

RESOLVE

Facilitation of Observer Selection Process for the Climate Investment Funds

Project Report

Contributors

RESOLVE Selection Process Facilitation Team

Maya Breitburg-Smith, Senior Specialist, Consensus Building

Erin Bongard, Senior Program Manager

Nate Ogle, Program Associate

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Introduction

This report summarizes RESOLVE's involvement in the Observer selection process for the Climate Investment Fund (CIF), which took place from October 2024 — February 2025. The overall selection process was led by the CIF Stakeholder Engagement Team (CIF-SE), who contracted the services of RESOLVE to facilitate preparing and disseminating the call for nominations, shortlisting nominations, and participating in the Joint Observer Selection Committee. As a result of this process, Observer organizations were chosen to serve a three-year term beginning in February 2025.

In 2009, the Climate Investment Fund Trust Fund Committees approved a set of guidelines designed to promote civil society engagement in the funds and agreed to allocate observer seats to Civil Society Organizations (CSO), Indigenous Peoples Organizations (IPO), and Private Sector Entities (PSE). The CIF invited RESOLVE, an independent third-party organization, to design and manage the selection process for nonprofit CSO Observers, while IPOs and PSEs were managed separately. In addition to the 2009 process, RESOLVE managed the CSO Observer selection processes in 2011, 2014, 2020. Our work on the 2020 process included coordinating with the leads for the IPO and PSE selection processes and facilitating the joint selection committee.

The CIF Observer Program was streamlined in 2024 to align with CIF's new governance structure. The selection process was also modified to align with these changes, incorporate lessons from previous Observer selection processes, and increase consistency and transparency. As a part of the change, RESOLVE administered the selection process to select Observers for all three constituencies (CSO, IPO, and PSE) for the first time for the 2025-2027 CIF Observer cohort.

The selection process was revised to ensure:

- consistency with how civil society, Indigenous peoples, and private sector Observers are selected by utilizing a common application form and uniform observer eligibility and selection criteria;
- a fair and transparent process by continuing to encourage candidates to self-nominate
- an independent process by relying on the services of RESOLVE to receive nominations and shortlist the candidates, and selection guidance from a multi-stakeholder Joint Observers Selection Committee (JOSC). The JOSC was composed of senior CSO, IPO, and PSE leaders who made the final recommendations to the CIF Stakeholder Engagement Team (CIF-SE) on the selection of Observers; and
- a representative and qualified group of Observers.

More information about the changes to the structure and process are included in the Process Overview section below.

As with previous processes, while the selection process delivered a fair, transparent, and successful outcome, the streamlined process and short time frame led to some challenges. This report highlights the lessons learned from these challenges and adjustments; by outlining them here, we hope to contribute to the success of future selection processes.

This report also includes a summary of the 2025-2027 cohort selection process and timeline, the eligibility and selection criteria, names of the JOSC members and their affiliations, JOSC Selection Committee Guidelines; the shortlisted candidates shared with the JOSC and the final list of Observers selected by the CIF-SE.

About RESOLVE

For over 45 years, RESOLVE has developed and promoted the effective use of collaboration and consensus building, helping groups with diverse interests engage in dialogue and find solutions to difficult problems. With partners in the U.S. and abroad, our organization designs innovative, sustainable solutions to the toughest natural resource, environmental, and public health challenges. RESOLVE is recognized internationally for helping parties analyze and work through contentious issues — particularly those involving highly visible and political dynamics, cultural differences, and complex technical and scientific information. RESOLVE advances new learning, best practices, and ethics, and our work is grounded in problem solving, process expertise, and a commitment to fostering relationships that break deadlocks and help parties achieve results.

In addition to the CIF, RESOLVE successfully developed and facilitated the selection processes for CSO Observers to the Forest Carbon Partnership Facility (FCPF) in 2016, 2018, and 2021. Our work on Observer selection processes has included developing a set of guidelines designed to promote CSO engagement; identifying methods to increase efficiency and achieve credible, transparent, representative results; and managing an application and global voting process to identify CSO Observers. RESOLVE relied upon fundamental principles of public participation and the guidance of well-respected CSO members through the selection efforts. Given our experience facilitating the CIF selection process in 2011, 2014, and 2020, RESOLVE was asked to provide process design, management, and facilitation support and services for the 2024 selection process for official Observers to the CIF.

About the Observer Role

The CIF enables climate-smart planning and action through large-scale, low-cost, and long-term financial solutions to support low—and middle-income countries in achieving their climate objectives. CIF is comprised of two trust funds: (1) the Strategic Climate Fund (SCF), which provides financing for piloting innovative approaches or scaling up activities aimed at specific climate change challenges or sectoral responses, and (2) the Clean Technology Fund (CTF), which promotes investments in clean technology by contributing to the demonstration, deployment, and transfer of low-carbon technologies with significant potential for reducing long-term greenhouse gas emissions. In 2010, the CIF launched the official Observer Program to engage non-state actors in the funds and promote institutional transparency and accountability.

Observers from the CSO, IPO, and PSE and constituencies carry out several key roles at the CIF: policy advocacy, program monitoring, constituency representation, and outreach and communication. These are carried out on three levels: actively participating in CIF's semi-annual online or in-person trust fund meetings at the global level, participating in the formulation and monitoring of climate strategies at the national level, and monitoring CIF-financed climate projects at the local level. To carry out these roles, Observers are expected to actively communicate and liaise with their local, national, regional, and/or global constituencies to ensure that their actions and decisions as Observers are guided by their constituency views and interests.

More specifically, as active observers on CIF's decision-making bodies, they are responsible for: i) preparing for meetings and consulting with other stakeholders in their constituency on issues scheduled to be discussed at the CIF meetings; ii) representing the interests of their constituency, not just of their own organization; and iii) following good practice standards in terms of consulting, liaising, and keeping their constituencies informed of their CIF activities. Observers also have the opportunity to identify and invite subject experts to testify during the trust fund committee meetings. Observers will also participate in an annual survey assessing the quality and impact of their policy advocacy, program monitoring, constituency networking, and communications activities.

Individuals representing observer organizations are expected to contribute productively to the CIF's work by responding to requests for input on documents and, when their term is completed, possibly serving on the selection committee that will determine the next set of Observers.

Summary of Activities and Lessons Learned

This summary and recommendations are written from RESOLVE's perspective as the facilitator for the selection of the 2025-2027 Observer cohort. It builds on lessons learned from previous processes managed by RESOLVE (both for the CIF and the FCPF).

Process Overview

RESOLVE circulated a call for applications, and interested CSO, IPO, and PSE representatives self-nominated through a centralized application platform. Using the eligibility criteria, RESOLVE conducted a careful review of each of the 153 applications received and developed a shortlist of candidates meeting these criteria. The shortlist was reviewed by the CIF-SE Team and then an updated list was shared with the Joint Observer Selection Committee, a selection committee comprised of and experienced representatives of each sector familiar with the role and their constituencies. That group, convened and facilitated by the CIF-SE Team, considered the shortlist and made selection recommendations. As with previous years, final selection decisions resided with the CIF-SE Team.

As noted above, the selection process for this Observer cohort was modified to increase efficiency and consistency, incorporate lessons learned from past selection processes, and align with the streamlined structure of the CIF. These changes included:

- **Unified Process:** The 2025-2027 cohort was selected using the same procedural steps for all three sectors to support consistency across constituencies. These changes meant the CSO constituency no longer utilized a voting step to inform selection decisions, that IPO Observer selection decisions were not based on nominations from regional IPO networks, and the PSE Observer selection no longer relied as heavily on recruitment. Like the 2020 selection process, all three sectors utilized the same eligibility and selection criteria.
- **Cohort Structure and Number:** This cohort of Observers was consolidated to align with the ongoing CIF governance structure streamlining process, which involves the consolidation of CIF decision-making spaces around the two existing trust funds (SCF and CTF). The number of Observers selected was reduced from 43 to 20, reflecting a similar reduction in the number of government representatives on the trust funds. The Observers were then equally divided to serve on either the SCF or CTF (10 Observers on each trust fund) based on their choices and/or technical expertise. The number of seats for each constituency was allocated using the same proportionality as past cohorts: CSOs (50% or 10 Observers), IPOs (25% or 5 Observers), and PSEs (25% or 5 Observers).
- **Centralized Application Platform:** RESOLVE, with support from CIF-SE and the Stakeholder Advisory Network (SAN), developed a centralized online application platform where interested organizations from all three constituencies could self-nominate and submit their applications to be a 2025-2027 Observer. Upon request, organizations were provided with Word versions of applications that could be submitted via email.
- **Target Number of Returning Observers:** Observer organizations and individuals are eligible to serve two (2) consecutive or non-consecutive terms, and current Observers wishing to serve a second term were required to participate in the selection process. New this year was a defined target for returning Observers (25% to 30%) to support institutional memory.
- **Regions:** To increase the geographic representation of Observers, this selection process utilized seven global regions (East Asia and Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, North America, South Asia, Sub-Saharan Africa) instead of the four regions used with past cohorts (Latin American and the Caribbean, Africa, Asia, and Donor Countries).

Additional information about the process steps and timeline is available in [Appendix A](#).

Preparation for Selection Process

Initial preparations for the selection process included the following elements.

Identify and Confirm Selection Process Facilitators

In October 2024, the CIF-SE connected with RESOLVE to initiate contracting, enabling RESOLVE to begin preparations for the selection process launch. To ensure consistency across the selection of CSO, IPO, and PSE Observers, RESOLVE was engaged to manage the process for all three constituencies.

Finalizing Selection Process Procedures

Observer selection was guided by eligibility and selection criteria, as well as a specific set of steps, all of which were defined in advance of the selection process launch and circulated broadly. While RESOLVE was engaged in the development of these guidance materials, drawn from past selection processes, the CIF-SE Team provided final approval.

To refine the procedures from previous Observer selection processes to align with the new approach, RESOLVE met with the CIF Stakeholder Engagement Team to review and discuss proposed revisions to the Observer criteria and selection process. The CIF-SE team reported on consultations with current Observers regarding the proposed changes to the selection process. During this stage of the process, RESOLVE also discussed the IPO and PSE selection processes with past leads and Observers to better understand how the selections were conducted and the unique needs of these constituencies, incorporating findings into the selection process.

Building on these discussions and consultations, Observer criteria and selection processes were finalized as outlined below:

The final eligibility criteria for the 2025-2027 Observer cohort included the following:

To qualify, CSO, PSE, and IPO Observer organizations and individuals were required to meet the following requirements published on the RESOLVE website:

1. *Country Membership:* Must be based in one of CIF's 80+ member countries.
2. *Organization Membership and Type:*
 - Observers must be a member of a Civil Society Organization (CSO), Indigenous People's Organization (IPOs), or Private Sector Entity (PSE). Observers selected will represent their organizations and serve in an institutional rather than in a personal capacity.
 - Eligible organizations include non-governmental organizations, community-based organizations, Indigenous people's organizations, research/think tanks, trade unions, youth groups, regional/international networks, private sector associations, and consultancy firms. Governmental organizations are not eligible.

3. *Institutional Track Record:* Observer organization is legally established and has a proven track record of promoting policy advocacy, providing services, undertaking research or training, and/or constituency networking in climate change.
4. *Representational Capacity:* Observer organizations should have active linkages with other organizations and networks at the local, national, regional, and/or global levels. Individuals representing observer organizations must be willing and committed to inform, liaise, and consult with these organizations and networks to inform them about CIF's work as well as share their concerns and interests with the CIF.
5. *Technical Knowledge:* Observer organizations and the individuals representing those organizations must have a basic overall understanding of climate change, as well as a specific understanding of one of the sub-areas which CIF finances, such as clean energy, forest management, nature-based solutions, community resilience, gender & social inclusion, and just transition.
6. *Conflict of Interest:* To avoid conflicts of interest, all observer organizations (if applicable) must disclose the scope of their organizations' financial engagement with multilateral development banks, export credit agencies, and governments in relation to CIF financing. If an observer organization applies to the CIF for funding during their term, the Observer will refrain from participating in trust fund meetings when this funding application is discussed.
7. *Language Preference:* While provision is made for translating official meetings and documents into Spanish and French, when possible, the working language of the CIF is English. Therefore, individuals representing observer organizations must have a working knowledge of English.
8. *Communications Capability:* Individuals representing observer organizations must have the capacity to communicate and interact actively via email, internet, and phones, as some of the engagement with and between Observers will be via email, texting apps (What's App, Teams) or virtual meeting platforms (Zoom, Teams, WebEx).
9. *Primary and Alternate Representation from One Organization:* The preference is for each Observer organization to appoint one primary representative who will attend CIF meetings and one alternate from the same organization who can prepare for and actively participate in CIF meetings if the primary representative cannot attend.
10. *Returning Observers and Term Limits:* A proportion of positions (25-30%) is reserved for current or past Observers (individuals) or their organizations who have only served one term. Primary or alternate individuals or their organizations who have already served two terms (consecutive or non-consecutive) are not eligible.

The final selection criteria for the 2025-2027 Observer cohort included the following:

The following criteria, posted on the RESOLVE website, were applied to the CSO, IPO, and PSE Observer organizations to ensure balance and diversity among the Observers regarding

geographic coverage, gender & social inclusion, institutional diversity, technical expertise, and networking capacity.

1. *Geographic Coverage:* The goal is to have all seven regions (East Asia and Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, North America, South Asia, Sub-Saharan Africa) of the world represented across the selected set of Observer organizations.
2. *Gender Equity & Social Inclusion:* The goal is to have an equal number of men and women selected as Observers and ensure that less represented and marginalized sub-constituencies (e.g., youth, people with disabilities) are represented. For this reason, special efforts will be made to select observer organizations represented by women and marginalized constituencies.
3. *Organizational Diversity:* The goal is to have different types of organizations from all three constituency sectors represented. This includes organizations of different institutional types (e.g., NGOs, community groups, networks, associations, companies), activities carried out (e.g., policy advocacy, research, service provision, financing, training), and sizes (e.g., large, small), and which work on different levels (e.g., global, regional, national, and local).
4. *Technical Expertise:* The goal is to have a set of Observers with technical expertise from a broad range of areas that reflect CIF's priorities (e.g., clean energy, forest management, community resilience, gender & social inclusion, and just transition) to support effective participation in the Trust Fund Committee meetings.
5. *Networks:* The goal is to have Observers with clear connections to key local, national, regional, and/or global networks, including links to other climate funds and climate-related processes (e.g., UNFCCC).

Observer Seats

To preserve institutional memory, there was a goal that 25 to 30% of the 20 Observer seats would be reserved for current or past observers to apply for a second term. Individuals or organizations that had already served two terms (consecutive or non-consecutive) were deemed ineligible.

Identifying Members of the CIF Joint Observers' Selection Committee (JOSC)

The CIF-SE selected eight senior and experienced individuals to serve on the JOSC, including four (4) past Observers representing CSOs, two (2) past Observers representing IPOs, and two (2) past Observers representing PSEs. The JOSC was tasked with reviewing shortlisted candidates and making selection recommendations based on the eligibility and selection criteria to the CIF-SE Team. JOSC members received a financial stipend and were not eligible to apply to be in the 2025-2027 cohort of CIF Observers.

JOSC members for the 2025 - 2027 selection included:

- Andrea Bacher, ECO Vadis
- Grace Balawag, Tebtebba
- Daniel Basurto, International Chambers of Commerce

- Ladd Connell, Bank Information Center
- Gertrude Kenyagi, Support for Women in Agriculture and Environment
- Maria Leichner, Director of ECOS, co-Chair of GEF CSO Network, and SAN representative
- Bharati Pathak, Federation of Community, Forestry Users, Nepal
- Saro Pyagbara, Indigenous Centre for Energy, Environment, and Sustainable Development

The CIF-SE managed the JOSC. RESOLVE participated in JOSC discussions as a resource to answer questions about Observer applications.

Lessons Learned and Recommendations

Observer selection is a complex, time intensive process with multiple stages. The organization facilitating the Observer selection process should be selected and contracted with at least ten (10) months before the new Observers terms begin to provide sufficient time to consult with current observers on lessons learned, plan and coordinate the selection processes, conduct outreach to potential applicants, support recruitment of and deeper engagement with the JOSC, and complete a thorough review of applications during the shortlisting process (e.g., with time to check references or conduct interviews). This change could also provide more space to discuss key issues and decisions with the CIF-SE Team. A longer timeline should also allow for the selection process to be completed with sufficient time for selected Observers to make travel arrangements (scheduling and visas) to attend CIF meetings in person. Finally, a longer timeline should allow future selection processes the flexibility to avoid scheduling open application periods over major holidays. While there will inevitably be scheduling challenges that arise, beginning the effort much further in advance should help to alleviate some of the schedule-related issues that emerged during this selection process.

Consulting current Observers and the broader stakeholder community on the selection process is an essential phase of the process and should be included in the overall timeline and contract for the selection process. Consultation with current Observers allows the organization conducting the selection process to identify and address issues related to the Observer criteria, vital because the Observer criteria guide selection decisions. Consultation with stakeholders who are not current Observers can help to maintain broader buy-in to the selection process and its results, important given the mandate for the “self-selection” of Observers.

While not directly related to the selection process, during conversations with current Observers in preparation for managing the selection process, we consistently heard about the challenges of being an active and effective Observer. Observer organizations typically do not have funding to cover the time associated with Observer tasks, such as reviewing materials and liaising with constituents, and as a result, Observers often have a limited capacity to commit the time required. It may be worth exploring whether the CIF could provide financial support for

Observers in the future to enhance their ability to fulfil the desired functions; that support could be accompanied an agreement regarding the expectations for the role.

Revisions to eligibility and selection criteria and other process-related details should be final well in advance of the application launch, with sufficient time for review by current Observers, the SAN (if they are supporting the process), RESOLVE, and the CIF-SE Team decision-makers. Completing these materials well in advance can help the team facilitating the selection process ensure consistency in communications and outreach materials, an accurate and error free application form, and an efficient strategy for application evaluation.

In addition, based on issues that arose during the application period, we recommend that preparation for the selection process includes consulting with the CIF-SE and current Observers to consider, address, and communicate the following in informational and application materials:

- Whether organizations must be from member countries.
- Factors that will affect selection decisions, such as historical underrepresentation from certain countries or limits on the number of representatives from a single country in a cohort.
- Observer cohort structure, including the number of Observers and allocation across different Committees. Due to timing constraints, the decision on the number of seats was made during the application process, making it difficult to set clear expectations.
- Any constituent-specific engagement or selection procedures, such as outreach inviting regional nominations for IPO Observer seats in addition to individual self-nominations.

This was the first time the CSO, PSE, and IPO Observers were selected using the same application and process. The CIF-SE Team and RESOLVE consulted with IPO and PSE constituents before launching the selection process and took steps to address issues raised. However, we recommend a more thorough consultation and engagement with IPOs and PSEs in the future, with time built into the process to implement any recommendations, to increase the impact of outreach and ensure the selection processes are aligned with the unique needs of each stakeholder group and those groups support in the process and results.

Given the important role Observers play in sharing and gathering information from constituents across their regions, future selection processes should explore strategies to identify and advance candidates with strong regional connections and networks, building on the questions in the most recent application.

The JOSC plays an extremely important role in the self-selection process, reviewing applications and making selection recommendations to the CIF-SE Team. While more time and resource intensive, we recommend a more inclusive and structured process for selecting the JOSC, so the membership includes more people who are not former CIF Observers. More diverse participation in the JOSC may ultimately help broaden outreach about the Observer opportunity and attract new applicants. Additionally, the JOSC membership should be identified before the application

launches. During this additional time, the group should be engaged in reviewing the selection process, supporting outreach, and having additional discussions and guidance on the selection decisions. The JOSOC can be a powerful resource and ally supporting the selection process and providing credibility to the outcomes. However, the process needs to be designed to provide time and opportunities for their deep engagement (while being respectful of their time commitment).

Outreach and Management of Application Process

Preparing and Disseminating the Call for Nominations

RESOLVE developed outreach materials to prepare for the official launch — an infographic with information about the selection process and a website offering background on the CIF, highlighting the new processes, eligibility, and selection criteria, and how to apply. Outreach materials and social media posts were translated and made available in English, French, Spanish, and Arabic to increase accessibility.

RESOLVE designed an online Observer application form for the 2025-2027 selection process building on previous applications that were revised to incorporate the updated Observer Criteria. Recognizing the need to ensure all applicants were familiar with the selection process and Observer role and responsibilities, RESOLVE required applicants to confirm their understanding of both before beginning to fill out the application. Instructions, a summary of the eligibility criteria and selection process, and a summary of observer roles and responsibilities were all available on the process website. The application was hosted on the platform *Wufoo* and was designed to be user-friendly. RESOLVE worked hard to reduce the length of the applications and limited questions to collect information required to evaluate applicants against the criteria.

The CIF-SE, RESOLVE, and SAN co-sponsored a widely advertised informational webinar on Monday, December 2, 2024. The webinar provided an opportunity to share background on the CIF Stakeholder Observer program; hear from current observers about lessons learned from their experiences; and describe the steps in the selection process, Observer criteria, and how to apply. 92 people attended, and a recording was posted on the RESOLVE website soon after. During the webinar, participants representing IPOs expressed concern regarding the number of Observer seats allocated to IPO representatives, as compared with CSO representatives. While changes were not possible for the selection of the 2025-2027 cohort, the CIF-SE Team expressed openness to discussing the allocation of seats for each sector in the future, noting any changes would need to be considered in broader consultation and discussion with all three constituencies.

The self-nomination process for CIF Observer seats was launched on December 5, 2025, with a worldwide call for applications distributed to CSOs, IPOs, and PSEs. RESOLVE, CIF, and SAN contact lists, including current and former Observers, were used to disseminate the announcement to 2,300 contacts by email. RESOLVE utilized a dedicated email address for this process, which was regularly monitored by the RESOLVE team, enabling rapid responses to

questions regarding the selection process, eligibility, and application. The paid email distribution service used by RESOLVE provided analytics to monitor the effectiveness of outreach, and allowed RESOLVE to send emails to the entire contact list at one time, target emails to specific sectors, and ensure our emails were not flagged as 'spam.' Reminders were sent regularly to encourage self-nominations and to remind potential applicants of the deadline.

RESOLVE utilized social media networks, such as LinkedIn, Facebook, and Instagram, to amplify the announcement and enlisted partner organizations in around the world to increase our reach. RESOLVE also developed an infographic to support visibility and scalability.

Receiving and Collating Applications

Throughout the application process, RESOLVE monitored the submitted applications with an eye on the eligibility and selection criteria to ensure applications were received from a wide geographic area; that candidates offered gender parity and inclusion of marginalized groups, including youth and individuals with disabilities; and that there was a diversity in the types of organizations applying. We identified specific regions and constituencies where limited applications were received and modified the outreach strategy to address these gaps. While we received a high number of submissions from Sub-Saharan Africa, we received far fewer from other regions and increased our outreach to other locations in response. Additionally, we targeted IPOs and PSEs to increase submission rates, which were lower than CSO responses.

Applications were received from the seven regions as defined by the World Bank. (East Asia and Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, North America, South Asia, Sub-Saharan Africa). Three applications were submitted by email, and 150 were submitted online. Twenty-two applications did not meet the eligibility criteria, most often because they did not meet the country membership criteria.

Of the applications submitted:

Geographical Distribution:

- 11 applications were submitted from East Asia and the Pacific.
- 3 applications were submitted from Europe and Central Asia.
- 8 applications were submitted from Latin America and the Caribbean.
- 6 applications were submitted from the Middle East and North Africa.
- 5 applications were submitted from North America.
- 24 applications were submitted from South Asia.
- 96 applications were submitted from Sub-Saharan Africa.

Constituency Type:

- 123 applications submitted were CSOs
- 13 applications submitted were IPOs
- 17 applications submitted were PSEs

How applicants learned about the 2025 CIF Observer application opportunity (applicants could select multiple):

- 67 applicants learned of the opportunity through RESOLVE's SendGrid emails.
- 42 applicants learned of the opportunity through a partner organization.
- 31 applicants learned of the opportunity through past work with the CIF.
- 17 applicants learned of the opportunity through RESOLVE's LinkedIn outreach.
- 11 applicants learned of the opportunity through word of mouth.
- 7 applicants learned of the opportunity through the December 2, 2025, informational Webinar.

The application period was extended from Friday, January 3, 2025 to Tuesday, January 7, 2025 to allow more time for applications, particularly since many applicants' availability to respond may have been affected by the Christmas and New Year holidays. An additional 46 (30%) applications were received after the extension.

Review and Shortlisting Applications

RESOLVE evaluated applications to develop a shortlist of qualified candidates for CIF-SE and JOSC consideration. As noted above, 153 applications were submitted, resulting in more than 800 pages to review.

RESOLVE began the review in late December 2024, assessing each application against the published eligibility and selection criteria. Reviewers also researched websites, LinkedIn profiles, and other online resources to assist in validating the information provided on the application. The group of candidates with the highest scores in each constituency was then reassessed against the selection criteria to ensure the shortlist was well-balanced based on the stated selection criteria (Geographic Representation, Gender Equity and Social Inclusion, Organizational Diversity, Technical Expertise, Network Connections). In some cases, the shortlist of candidates was adjusted to ensure the selection criteria were met.

The CIF-SE Team reviewed and proposed changes to the shortlist before it was shared with the JOSC, based on their knowledge of programmatic needs, selection criteria goals, and experiences with past Observer cohorts. Some adjustments were made with an eye toward cultivating a robust cohort of active returning Observers and allowing for new candidates from countries underrepresented in past Observer cohorts. One result of the CIF-SE input was that organizations from nonmember countries such as Belgium and New Zealand were included on the shortlist sent to the JOSC. The CIF-SE Team noted that although the countries where these

organizations are located are not members of the CIF, they both actively carry out policy advocacy and networking efforts globally and regionally, thus warranted being included in the shortlist of applicants. While this review step altered the shortlist and rankings from RESOLVE, it was part of the published selection process and made use of the CIF-SE Team's deep knowledge and experience.

Unlike in 2020, when a JOSC was first introduced to the selection process, the CIF-SE Team convened and facilitated the JOSC instead of RESOLVE. They provided the JOSC with the final shortlist of CSO, IPO, and PSE Observer candidates, along with the eligibility and selection criteria, the complete package of all applications received, and instructions to guide their review and selection recommendations (see [Appendix B](#)). The JOSC was tasked with reviewing the shortlisted candidates for their constituency and making selection recommendations, and had the opportunity to discuss the process and selection recommendations during constituency specific and full group calls.

Prior to the decision meeting with the CIF-SE Team, each JOSC member reviewed candidate information and identified their preferred shortlisted candidates. During this review period, the JOSC came to consensus recommendations on 80% of the observer seats. At the decision meeting, the CIF-SE Team and the JOSC discussed the remaining 20% seats where consensus recommendations had not been reached and selected the candidates for these seats to ensure adherence with the selection criteria across the three constituencies. The CIF-SE Team reviewed the JOSC selection recommendations and made final decisions regarding the selected Observers. The list of selected Observers is available in [Appendix C](#).

Lessons Learned and Recommendations

The outreach, review, and shortlisting processes presented both successes and challenges.

Outreach

Overall, outreach efforts allowed us to reach a diverse group of qualified candidates and encourage them to apply. Using an email distribution system ensured correspondence did not land in spam folders and allowed us to target specific regions to increase awareness of the open call. Recognizing that the working language of the CIF is English, translating outreach messages into Spanish, French, and Arabic also enabled the information about the process to be disseminated to a wider audience.

Working with partner organizations was a successful outreach strategy and we recommend continuing this approach to outreach in the future. While nearly 40% of applicants indicated they learned of the open call for applications by email, 24% of respondents indicated that they learned of the opportunity from partner organizations, and 10% identified social media as a source.

As noted above, this was the first year the selection process for the CSO, IPO, and PSE constituencies was managed together and followed a similar process and we received a number

of applications from IPOs and PSEs (7% and 10% of applications respectively). During early consultations before the selection process launched, IPO representatives described the past practice and continued interest in regional groups making consensus-based nominations for IPO Observer candidates. Recognizing this interest, RESOLVE encouraged regional groups to submit nominations through the application portal, while also accepting independent IPO applications. In the future, we recommend further engagement with the IPO constituency to understand the importance of regional nominations and, if appropriate, take steps to more effectively encourage and accept applications from regional groups. As noted above, there may be additional strategies to further encourage participation from IPOs and PSEs, and we recommend future selection processes explore these as well.

In addition, we recommend the following:

- The short timeframe, compounded by holidays, made outreach challenging. RESOLVE recommends allotting several months for planning, developing, coordinating, and translating outreach materials.
- The informational session (e.g., webinar) provided a valuable strategy to showcase the Observer opportunity and answer questions. We recommend holding informational sessions in local languages in low-response regions in the future. Ideally, these sessions would be scheduled at times that are easy for people in those regions to join live.
- Increase the amount of targeted outreach and recruitment taking place during the application period (in addition to broad outreach to relevant contacts). There are several regions that tend to be underrepresented in applications. We recommend building in time to consult with current and past Observers and other local contacts from those regions to better understand the barriers to applying and identify strategies to increase engagement.
 - This would likely require a slightly longer process with a longer application window.
 - The application window is the optimal time for RESOLVE to conduct targeted outreach because there is some data available from early applicants, and because the end-of-window submission rush has not occurred yet, more staff time is available to perform targeted outreach.
- Build in a check-in call with the CIF-SE Team and JOSC midway into the application period to review data on the applications received and additional outreach needed to address any gaps.

Review and Shortlisting Recommendations

RESOLVE found the application review and shortlisting process very effective, although we recommend that future processes build in additional time to vet the final group of shortlisted candidates more fully to validate the information submitted in their applications. Adequate time should also be built into the project timeline to provide JOSC members with at least 2 weeks to review applications and for RESOLVE to address any questions or concerns about shortlisted candidates. We also recommend that JOSC meetings be scheduled well in advance to

accommodate busy schedules, which can affect their ability to review and evaluate applications, raise questions, or join calls to discuss applicants with their peers.

During our review of applications, RESOLVE discovered many applicants used AI tools to develop their responses. We incorporated this into our evaluation and rated those that went beyond the AI generated responses more highly. We expect the power and use of AI tools will increase in the future, bringing additional benefits and challenges. We recommend future application instructions address their use, and reviewers give higher scores to applicants who make the content their own.

Additional recommendations for this phase of work include the following:

- Strongly encourage applicants to list a website or other online presence in their applications to help validate the organization.
- Application questions regarding an organization's network and capacity to communicate with constituents become increasingly important when the process no longer includes a voting phase to serve as an indicator of connectivity. Future processes should consider ways to strengthen the relevant application questions and responses — or other strategies — to gather information about the strength of an organization's network.
- Consider asking for references from organizations (noting that reference details will not be made public).

Confirmation of Selection, Submission of Final List, Publication of Results

Once the CIF-SE Team made final selection decisions, RESOLVE notified the Observers who were not chosen by email. The CIF-SE individually notified those who were selected and confirmed their acceptance. RESOLVE published the final list of selected CSO observers via the RESOLVE website and email distribution.

Lessons Learned and Recommendations

During the confirmation stage, one of the selected organizations notified the CIF-SE Team that an application from their organization had been submitted without their knowledge. They noted that although the individual had previously engaged with the organization, they were not officially affiliated. The CIF-SE Team is in ongoing communication with organization leadership regarding the organization's participation. As the CIF becomes increasingly visible (e.g., through the CIF Capital Markets Mechanism) and thus subject to more scrutiny, including steps to validate and vet potential Observers becomes more important. Some of the recommendations above regarding vetting, validation and time are designed to address this need in the future.

Conclusion

The steps, insights, and recommendations detailed in this report are a culmination of experience gained from RESOLVE facilitation of CIF Observer selection processes over the past 15 years. We have refined our approach with each successive process and learned invaluable lessons that we hope will inform and improve future processes.

We believe our work over the years has contributed to credible and transparent processes, resulting in strong cohorts of Observers who can represent and liaise with their constituencies. At the same time, we continue to believe the process and outcomes can be improved if the contract with the organization facilitating the selection process is in place at least 10 months before the new Observers are scheduled to begin their terms. In reviewing final reports from the CIF Observer selection processes RESOLVE has facilitated over the past 15 years, we found that each one includes the same strong recommendation to extend the length of the selection process. This timing is particularly important when there are significant changes to the process. As noted throughout this report, additional time would allow the facilitator of the process to more effectively meet the goals of an inclusive, credible, transparent, and respectful “self-selection” process.

While we are cognizant of limited resources and the impact longer contracts may have on cost, additional time preparing for the effort, especially if there are process changes, can contribute to overall efficiency and a more streamlined implementation of the selection process.

These challenges aside, we feel the revised and more streamlined selection process implemented this year was fair, transparent, and successful in supporting consistency across constituencies. Importantly, the selected group of Observers is highly qualified and well-equipped to represent and liaise with their constituents on the issues of focus at the CIF. While there are always opportunities to build on lessons learned — and we outline many of those recommendations throughout this report — we believe the changes to the selection process for the 2025-2027 Observer cohort were effective in achieving their goals.

At RESOLVE, each time we facilitate the Observer “self-selection” process and review candidate applications, we are inspired by the organizations and people around the world doing difficult and innovative work to tackle climate change. Our partnership with the CIF-SE Team was productive, and RESOLVE is grateful for input and guidance provided by the JOSCS. We were honored to be a part of this process again this year and contribute our services in support of a fair, transparent, credible, and participatory process.

Appendix A: Process and Timeline

This is the general description of the selection process, which appeared on the website and other public-facing materials; dates have been updated to reflect what took place.

Phase 1: Call for Applications	December 2, 2020 -January 7, 2025	<ul style="list-style-type: none"> All interested candidates submitted applications responding to the eligibility and selection criteria. There was one common application for CSO, IPO, and PSE candidates, which could be submitted through an online form or downloaded and submitted by email. <ul style="list-style-type: none"> Recognizing the unique and important role of regional networks for Indigenous people's organizations, these networks were encouraged to submit an application for a preferred nominee. Networks reached out to RESOLVE regarding these types of nominations. After one extension, applications were due on January 7, 2025. During this period, RESOLVE reviewed incoming applications against the selection criteria and reached out to nominees if additional information was needed.
Phase 2: Application Review and Shortlisting	December 30, 2024 — January 21, 2025	<ul style="list-style-type: none"> RESOLVE reviewed all submitted applications and evaluated them against the eligibility criteria. As part of this review, RESOLVE tracked application alignment with selection criteria. RESOLVE shared the shortlist of candidates with the CIF Stakeholder Engagement Team, who reviewed the proposed list to ensure conformity with the eligibility criteria and identified any questions or concerns. A final shortlist of candidates was then shared with the Joint Observer Selection Committee (JOSC).
Phase 3: Joint Observer Selection Committee (JOSC) Review and Recommendations	January 21 — January 31, 2025	<ul style="list-style-type: none"> The JOSC was composed of eight senior and experienced leaders from civil society (4), indigenous peoples (2), and the private sector (2), some of whom had served as Observers in the past. JOSC members were provided with a financial stipend to participate in the

		<p>observer selection process. Individuals or organizations participating in the JOSC were not eligible to apply to be in the new cohort of CIF Observers.</p> <ul style="list-style-type: none"> • JOSC members reviewed the shortlisted applications and evaluated them against the selection criteria. As needed, JOSC members also had the opportunity to consult informally with their own constituencies (CSOs, IPOs, PSEs) regarding the shortlisted candidates. • The JOSC applied uniform selection criteria across all three constituencies to support consistency and encourage greater synergy among the Observers. • The JOSC met as a group to discuss their analysis and selections based on a balanced approach to the selection criteria. While all JOSC members discussed all applications collaboratively, the JOSC members of each of the three constituencies (CSOs, IPOs, and PSEs) made the final selections for their respective constituencies. • The Stakeholder Advisory Network (SAN) and RESOLVE participated in these discussions in an advisory capacity. • Based on their work, the JOSC provided a final set of selection recommendations to the CIF Stakeholder Engagement Team. The CIF Stakeholder Engagement Team made final selection decisions on January 31st to ensure adherence to the selection criteria.
Phase 4: Publishing Final List and Notifying Candidates	February, 2025	<ul style="list-style-type: none"> • RESOLVE and the CIF Stakeholder Engagement team reached out to candidates to inform them of the outcome of the process. RESOLVE and the CIF then shared the final list of selected observers.

Appendix B: Joint Observer Selection Committee Guidelines

CIF Joint Observers' Selection Committee (JOSC) **SELECTION GUIDELINES**

The CIF-SE Team provided the following guidance to the JOSC to support their review of applications:

CIF Observer Program Background

The CIF Observer Program encompasses actively involving representatives from civil society organizations (CSOs), indigenous 'people's organizations (IPOs), and private sector entities (PSEs) in its governance structure and operations. The Observers role comprises activities in four strategic areas and levels: i) influencing CIF policies and operational decision-making at the global level; ii) influencing the design and monitoring of climate strategies at the national level; iii) monitoring CIF-financed climate projects at the local level; and iv) informing and networking with their constituencies at the local, regional and global levels.

The 2024 CIF Observer Selection process builds on the experience and lessons learned from selecting Observers for the past 15 years. It also seeks to improve the observer selection process by streamlining the selection process and ensuring a representative and qualified group of Observers selected to become observers for the 2025 — 2027 term. Here are the guiding principles:

- Consolidate the number of Observers to be aligned with the ongoing CIF governance structure streamlining process which involves the consolidation of CIF decision-making spaces around the two existing trust funds (SCF and TFC). The number of Observers to be selected will be reduced from 43 to 20 (reflecting similar reduction in numbers in government representatives on the trust funds) and these will be equally divided to serve on either the SCF or TFC (10 Observers on each trust fund) based on their choices and/or technical expertise.
- Ensure greater consistency on how civil society, indigenous peoples, and private sector Observers are selected by utilizing a common application form and uniform observer eligibility and selection criteria.
- Maintain the self-selection, transparent, and independent nature of the Observer Selection Process by receiving individual self-nominations and continuing to utilize the services of [RESOLVE](#) (which has assisted with this selection process since 2010) and the [Stakeholder Advisory Network on Climate Finance](#) (SAN) to help with the selection process, as well as convening a Joint Observers Selection Committee (JOSC) to help make the final selection of observers.

Overall Observer Selection Process

- It is important to note that the Observers to be selected will continue to represent their organizations and thus serve in an *institutional* rather than in a *personal* capacity.

- We will utilize the same eligibility and selection criteria used in 2020 but it will be applied more strategically to ensure more even geographic representation, gender balance, organizational diversity, broader technical expertise, and networking capacity.
 - By doing so, we will avoid having a few regions/countries being overrepresented (e.g. Latin America, East Asia, Nepal) while others are underrepresented (e.g. Middle East, South Asia, India).
- The established proportionality of 20 Observers to serve on the trust fund committees will be maintained and continue to be as follows: CSOs (50% or 10 Observers), IPOs (25% or 5 Observers), and PSEs (25% or 5 Observers).
- While most of the Observers to be selected will represent new members, we will reserve some slots (25 — 30%) for current Observers or their organizations who have only served one previous term (consecutive or not), to self-nominate themselves to continue serving as Observers for the 2025 — 2027 term. This will allow us to keep some of our most active observer individuals and organizations and thus maintain institutional memory in the observer program.
- The objective of reserving most of the observer slots for the 2025 — 2027 term for new members is to provide a greater number of organizations and/or individuals worldwide the opportunity to serve as CIF Observers.

JOSC Structure and Role

- Reflecting the constituency-related composition of the Observer Program, the JOSC will be composed of 8 senior and experienced climate leaders as follows: 4 CSOs; 2 IPOs; and 2 PSEs. Most of the JOSC members are currently or have served as CIF Observers in the past and are quite familiar with the CIF and the observer roles.
- The SE Team will invite and select the members of the JOSC based on recommendations made by RESOLVE, SAN, and other stakeholders.
- Serving on the JOSC requires some time commitment related to planning, networking, and attending meetings. The CIF recognizes and values this commitment and contribution to the observer selection processes and will thus provide each JOSC member with a US \$500 honorarium to be disbursed by RESOLVE.

Observer Selection Procedures

- The CIF Stakeholder Engagement Team will convene and facilitate the JOSC Meetings.
- The JOSC will meet virtually for 2 or 3 meetings to make the final selection of observers. A representative of RESOLVE, SAN, and the SE Team will participate in the JOSC meetings as facilitators and/or technical advisors.
 - The first meeting will be an introductory and planning meeting so the JOSC members can become acquainted with each other and learn about the current observer selection process. We will also present and discuss the JOSC Selection Procedures document and respond to any questions the JOSC members may have about the process.
 - The second and possibly third JOSC meetings will be decision-making meetings in which the final recommendations will be made on which 20 CSO, IPO, and PSE observers should be selected to become observers for the 2025 — 2027 term.

- JOSC members will receive a spreadsheet with the full list of self-nominated applications which will include the shortlisted recommendations by RESOLVE. RESOLVE will base this selection on the 10 Eligibility Criteria (see below).
- The spread sheet will be divided into the three constituency categories (CSO, IPO, PSE) and each of these categories, will in turn be divided between *returning* Observers and *new* observers, following the allotment for each category.
- The JOSC members will have 1-week to review the full list of applications. During this time, they should consult informally with their own constituencies (CSOs, IPOs, PSEs) to reference the shortlisted names of candidates before making the final decision on which Observer candidates to select.
- When reviewing the list of applicants JOSC members should prioritize the shortlisted of applicants (categorized as 'Highly Qualified') but can consult the entire list and select an applicant categorized as 'Moderately Qualified' or 'Not Qualified' to be considered by the JOSC for selection during the decision-making meeting.
- While reviewing the list, the JOSC members will be asked to fill out an online form indicating who their preferred candidates are for each of the three constituency categories (CSO, IPO, PSE Observers) and the status categories (returning or new observers).
 - Having the pre-selected choices will facilitate the decision-making process, especially if there is pre-agreement on most of the candidates to be selected.
- While filling out the spreadsheet with their preferred candidates, each constituency representatives (CSO, PSE, IPO) should only select candidates from their own constituencies. This rule will also apply during the decision-making meeting. While JOSC members will be able to opine or raise questions about candidates from other constituencies, the final selections for each constituency will only be made by JOSC members from their own constituencies.
 - The purpose of this rule is twofold: simplify the selection process; and acknowledge that each of the three constituency have singular institutional and cultural characteristics which the members of each constituency best understand and can thus make the most informed choices.
- To avoid conflicts of interest, if one of the observer applicants belongs to the same organization as a member of the JOSC, that member will recuse themselves from voting on that applicant. This restriction does not apply to shared membership in broad international networks, such as the Climate Action Network, since each country or regional affiliate is quite autonomous.
- The JOSC members will indicate their preferred shortlisted candidates based on the numerical targets for each constituency and status categories.
 - **CSOs** (50% or 10 Observers), **IPOs** (25% or 5 Observers), and **PSEs** (25% or 5 Observers).
 - **Returning** Observers (25 — 30% or 5-6 Observers), **New** Observers (65 — 70% or 14 — 15).
- While the CIF SE Team will try to fully adopt the applicant selection recommendations made by the JOSC, it will make the final selection of the 20 Observes after carefully reviewing the

five selection criteria (see below) to ensure that they were adhered to in a balanced and equitable manner.

Eligibility Criteria

The following eligibility criteria apply to CSO, PSE, and IPOs observer organizations as well as the individuals identified to serve as the organization's primary and alternate representatives.

1. Country Membership — Observer organizations must be located in one of the 80+ member countries (see list) which are either a 'contributor' or 'program' member country of the CIF.
2. Organization Type — Observers must be civil society organizations (CSO), indigenous people's organizations (IPOs), and Private Sector Entities (PSE). Eligible organizations include non-governmental organizations, community-based organizations, indigenous people's organizations, research/think tanks, trade unions, youth groups, regional/international networks, private sector associations, and consultancy firms.
3. Institutional Track Record — Observer organization is legally established and has proven track record of promoting policy advocacy, providing services, undertaking research or training, and/or constituency networking in the area of climate change.
4. Networking Capacity — Observer organizations should have active linkages with other organizations and networks at the local, national, regional, and/or global levels. Individuals representing observer organizations must be willing and committed to inform, liaise, and consult with these organizations and networks to inform them about 'CIF's work as well as share their concerns and interests with the CIF.
5. Technical Knowledge — Observer organizations and the individuals representing those organizations must have a basic overall understanding of climate change, as well as specific understanding of one of the sub-areas which CIF finances such as clean energy, forest management, nature-based solutions, community resilience, and just transition.
6. Conflict of Interest — In order to avoid conflicts of interest, observer organizations (especially those from the private sector) must disclose the scope of their 'organizations' financial engagement with multilateral development banks, export credit agencies, and governments in relation to CIF financing. If an observer organization applies to the CIF for funding during their term, the Observers will refrain from participating in trust fund meetings when this funding application is discussed.
7. Language Preference — While provision is made for translating official meetings and documents into Spanish and French, the working language of the CIF is English. Individuals representing observer organizations must, therefore, have a working knowledge of English.
8. Communications Capability — Individuals representing observer organizations must have the capacity to communicate and interact actively via email, internet, and phones, as some of the engagement with and between Observers will be via email, texting apps ('What's App, Teams) or virtual meeting platforms (Zoom, Team, WebEx).
9. Returning Observers — Only observers who have served one term (consecutive or not) are eligible for a second term. In other words, organizations and /or individuals who have served two or more terms as Observers are not eligible to serve a third term. The

objective of this criteria is to allow a greater number of organizations and/or individuals the opportunity to serve as observers.

10. Primary and Alternate Representation — Each observer organization will be expected to appoint one primary representative who will attend CIF meetings, and one alternate who can prepare for and actively participate in CIF meetings in the event the primary representative is unable to attend.

Selection Criteria

The following criteria will be applied to the CSO, IPO, PSE observer organizations to ensure greater balance and diversity among the Observers in terms of geographic coverage, gender & social inclusion, institutional diversity, technical expertise, and networking capacity. These are listed below in order of importance.

1. Geographic Coverage — The goal is to have all regions (e.g. Middle East, Central Asia) and possibly sub-regions (e.g. South Asia, East Africa) of the world represented across the selected set of observer organizations.¹
2. Gender Equity & Social Inclusion — The goal is to have an equal number of men and women selected as Observers, as well as ensure that less represented and marginalized sub-constituencies (e.g. youth, people with disabilities) are represented. For this reason, special effort will be made to select observer organizations that are represented by women and marginalized constituencies.
3. Technical Expertise — The goal is to have a set of Observers with technical expertise from a broad range of areas which reflect CIF's priorities (e.g. clean energy, forest management, community resilience, and just transition) so they can more effectively participate in the TFC meetings.
4. Networking Connections — The goal is to have Observers with clear connections to key local, national, regional, and/or global networks, including links to other climate funds and climate-related processes (e.g., UNFCCC).
5. Organizational Diversity — The goal is to have different types of organizations from all three constituency sectors represented. This includes organizations of different institutional types (e.g. NGOs, community groups, networks, associations, companies), activities carried out (e.g., policy advocacy, research, service provision, financing, training), and sizes (e.g. large, small), and which work on different levels (e.g. global, regional, national, and local).

¹ Observers will be selected from the seven regions as defined by the World Bank: (1) East Asia and Pacific, 2) Europe and Central Asia, 3) Latin America and the Caribbean, 4) Middle East and North Africa, 5) North America, 6) South Asia, 7) Sub-Saharan Africa.

Appendix C: List of Selected Observers

The following organizations were selected for the 2025-2027 cohort of Observers. The primary and alternate contacts for each observer organization are listed below. Contact information for both primary and alternates was provided to the CIF-SE and will be made publicly available on the CIF website. An asterisk (*) signifies a returning Observer.

Organization Name	Region	Country	Primary	Type of Organization	Trust Fund Participation
Civil Society Organizations (CSOs)					
Catholic Relief Services (CRS)	Donor Countries	United States	Gina Castillo	Donor Agency	SCF
Institute for Climate and Sustainable Cities*	East Asia	Philippines	Kairos de la Cruz	Research/Advocacy CSO	CTF
Climate Action Network Southeast Asia (CANSEA)*	East Asia	Malaysia	Nithiyananthan Nesadurai	CSO Network	SCF
Global Youth Coalition - LAC	Latin America/ Caribbean	Chile	Genaro Matias Godoy Gonzalez	Youth Group/Network	CTF
Centro Brasil no Clima (CBC) / Brazil Climate Center*	Latin America/ Caribbean	Brazil	Guilherme Lima	Research / Advocacy CSO	SCF
Confederacion Nacional De Federaciones Y Patronatos De Honduras (CONAFEPH)*	Latin America/ Caribbean	Honduras	Bessy Bendana	Social Movement	SCF
Change Initiative	South Asia	Bangladesh	Muhammad Zakir Hossain Khan	Research / Advocacy CSO	SCF
Centre for Peace and Development Initiatives (CPDI)	South Asia	Pakistan	Mukhtar Ahmad Ali	Research / Advocacy CSO	CTF
Young Volunteers for the Environment	Sub-Saharan Africa	Gambia	Albert Joe S Bongay	Social Movement	SCF
PACJA Uganda	Sub-Saharan Africa	Uganda	Kasule Florence	CSO Network	CTF

Indigenous 'Peoples' Organizations (IPOs)					
Environment & Development Alliance (PNG) Inc.*	East Asia	Papua New Guinea	Willie Karenga	CSO / Academic	CTF
FPRW Trust*	East Asia	New Zealand	Valmaine Toki	CSO / Academic	CTF
Red de Especialistas Indígenas en Finanzas del Clima (REIFC)*	Latin America/ Caribbean	Belize	Yahaira Vega	Indigenous Network	SCF
Gamo Development Association*	Sub-Saharan Africa	Ethiopia	Desalegn Kebede Kaza	Indigenous Association / Lawyer	CTF
Mainyoito Pastoralists Integrated Development Organization (MPIDO)	Sub-Saharan Africa	Kenya	Anne Samante	Indigenous Network	SCF
Private Sector Entities (PSEs)					
Alliance for Rural Electrification (AISBL)*	Donor Countries	Belgium	David Lecoque	Business Association	SCF
Climate Markets and Investments Association and RMI	Donor Countries	United States	Tyler Matsuo	Climate Trade Association and Company	CTF
IRENA Coalition for Action*	Middle East/North Africa	United Arab Emirates	Raul Alfaro-Pelico	Renewable Energy Intergovernmental Association	CTF
South African National Energy Association*	Sub-Saharan Africa	South Africa	Penelope Herbst	National Energy Company	CTF
One additional PSE Observer seat to be confirmed					