-level side event partner
Siemens Stiftung	International Foundation	Global	Joint Project	Follow-up Support for SEED enterprises	High-level side event partner
Inclusive Business Network	International Initiative or Platform	Global	Joint Advocacy Events	SEED Speakers at UN ESCAP events	High-level side event partner
GGGI	International Organisation	Global	Joint Advocacy Events	Joint Event at GGI Week	High-level side event partner
Pollinate Impact	International Initiative or Platform	Global	Joint Advocacy Events	Joint Event at Pollinate Events	High-level side event partner
AVPN	International Membership Organisation	Regional (Asia)	Joint Advocacy Events	Joint Event at AVPN Summit	Programme Development
EVPA	International Membership Organisation	Regional (Africa)	Joint Advocacy Events	Joint Event at EVPA Summit	High-level side event partner
SWITCH-Asia	International Initiative or Platform	Regional (Asia)	Joint Advocacy Events	Joint High Level Regional Events	High-level side event partner



## Working with Global Policy: Overview of Project Side-Events within Global Policy Processes (reference to chapter 7)

Year	Date	Event title	Collaboration with	Enterprises showcased	Contributions	Location
2023	December 3rd-8th	United Nations Climate Conference COP 28	MENA Hub, COP 28 UAE Secretariat, Emirati Environment Group, Institut de la Francophonie pour le Développement Durable, UN BIT/ILO, SME Climate Hub, UNED, Mediterranean Action Plan/Med Waves, EU Interreg MED. Federal Ministry of Germany for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection BMUV/Germany, World Business Council for Sustainable Development (WBCSD), International Trade Centre (ITC), SME Climate Hub, Emirates Environmental Group (EEG) and Asia-Europe Foundation (ASEF), UNCTAD, International Organisation of Employers/IOE, CAREC (Central Asia Reg. Env. Centre), Habitat for Humanity, IUCN, Euro-Med Economists Association/EMAE.		High-Level Event Participation and organisation of 7 events.	Dubai, United Arab Emirates
2023	October 18th	World Investment Forum 2023	FAO & Representatives of businesses from Malaysia, Switzerland, United Kingdom and entrepreneurs from Argentina, Ethiopia, India, Nigeria, Philippines, UAE and Uganda		High-Level Event	Abu Dhabi, United Arab Emirates
2023	September 6th	World Resources Forum 2023	World Resources Forum, IKEA Foundation	Bare Necessities Zero Waste Solutions (India), Green Nettle Textiles (Kenya), Vawoco Organisation (Kenya), Minimines Cleantech Solutions (India).	High-Level Event Side-Event Co-host	Geneva, Switzerland & Online
2023	July 26th	UN Food Systems Summit +2	FAO, Government of Flanders, Ministry of Agriculture, Nature and Food Quality (Netherlands), UN Environment Programme	Listen Field (Thailand), Farmers Fresh Zone (India)	High-level Side-Event host	Rome, Italy

Year	Date	Event title	Collaboration with	Enterprises showcased	Contributions	Location
2023	July 13th	Eco-Inclusive SMEs facilitating transformative change for Nature, Climate, Circular- and Agrifood-Systems delivering towards the SDGs	FAO, ILO, BMUV, Flanders, IKEA Foundation	Sampangan (Indonesia), Tac-Maz Sustainable Ventures (Malawi), Wuchi Wami (Zambia).	High-level Side-Event host	New York, United States
2023	April 25th	Coalition for Circularity Innovation and Entrepreneurship (CICE) Partner Workshop	BMUV, EU-DG Environment, ILO, UNEP, UNIDO, IUCN, Flanders, IGES, GIZ, IOE, FAO, ITC, UNDP, UNCTAD and UNFCCC		High Level Workshop	Berlin, Germany
2023	February 8th-10th	United Nations Regional 3R and Circular Economy Forum in Asia and Pacific	UNIDO, OECD		Two Plenary Sessions	Siem Reap, Cambodia
2023	January 23th-25th	United Nations Regional Consultation for the Arab Region	UN DESA		Preparatory process for the Global Sustainable Development Report (GSDR) 2023	Doha, Qatar
2022	November 9th-11th	United Nations Climate Conference COP 27	UNEP, UNDP, FAO, ILO, ITC, UNIDO		Participation in Side-Events	Sharm El Sheikh, Egypt
2022	October 13th	Latin America Future Lab on Agriculture and Food	GO4SDGs		High Level Workshop	Online
2022	October 4th	Asia Future Lab on Textile and Fashion	GO4SDGs		High Level Workshop	Online
2022	September 20th	West Asia Future Lab for Innovation and Policy	GO4SDGs, West Asia Sustainable Fashion Academy		High Level Workshop	Online
2022	August 9th	Africa Future Lab for Innovation and Policy	GO4SDGs		High Level Workshop	Online
2022	July 5-15th	United Nations High Level Political Forum	Go4SDGs, UN Environment Program, UN Global Compact, German Government		High level Official Side-Event host	New York, United States

Year	Date	Event title	Collaboration with	Enterprises showcased	Contributions	Location
2022	June 2nd-3rd	Stockholm+50 Conference	UNEP, GO4SDGs, One Planet Network, SME Climate Hub, Normative together, DG Environment, European Commission, UN Global Impact, Government of Germany, Indonesia, South Africa and Uganda.	MYCL Mycotech Lab (Indonesia), Ecoplastile (Uganda),	High level Official Side-Event host	Stockholm, Sweden
2022	May 24th	SEED 20 Years	UNEP, German Government, Flanders	Perfect Fit (Indonesia), Wuchi Wami (Zambia), Ecoplastile (Uganda)	High-level online session	Online
2022	March 1st	Fifth session of the United Nations Environment Assembly	UNEP		High-level side event contributions	Nairobi, Kenya
2021	November 20th	Social Enterprise Thailand Forum 2021	SE Thailand		National high-level event contribution	Online
2021	November 17th	9th Mediterranean Green & Renewable Energy Summit - Meda Week Barcelona 2021	ASCAME		Participation in one Session	Barcelona, Spain
2021	November 13th	Greek House Davos Platform	EPLO		National high-level event contribution Outcomes of COP 26	Athens, Greece & Online
2021	November 8th	United Nations Climate Conference COP 26	DAI's Sustainable Business, EU-SWITCH-Asia SCP Facility, Global Green Growth Institute (GGGI), GO4SDGs, International Chamber of Commerce (ICC).	Regenize (South Africa), Wuchi Wami (Zambia), Switch ON - Onergy (India), Moreloop (Thailand)	Official High level Side-Event	Glasgow, Scotland, United Kingdom
2021	October 25th	Global Green Growth Week 2021	GGGI		Contribution to high-level event session	Online
2021	October 8th	GreenCo Summit 2021	CII India		Contribution to high-level event session	Online
2021	October 4th-6th	Nature for Life Hub 2021	UNDP		Contribution to high-level event session	Online

Year	Date	Event title	Collaboration with	Enterprises showcased	Contributions	Location
2021	September 13th	World Circular Economy Forum (WCEF)	WCEF		Contribution to high-level event session	Online
2021	September 21th	3Zero World Forum	Convergences		Contribution to high-level event session	Paris, France & Online
2021	July 13th	United Nations High Level Political Forum	GO4SDGs, Green Growth Knowledge Platform (GGKP), UNEP, German Federal Ministry of the Environment, Nature Conservation and Nuclear Safety, FSD Uganda, Green Industry Platform, Yield Lab, South African Cleaner Production Centre, The Conversation Strategists	Moreloop (Thailand)	High-level Official Side-Event	New York, United States
2021	June 15th and 16th	European Development Days			Host of a joint online stand enterprise	Online
2021	April 21st	GO4SDGs High Level launch	World Economic Forum, UNDP, One Planet, ILO, Green Growth Knowledge Partnership, International Resource Panel, German Federal Ministry of the Environment, Nature Conservation and Nuclear Safety, Asian Institute of Technology	Mycotech (Indonesia)	Contribution to high-level event session	Online
2021	March 29th	World Sustainable Development Summit	auctusESG LLP, adelphi, Bankers Institute of Rural Development, VNV Advisory		Hosted National high-level event session	Online
2021	March 25th	UNCTAD-UNITAR's web series	UNCTAD		Contribution to high-level event session	Online
2021	January 7th	Green Economy Coalition	Green Economy Coalition		Contribution to high-level event roundtable	Online

Year	Date	Event title	Collaboration with	Enterprises showcased	Contributions	Location
2020	November 3th	Sankalp Global Summit	OECD	Kudiwa Waste and Energy Solutions - KWES (Zimbabwe), Last Forest (India)	Contribution to high-level event session	Online
2020	October 28th	Asia-Europe ENVforum Webinar	CEU, ISPONRE, MONRE, Switch-Asia	Fang Thai (Thailand)	Contribution to high-level event session	Online
2020	September 29th	Green Growth Knowledge Partnership GGKP Webinar	Fraunhofer Institute for Manufacturing Technology and Advanced Materials (IFAM), Footprints Africa, Laudes Foundation, United Nations Environment Programme, VDI Centre for Ressource Efficiency		Contribution to high-level roundtable	Online
2020	July	United Nations High Level Political Forum	UNEP, ITUC, German Government, GO4SDGs, German Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety of Germany and the Green Growth Knowledge Partnership		High-level Official Side-Event	Online
2020	March 12th-13th	Global Opportunities for Sustainable Economies and Societies (GO4SDGs) - Inception Workshop	UNEP, German Ministry of Environment, Nature Conservation, and Nuclear Safety, World Economic Forum, UNDP, Green Growth Knowledge Platform, International Trade Union Confederation (ITUC), One Planet Network, Partnership for Action on Green Economy (PAGE).		Contribution to high-level workshop	Geneva, Switzerland
2019	December 2nd-13th	United Nations Climate Conference COP 25	UNEP		Contribution to multiple high-level side-events	Madrid, Spain
2019	November 9th	European Venture Philanthropy Association (EVPA) year Conference	Foundations and Impact Investors		Contribution to high-level event session	Den Haag, Netherlands
2019	November	AidEx Brussels Conference	Organizations of Development Cooperation and Humanitarian Assistance		Contribution to high-level event session	Brussels, Belgium

Year	Date	Event title	Collaboration with	Enterprises showcased	Contributions	Location
2019	October 16th-18th	Climate Chance Africa Summit	Climate Chance Association and National Association of Legal Authorities of Ghana		Contribution to high-level event session	Accra, Ghana
2019	October 16th	Beyond the Known: Practitioners' Exchange to Discover New Ways to Promote Entrepreneurship & Support MSME Development	GIZ Representation Berlin	Daily Dump (India)	Contribution to high-level event session	Berlin, Germany
2019	February 19th	German Environment Minister visited SEED Award Winner	GIZ, Partnership for Action on Green Economy (PAGE), International Climate Initiative (IKI), German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU).	Green the map (India)	Contribution to high-level event session	New Delhi, India
2019	January 10th-11th	PAGE Ministerial Conference	International Climate Initiative (IKI), German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), Government Flanders, United Nations,	Khainza Energy Limited (Uganda), EcoAct (Tanzania), Daily Dump (India), Amazóniko (Colombia), Corporación Acción Semilla (Colombia), Heilveld Cooperative (South Africa), African Agricultural Solutions (South Africa).	Contribution to high-level event session	Cape Town, South Africa
2019	January 8th-9th	Green Economy Coalition Global Meeting	German Federal Ministry for Environment, Nature Conservation and Nuclear Safety	All Women Recycling (South Africa)	Contribution to high-level event session	Cape Town, South Africa

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