

ANNEX K: GENDER MAINSTREAMING PLAN

CI-GEF/GCF PROJECT AGENCY CI-GEF GENDER MAINSTREAMING PLAN (GMP)

The **Gender Mainstreaming Plan** provides information, analysis, and specific actions to ensure that gender dimensions are fully integrated into the project. It consists of two parts: (1) a Gender Analysis/Assessment, and (2) a Gender Action Plan. The **Gender Analysis/Assessment** identifies and describes relevant gender differences, gender differentiated impacts and risks, and opportunities to address gender gaps and promote the empowerment of men and women within the project context. The **Gender Action Plan** details any corresponding gender-responsive measures to address those differences, impacts and risks, and opportunities. Completion of a Gender Analysis/Assessment and Gender Action Plan is a requirement for all GEF and GCF funded projects as described under the CI-GEF/GCF Project Agency's Policy on Gender Mainstreaming. The CI-GEF/GCF Agency recognizes the wide range of projects and this GMP is designed to be flexible and adaptable to the project size, scope, and context. For additional guidance on gender requirements within GEF + GCF projects, please also refer to:

Guidance to Advance Gender Equality in GEF Projects + Programs:

<https://www.thegef.org/sites/default/files/publications/GEF%20Guidance%20on%20Gender.pdf>

Mainstreaming Gender in GCF Projects:

https://www.greenclimate.fund/sites/default/files/document/guidelines-gcf-toolkit-mainstreaming-gender_0.pdf

SECTION I: Project Information

PROJECT TITLE:	Business Action and Advocacy for the Planet		
GEF/GCF PROJECT ID:	XXXXX	PROJECT DURATION:	24 months
EXECUTING AGENCY/ENTITY:	Business for Nature, hosted at the World Business Council for Sustainable Development (WBCSD)		
PROJECT ANTICIPATED START DATE:	04/2022	PROJECT END DATE:	03/2024
GMP PREPARED BY:	Business for Nature Sarah Lebel, Baastel		
DATE OF (RE)SUBMISSION TO CI-GEF/GCF:	December 21, 2021; January 14, 2022		
GMP APPROVED BY:	Ian Kissoon, Director of ESMS, CI-GEF/GCF Agency		
DATE OF CI-GEF/GCF APPROVAL:	January 20, 2022		
PERSON RESPONSIBLE FOR IMPLEMENTING AND MONITORING THE GMP:	Project Manager (New Hire)		
HOW/WHERE WILL THE APPROVED GMP BE DISCLOSED¹²²:	The GMP will be made available on the BfN website. It will also be distributed during the project inception workshop.		

¹²² Approved Safeguard plans are to be disclosed to stakeholders in a manner and form that they will understand and that is culturally appropriate. This may require translation of the document.

**WHEN WILL THE APPROVED GMP BE
DISCLOSED:**

At the launch of the project

SECTION II: Gender Analysis/Assessment

The general state of gender in business action and advocacy

Women remain numerically rare in leadership positions in the corporate world, with 23.3 percent of board positions are now held by women globally. The Gender Equality Index of 2021 shows that women make only 30% of the share of members of boards in largest quoted companies¹²³, supervisory board or board of directors, despite the fact that women account for approximately 60% of tertiary education graduates. Male predominance in boardrooms is a global reality, and the situation is even starker in other parts of the world, such as Latin America, where 91.7 percent of board seats are occupied by men¹²⁴. In 2020, 19 of 44 countries studied by the Global Board Diversity Tracker had at least one female director. However, three countries—the Netherlands, Portugal, and the United Kingdom—joined the club this year, while former members India, Poland, and Turkey departed. Nine of the 19 countries have instituted a quota, requiring that companies reach a certain percentage of women on board by a certain time. Yet of the remaining countries sampled, 25 of them, including China, Brazil, Germany, and the United States—some of the world’s largest economies—are still home to large companies with no women on their boards at all.

The 2020 World Economic Forum Global Gender Gap Report¹²⁵ highlights the importance of women in leadership to help close the gender gap. Women in leadership act as role models to inspire other women to succeed. However, women leaders also have the power to make changes that will increase equality both in the workplace and in wider society. The development of women leadership has a strong business value in terms of strengthening the economy, but also recent research has shown that (i) the presence of female directors is associated with a stronger firm-level commitment to Corporate Social Responsibility (CSR); (ii) even solo and token female directors are associated with a stronger firm-level commitment to CSR compared with firms with all-male boards; and (iii) the broad integration of women on the board is associated with a stronger firm-level record in a broad range of CSR-relevant areas.¹²⁶ Similarly, as women in leadership roles increase in firms, the relationship strengthens between export intensity and green innovations.¹²⁷ Furthermore, firms with women CEOs or gender diverse boards are associated with stronger business and equity practices, and gender diverse leadership teams demonstrate stronger business and equity outcomes than teams characterized by gender homophily¹²⁸.

¹²³ [European Union | Power | 2021 | Gender Equality Index | European Institute for Gender Equality \(europa.eu\)](#)

¹²⁴ [Egon Zehnder - Executive Search, Board Consulting, Leadership Advisory - 2020 Global Board Diversity Tracker - Who's Really on Board? - Egon Zehnder](#)

¹²⁵ [WEF GGGR 2020.pdf \(weforum.org\)](#)

¹²⁶ Cook, A. and Glass, C., 2018. Women on corporate boards: Do they advance corporate social responsibility?. *Human relations*, 71(7), pp.897-924.

¹²⁷ Galbreath, J., 2019. Drivers of green innovations: The impact of export intensity, women leaders, and absorptive capacity. *Journal of Business Ethics*, 158(1), pp.47-61.

¹²⁸ Matsa, D. A., & Miller, A. R. (2013). A female style in corporate leadership? Evidence from quotas. *American Economic Journal*, 5(3), 136–169.

Similarly, women CEOs will be more likely to champion long-term over short-term strategies and to privilege non-financial performance outcomes over short-term growth¹²⁹, key features required for businesses to undertake a nature positive journey.

In national and international policy negotiations, women have long been portrayed as essentialist victims, as opposed to the leaders and agents of change they are or should be. Recently, the Sendai Framework for DRR was the first to name women as leaders and agents of change, a result of the leadership of delegations of women advocating for integration and key indicators monitoring the implementation of gender equality.¹³⁰ Therefore, women's notable and persisting underrepresentation in top leading positions may be reflected as a critical drawback towards organizational, societal, and cultural progress in terms of inclusion and balanced decision making¹³¹.

Project-level gender considerations (~2-5 pages)

¹²⁹ Glass, C. and Cook, A., 2018. Do women leaders promote positive change? Analyzing the effect of gender on business practices and diversity initiatives. *Human Resource Management*, 57(4), pp.823-837.

¹³⁰ Kimber, L.R. and Steele, J.F., 2021. Feminist advocacy on international agreements for disaster risk reduction: From Yokohama to Sendai. *International Journal of Disaster Risk Reduction*, 64, p.102457.

¹³¹ Kalaitzi, S., Czabanowska, K., Fowler-Davis, S. and Brand, H., 2017. Women leadership barriers in healthcare, academia and business. *Equality, Diversity and Inclusion: An International Journal*.

How do women and men currently utilize the natural resources that this project impacts? How might that change during and after the project?

The project will indirectly affect women and men residing in the four countries targeted under Component 2, as well as several other communities at a global level. During project implementation, it is unlikely that there will be direct effects of the project on how women and men utilize natural resources. However, in the long-term, it is expected that the transformational changes that the project aims to support could lead to more sustainable exploitation of natural resources by the employees of businesses who embark on a nature-positive journey.

How will women and men be impacted (positively or negatively) by project activities including on their livelihoods, workload, control over resources, etc.?

During project implementation, activities will be tailored to the needs and ambitions of women in the target beneficiary groups. Women participation in national business/government dialogues, as well as in multiple MEA processes, will be enhanced. Female and men business leaders will be sought as champions of the nature positive agenda, ensuring both groups can act as agents of change. This may increase workload for those directly involved in project activities.

To what extent do women and men participate in decision-making processes about those natural resources and is that likely to carry over into project decision-making? What are the constraints (social, cultural, economic, political) that restrict women's active participation in household, community and project-level decision-making processes?

Women are well represented in Business for Nature, including in decision-making, and will be active participants in decision-making at project level. Indeed, at the time of project design, women represented 70% of staff members including Executive Director, as well as Advocacy and Communications Directors. However, as stated above, women remain largely underrepresented in board/decision-making roles in the corporate world, and actively engaging women leaders will be part of the project strategy to ensure their voices can be amplified and they can be active agents of change for nature. A number of factors constrain their active participation, including socio-cultural barriers; unconscious bias; low social capital, easily illustrated by the lack of appropriate female mentors, lack of exposure to world of business; for younger females, a double discrimination based on age and gender; lack of human capital including lower levels of educational attainment for women in many parts of the world; and work-family conflicts, amongst many others. Many of these constraints are outside the sphere of influence of the project, but by championing women at national and global level as agents of change, and ensuring their voices are heard in key dialogues/platforms, it is anticipated that these direct project beneficiaries/female CEOs could inspire younger generations of women to actively engage in the corporate world, study business management, and bring with them a stronger firm-level commitment to Corporate Social Responsibility, in particular on aspects related to ambition on nature.

Do women and men have equal access to information and opportunities necessary to participate and benefit fully from the activities of the project? How do gender-related barriers/challenges potentially limit women's ability to fully participate, make decisions and benefit from the project? How will the project overcome them?

Women have low representation in decision-making in the corporate world, particularly in terms of board representation/CEO positions. Hence, the project will actively seek out women leaders when possible/relevant, including by communicating with networks of women in business, engaging with business leaders outside of CEO roles, but sufficiently close to them, such as Chief Sustainability Officers who are more likely to be women¹³². The WBCSD 4-step approach to support the achievement of SDG5 will also be applied (see below).

What are the different interests, needs and priorities of men and women within the project context? How will the project be able to address their respective needs and priorities?

Women CEOs are more likely to champion long-term over short-term strategies and to privilege non-financial performance outcomes over short-term growth, key features required for businesses to undertake a nature positive journey. However, to achieve meaningful impact, women need to be given a platform to express their ideas, and need to be actively sought out to achieve equal representation on boards, and enabled to become agents of change and champions for nature.

How might project activities create new opportunities (economic, leadership, etc.) for women?

The project will create new leadership opportunities for women, and actively engage them as champions of business advocacy and action for nature.

Is there a possibility that project activities may perpetuate/increase inequalities, including gender-based violence? (why or why not)

It is not anticipated that the project will contribute to perpetuating or increasing inequalities, or gender-based violence, due to its primary focus on engaging women in leadership roles at high levels.

What is the level of gender awareness and capacity to address gender issues amongst local authorities, project partners and project staff?

The WBCSD works with business and educational institutions on advancing SDG5 and driving transformation, in support of increased interest from governments, business and society in recent years on gender equality and women empowerment. As such, WBCSD launched LEAP, a new education project aimed at women and companies. It is designed to help women reach senior positions in their companies and ensure that sustainability is both embedded in their leadership and included in their company strategy. Moreover, WBCSD has developed a four-step approach to support the achievement of SDG5 on advancing gender equality. These steps are:

1. Gender representation at our events.

We will ensure that every panel at every WBCSD event has both female and male participation

¹³² A recent report by showed that in 2021, 54% of CSO positions in the US were held by women, compared to 8% in 2011. [Weinreb-Group-Sustainability-and-ESG-Recruiting-The-Chief-Sustainability-Officer-10-years-Later-The-Rise-of-ESG-in-the-C-Suite-2021-Report.pdf](https://www.weinrebgroup.com/wp-content/uploads/2021/09/Weinreb-Group-Sustainability-and-ESG-Recruiting-The-Chief-Sustainability-Officer-10-years-Later-The-Rise-of-ESG-in-the-C-Suite-2021-Report.pdf) ([weinrebgroup.com](https://www.weinrebgroup.com))

2. Push for gender representation at external events.

When we are invited to speak at an event, we will:

1. Request information about who the other panelists are, and verify that the panel has both women and men as speakers
2. Inform the organizers that WBCSD's policy is to only participate in panel discussions where women have meaningful participation
3. Reserve the right to withdraw should gender representation not be achieved

3. Spread the word on gender representation.

When we agree to participate in an event, we will:

1. Proactively offer names of women who could meaningfully contribute to the event
2. If required, during introductory comments, highlight the need for gender representation on panels

4. Report back.

We will report back (sdg5@wbcsd.org):

1. About panels or events where we participated and gender representation was not achieved
2. About where the "Pledge" had an impact on improving the gender representation of a panel

Describe the methods (interviews, desktop research, focus groups, surveys, etc.) were used to collect information for the Gender Analysis/Assessment.

The Gender Analysis/Assessment was based on desktop research and consultations with Business for Nature staff.

Describe lessons learnt during the development of the GMP during the PPG/PPF Phase. E.g. Did you have to hold meetings separately for women? Did the location/time of meetings affect women's participation?

Consultations undertaken through bilateral meetings and workshops were gender balanced, and women participation was high during the project preparation phase.

SECTION III: Gender Action Plan

Using the results of the Gender Analysis, and considering the project context, scope and components, the Gender Action Plan details how the project will ensure the active and meaningful participation of both women and men, equal access to opportunities, resources and benefits from the project, and avoid perpetuating social inequalities.

The activities proposed below to mainstream gender are aligned with WBCSD policy on gender.

Component 1:

Outputs	Activities to Mainstream Gender into Output	Target	Resources Required	Budget
Output 1.1.1: Twenty (20) companies from different sectors and	1. Ensure that of the 50 companies supported by BfN, that some are women-led and others led by men	At least half of individuals directly engaged through the project are	These actions will be lead and monitored by BfN staff, as part of the	\$6000/year

<p>geographies are supported to advocate for nature-positive policies in key UN processes (e.g. UNGA, UNFCCC, Rio+30) through engagement with BfN</p> <p>Output 1.1.2: Twenty (20) companies from different sectors and geographies are supported to advocate for nature-positive policies in CBD post 2020 framework at a global level through engagement with BfN</p> <p>Output 1.1.3: Ten (10) companies from different sectors and geographies are supported to advocate for national level nature-positive policies as part of the CBD post 2020 framework through engagement with BfN</p>	2.	Ensure women and men are identified and supported to become champions on business for nature	women	implementation
	3.	Ensure that every event has both female and male participation	All co-developed policy suggestions between BfN and supported businesses mainstream gender	of their core activities, and in accordance with WBCSD gender policy. Additional resources may be required to maintain a roster of women leaders who can act as champions on behalf of the project
	4.	When BfN speaks at panels or other key events of the different UN processes, request information about who the other panelists are, and verify that the panel has both women and men as speakers		
	5.	Inform the organizers that WBCSD's policy is to only participate in panel discussions where women have meaningful participation		
	6.	Reserve the right to withdraw should gender representation not be achieved		
	7.	When BfN agrees to participate in an event, it will proactively offer names of women who could meaningfully contribute to the event, and will maintain a roster of such women		
	8.	If required (e.g. if panel composition does not include sufficient female representation), during introductory comments, highlight the need for gender representation on		

9. panels
Ensure that relevant gender issues are included in policy recommendations

Component 2:

Output 2.1.1: Four (4) national-level business advisory groups receive support to guide governments in implementing business- related targets of GBF	15.	Ensure that of the companies engaged in government dialogues, some are led by women and others by men	At least half of individuals directly engaged through the project are women Four business advisory groups receive gender messaging as part of overall support	These actions will be lead by contractors and monitored by BfN staff, as part of the implementation of their core activities, and in accordance with WBCSD gender policy. Additional resources may be required to maintain a roster of women leaders who can act as champions on behalf of the project	22.	\$1000/year
	16.	Ensure that training material and other knowledge products used to support business/government dialogues include gender issues				
	17.	Ensure that every event has both female and male participation				
Output 2.2.2: Four (4) business biodiversity action plans as part of the NBSAPs are developed jointly between governments and national business advisory groups to support the implementation of the business- related targets of the CBD post 2020 framework in key geographies	23.	Ensure that of the companies engaged in government dialogues are led by women and men	27. Four business biodiversity action plans include gender considerations	These actions will be lead by contractors and monitored by BfN staff, as part of the implementation of their core activities, and in accordance with WBCSD gender policy.	29.	\$2000/year
	24.	Ensure that training material and other knowledge products used to support business/government dialogues include gender issues				
	25.	Ensure that every event has both female and male participation				
	26.	Ensure that gender is mainstreamed in business action plans				

Component 3:

Output 3.1: Business knowledge management and communication strategy developed and implemented to strengthen BfN as a platform for business action.	30.	Ensure that every event has both female and male participation		
	31.	When BfN speaks at panels or other key events of the different UN processes, request information about who the other panelists are, and verify that the panel has both women and men as speakers		
	32.	Inform the organizers that WBCSD's policy is to only participate in panel discussions where women have meaningful participation	3. The communication strategy mainstreams gender (e.g. how to tailor materials to the needs of women and men)	These actions will be lead and monitored by BfN staff, as part of the implementation of their core activities, and in accordance with WBCSD gender policy. Additional resources may be required to adapt materials to include gender issues
	33.	Reserve the right to withdraw should gender representation not be achieved		\$6000/year
	34.	When BfN agrees to participate in an event, it will proactively offer names of women who could meaningfully contribute to the event, and will maintain a roster of such women	4. All relevant knowledge products include gender considerations	
	35.	If required (e.g. if panel composition does not include sufficient female representation), during introductory comments, highlight the need for gender representation on panels		
	36.	Ensure that all knowledge products generated by the project mainstream		

Output 3.2: A global business “kick-starting action” campaign to enhance business engagement in climate and nature developed and executed.	37.	gender Mainstream gender issues in the knowledge management and communication strategy of the project			
	42.	Ensure women and men are identified and supported to become champions on business for nature			
	43.	Ensure that every event has both female and male participation			
	44.	When BfN speaks at panels or other key events of the different UN processes, request information about who the other panelists are, and verify that the panel has both women and men as speakers	1. At least half of individuals directly engaged through the project are women	These actions will be lead and monitored by BfN staff, as part of the implementation of their core activities, and in accordance with WBCSD gender policy. Additional resources may be required to maintain a roster of women leaders who can act as champions on behalf of the project	
	45.	Inform the organizers that WBCSD’s policy is to only participate in panel discussions where women have meaningful participation			\$5000
	46.	Reserve the right to withdraw should gender representation not be achieved			
	47.	When BfN agrees to participate in an event, it will proactively offer names of women who could meaningfully contribute to the event, and will maintain a roster of such women			

	<p>48. If required (e.g. if panel composition does not include sufficient female representation), during introductory comments, highlight the need for gender representation on panels</p>			
<p>Output 3.1.3: Four (4) national case studies of actions taken by leading companies in support of the implementation of the Post-2020 Framework published in English and, if applicable, in the local language (e.g., Spanish).</p>	<p>52. Ensure that gender issues are addressed in the four case studies and lessons learnt/good business practices are identified</p>	<p>53. Four national case studies include gender considerations</p>	<p>These actions will be lead by contractors developing these products and monitored by BfN staff, as part of the implementation of their core activities, and in accordance with WBCSD gender policy.</p>	<p>No additional cost</p>

SECTION IV: Monitoring and Reporting

The GEF/GCF Gender Mainstreaming Policy requires the collection and analysis of sex-disaggregated data and gender information to inform gender-responsive monitoring and evaluation. The project is expected to report on a quarterly basis (using the CI-GEF/GCF Quarterly Reporting template), progress made towards the achievement of gender mainstreaming activities identified in the Gender Action Plan above. The project is also expected to report on an annual basis and using the CI-GEF/GCF Project Implementation Report (PIR) or Annual Performance Report (APR) template, the following CI-GEF/GCF minimum indicators:

Indicator	Baseline		Target ¹³³	
	Men	Women	Men	Women
Number of men and women who participated in project activities (e.g. meetings, workshops, consultations).	25	34	3653	3653
Number of men and women who received benefits (e.g. employment, income generating activities, training, access to natural resources, land tenure or resource rights, equipment, leadership roles)	0	0	807	807
Number of strategies, plans (e.g. management plans and land use plans) and policies derived from the project that include gender considerations (this indicator applies to relevant projects)	0		9 ¹³⁴	
Number of BfN project staff, steering committee members, disaggregated by gender	Baseline at project launch		At least 50%	

In addition to the minimum indicators above, projects are strongly encouraged to provide additional gender indicators specific to their projects.

SECTION V: Considerations for the Implementation of the GMP

1. Alignment + integration

The activities, budget and staffing outlined in this action plan must be integrated into the project's overall Project Document + Results Framework. Please confirm that:

1. The activities identified in this Action Plan have been integrated into the project's proposal document including the results framework. (Y)
2. The necessary budget for activities identified in this Action Plan have been integrated into the project's overall budget. (Y)

3. Staffing capacities

Describe the project's capacities to implement of this Gender Mainstreaming Plan. Who will be responsible for overseeing the implementation of the actions? Will that person need to be hired or

¹³³ Targets should be ambitious yet realistic. Please be prepared to explain how the targets were determined.

¹³⁴ Over total project period, assuming 4 strategies ("co-development of policy suggestions") on global level (2x CBD COPs, 1x UNFCCC COP, 1x UNCCD COP), and assuming 4 national strategies ("biodiversity business action plans"). In addition, the project communication strategy will mainstream gender. This totals to 9.

is s/he already on staff? Does that person have the technical background and skills appropriate for the level of complexity of this GMP? If not, how will this be addressed? What percentage of that person's time will be focused on implementation of this GMP?

The person in charge of overseeing the implementation of the GMP will be The Project Manager. They will be responsible for ensuring equal access to opportunities for both women and men, proactively engaging with women to participate in the project's activities, and creating new leadership opportunities for women. The communications specialist will also contribute to mainstreaming gender in the communications strategy of the project, and its associated communication and knowledge products.